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CAPACITY BUILDING FOR SUSTAINABLE URBAN MOBILITY PLANS

THE LINK BETWEEN STRATEGIC PLANS, PROGRAMMING, PIPELINE AND PROJECT PREPARATION

Stockholm, 5-6 May 2026

TRT DTV CONSULTANTS Goudappel MOBILITY MOVES US stratec TIS TREDIT S.A.

CONTENTS

- Key definitions and terminology
- Measures and projects in SUMP
- Case study and examples
- Managing risks and complexity for a smooth SUMP process

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Overall, this module is designed in view of reaching some conditions for effective SUMPs.

For that we'll start by defining and clarifying concepts and terminology, i.e. what is under strategies and plans, what do we mean by programming, what is a measure and a pipeline

We'll then progress into the discussion on the role of SUMPs in moving from plans to a broad set of measures to a coherent set of priority measures and from there into programming their implementation as a series of coordinated projects. Along this, we'll discuss why some SUMP processes fail as well as which methods can be applied along the programming process, notably how to include (high level) economic assessments to support a ranking of measures.

Complementarily, we'll touch upon relevant aspects such as dealing with different scales, actors and priorities but also other tools that could be adopted (i.e., risk management) for ensuring smooth SUMP processes

Looking at the SUMP cycle

- Identify stages where concepts as strategic planning, measures, plans, project preparations belong
- Working from outlines and overarching ambitions towards elaboration in measures and programmes
- Essential: link between overarching ambitions as elaboration in measures

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Here is the general SUMP schedule. And it is important to distinguish the difference between strategic planning, measures and the programming of activities. This follows later in this module.

But also that these components have different places in the work process. Important to first work from the larger perspective (strategic planning: what kind of city do I want to be) and then work step by step towards elaboration.

Finally, it is important that each of the three components mentioned are connected and interact.

Having a strong link between vision and programming of projects

Strategies (SUMP)

- Vision driven long term
- Formulating overarching objectives
- Analyzing options (scenarios)
- Independent from funding
- Ultimately Leading to measures

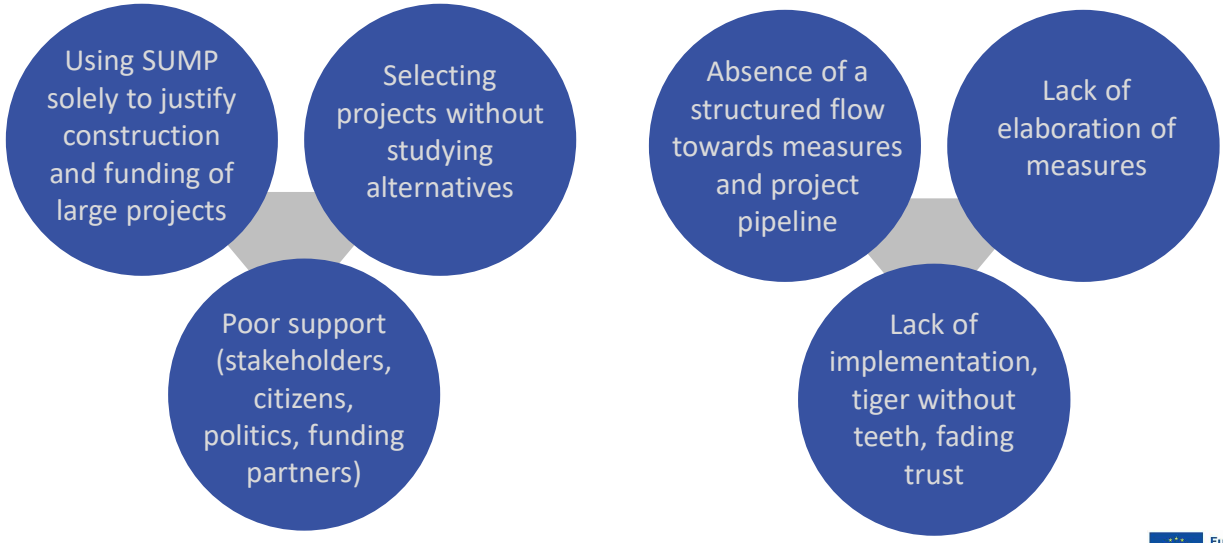
Programming of projects

- Elaboration into plan with short term actions
- Narrowly defined subgoals
- Pipeline planning
- Investment driven
- Eligibility

This module deals with the transition from strategic planning (phase 2) to measures (phase 3) and the establishment of concrete interventions and projects (phase 4), in preparation for further implementation. Phase 2 and phase 4 are completely different in nature, but they must be closely linked, like links in a strong chain. This contributes to interventions that a) are each firmly substantiated, b) can all be explained to stakeholders and politicians, and c) are also logically coherent and reinforce each other. Translated with DeepL.com (free version)

Why does the link between vision and projects matter?

- Often the distinction between strategy, plan, measure, project, programming, project pipeline is not known, leading to misunderstandings and common mistakes



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SUMPs are not new a tool in transport and mobility planning; they have been advocated and implemented for several years.

However, over all these years and spread across Europe and despite the availability of common guidance and methods, **several SUMPs do not result as planned**.

That is why, somehow the purpose around this module progresses also around clarifying a set of definitions with which we aim to **contribute to avoid further misunderstandings and mistakes.**

Short explanation of the identified common mistakes:

1. This common mistake is often known as starting the SUMP from the roof
2. Alternatives should be sought and benchmarked particularly at measure level (e.g. study different modal options before selecting the one that suits best the designated SUMP high level objectives, not always this is done, and a decision is already taken before being studied
3. Not considering pre-committed/planned / systemic measures is also an often mistake, as transport practitioners might overlook other actions, plans, strategies at different scales. For instance, not considering a long term planned regional metro line linking two adjacent cities when developing own SUMP
4. Transport practitioners need to take account that the responsibility for some measures fall within the remit of other organisations and those are also to be integrated in SUMPs with respective owners identified. For instance, if the city is served by long-distance transport operators, the SUMP must acknowledge the ownership of measures carried out by the public transport operator and liaison with

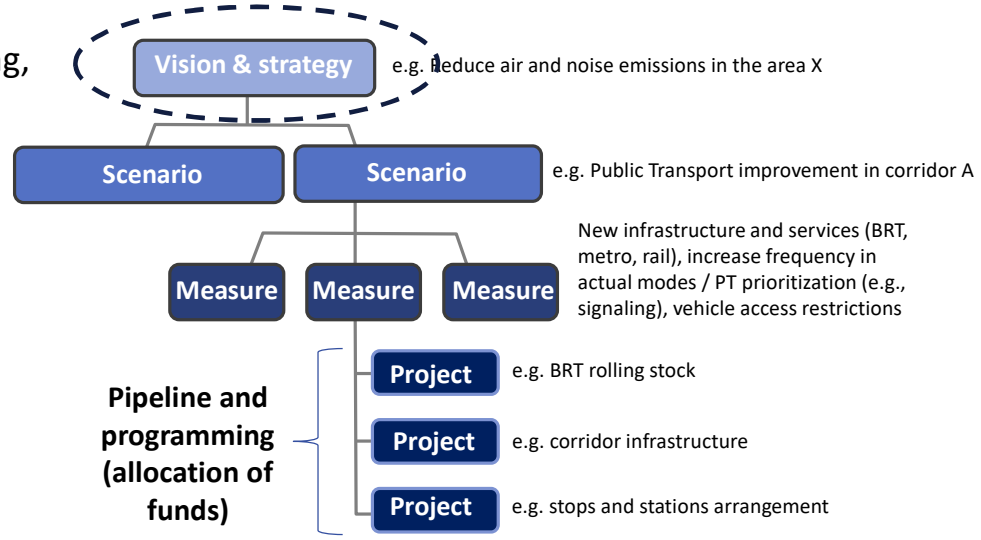
them the appropriate coordination mechanisms for addressing and implementing such measures. This is also valid in the context of the TEN-T urban nodes, whose territorial scope widens much beyond the city who often conducts the SUMP. The SUMP should not be limited to the measures controlled by the city

2. The flow from SUMP to measures and from these to the financial programming that underpins the project pipeline is frequently absent
5. Very often, SUMP measures are not implemented and remain on the shelf, especially because points #1-5 are not observed
6. Especially when new political parties are elected, very often new projects not previously foreseen or studied, and unrelated to the SUMP, emerge and are implemented

Do these cases sound you familiar?

Key definitions

- **Vision/strategy:** overarching, main goals in a SUMP



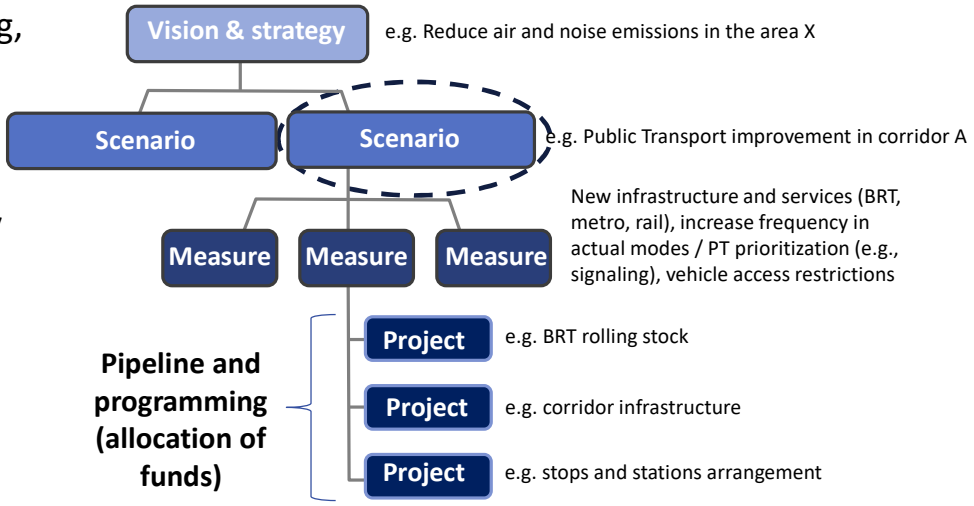
A vision/strategy actually contains the main goals of a SUMP. This is not just about traffic science and mobility, but also about overarching societal goals.

Such as ‘what kind of city do we want to be’ and then ‘what mobility choices are needed for this’.

Think, for example, of ‘better quality of life’, ‘ensuring that all people can participate well in society’, ‘accelerating the sustainability transition’

Key definitions

- **Vision/strategy:** overarching, main goals in a SUMP
- **Scenario** consisting of measures that serve SUMP objectives in synergetic way



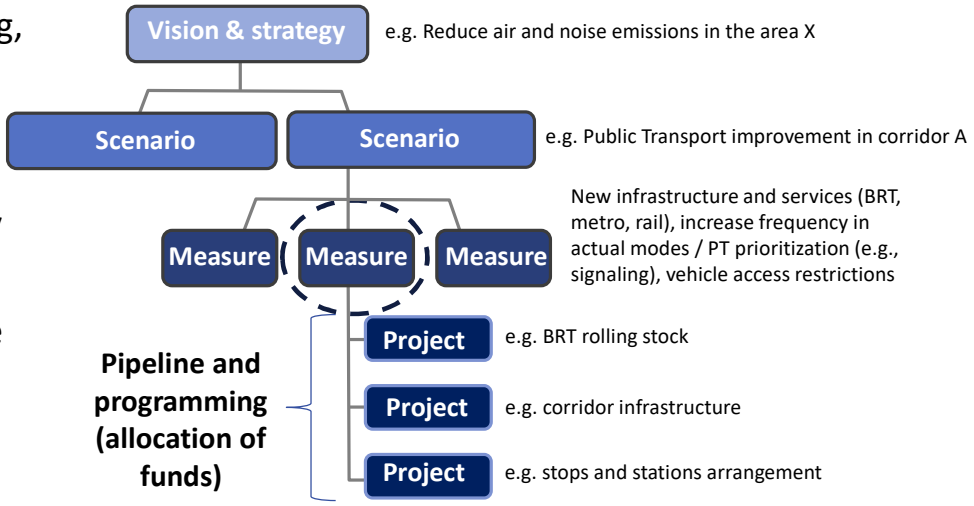
Below that, after the strategic and specific objectives are defined, is the level of the scenarios.

These are a more concrete elaboration of the outline vision and reflect different ways to address the objectives.

But note that the scenarios are more than just a set of measures. Scenarios are characterised by the nature of operations (quality of service, operational frequency, operational capacity, functionality, etc.).

Key definitions

- **Vision/strategy:** overarching, main goals in a SUMP
- **Scenario** consisting of measures that serve SUMP objectives in synergetic way
- **Measure:** Set of activities contributing to one or more objectives in a SUMP



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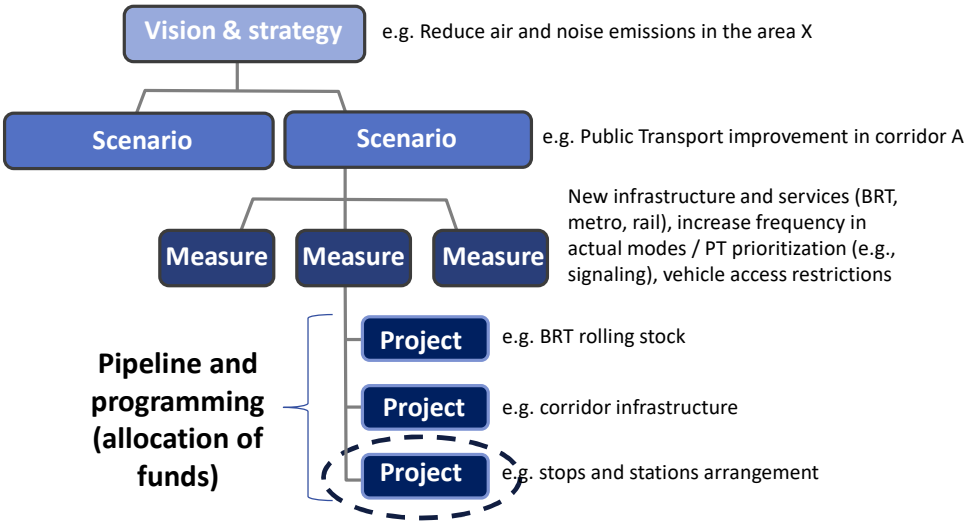
Measures are sets of activities which can be taken to contribute to one or more policy objectives in a SUMP.

A measure brings together projects that can contribute to one or more policy objectives, for instance expand the cycling network of your city. For the measure different solutions should be assessed and compared, notably in what concerns its high-level costs and benefits, its acceptance as well as the main associated risks.

Key definitions

- **Project:** A well-defined and organised set of activities with clear operational framework.

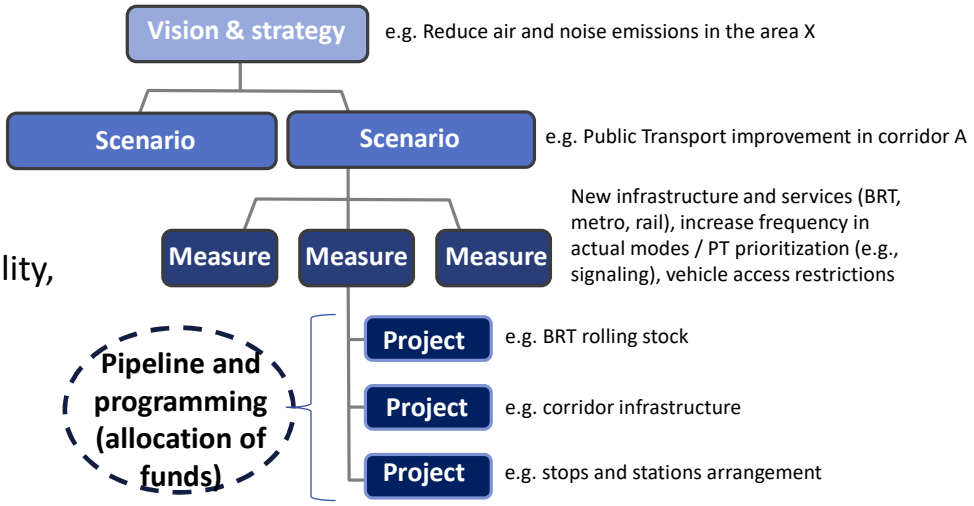


A project is a well-defined and organised set of activities with clear operational objectives, a scope, a set of dedicated resources (including a project team), a schedule, and a budget.

A project corresponds to well defined and organised activities with targeted operational objectives for which dedicated resources, schedules and budgets are allocated. For instance build a cycling lane on a specific street. A project can be autonomised and object of specific investment line

Key definitions

- **Project:** A well-defined and organised set of activities with clear operational framework.
- **Pipeline and programming:** Translating projects into reality, allocation of funds, project management, often after SUMP



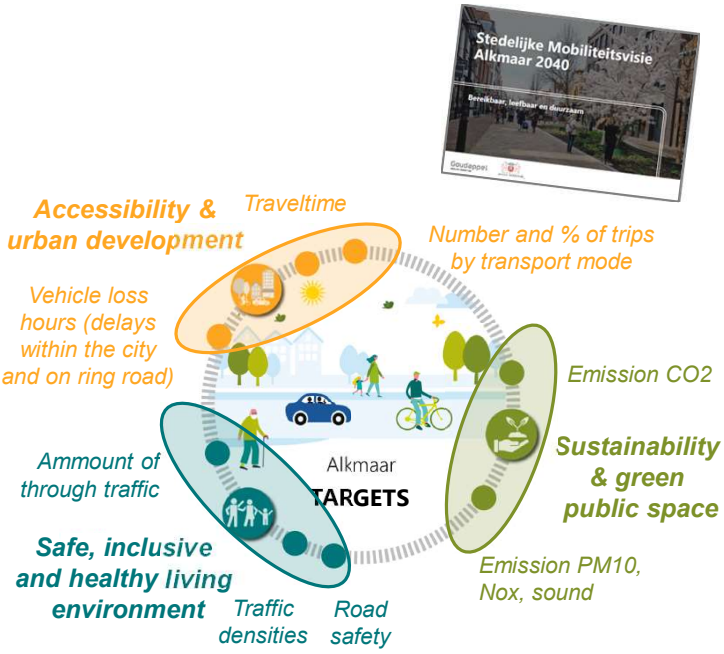
A SUMP should stay at the level of measures. In the implementation plan, which should ideally be a separate document than the SUMP itself, an initial pipeline of projects should be defined, considering the at that time available budget and capacities of the beneficiaries and implementing bodies.

https://www.mobility-academy.eu/mod/scorm/view.php?id=2004

Example: vision and targets connecting to measure appraisal

- SUMP: Not starting with problem solving but starting from overarching ambitions
- Translate ambitions into targets and indicators to ensure that the next process steps can be taken in a natural and structured manner
- Towards assessment and evaluation of possible measures and towards constructing effective measure packages

- Example: targets of Urban Mobility vision of Alkmaar 2024 (urban node in The Netherlands)

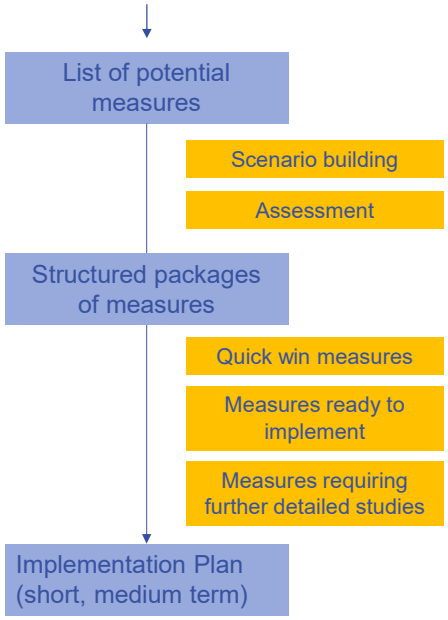


It is important that a SUMP is more than just a problem-oriented approach, but that it starts with the higher ambitions of a city (see module 1). These higher ambitions must then be translated into indicators. This ensures that, in the later stages of the process, the most efficient measures can be selected.

Read more on this in module 1 (process steps), module 5 (scenario building), module 6 (indicators)

One example is the vision on urban mobility of the urban hub Alkmaar (approximately 100,000 inhabitants) in the Netherlands. The document can be found on the website of the municipality of Alkmaar: https://www.alkmaar.nl/mobiliteitsvisie/

Integrating project and measure ideas into SUMP



- Balanced measure packages serving overarching SUMP objectives:
  - multimodal
  - physical AND operational and organizational
  - infrastructural AND behavioural
  - supply AND demand management
- Packaging and clustering measures, focus on:
  - synergetic and reinforcing measures
  - core-supporting-enabling conditions
  - Balance between carrot-stick mechanisms
  - 'ready to build' or 'longer term'

Here the final steps around selecting measures

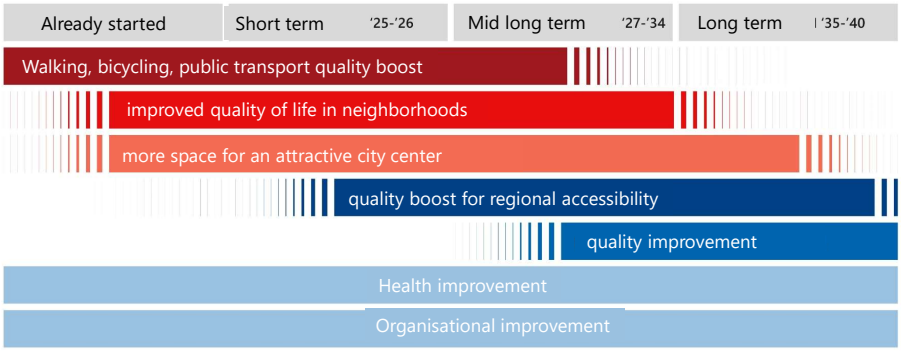
Arriving to the final list of measures and the last step towards the design and definition of a feasible and realistic implementation plan. With an implementation plan it is foreseeable a practical document / framework of measures with a realistic timeplan that inform a project pipeline generation. This means that now it is time to

- Describe your measures in activities (i.e. agree on actions, time horizon)
- Establish criteria for priorities / best order for implementation
- Start by quick win measures, i.e., typically those that are easy to implement and allow to gain political commitment and/or visibility
- Define criteria for monitoring of progress
- Attribute responsibilities and timeline (remember that in some cases they can fall outsider your own organisation)
- Reassess financial viability (that can influence the order of implementation of measures)
- Define plans for further development of measures and projects (i.e. detailed studies, including responsibilities and timeline)
- Define pipeline of projects (if applicable)

Examples of synergetic measure packages

- SUMP of urban node Dordrecht (the Netherlands)
- Classification by period (short, medium, and long term)
- Classification by type of measures (first alternatives in order, then more directive measures, differentiation by type of stakeholders)

Implementation plan

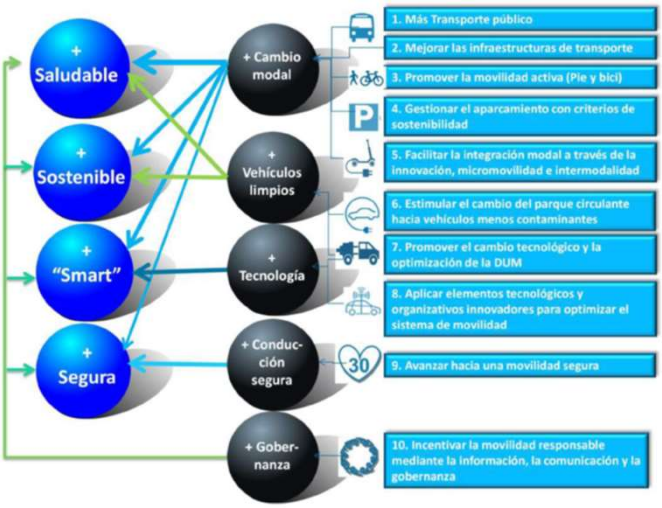


This example is from the SUMP for the Dutch city of Dordrecht (one of the urban nodes). The measure packages is part of the final SUMP document. You can find this document below:

https://raad.dordrecht.nl/Documenten/Mobiliteitsplan-Dordrecht-2040-aangepaste-versie-na-aangenomen-amendementen-014879-20240927-R1-09.pdf

Examples of measure packages, serving main SUMP objectives

- SUMP of Madrid ('Plan de Movilidad sostenible, Madrid 360')
- 10 main packages closely connected to the main SUMP objectives (health, sustainability, system efficiency, road safety)
- All packages consist of multiple projects



Here you can see an example of programming measures in a SUMP process. It is from the SUMP for the city of Madrid You can find a link to the complete document below.

https://transparencia.madrid.es/UnidadesDescentralizadas/JuntaDeGobierno/2.%20ProyectosNormativos/2022/ficheros/Plan%20de%20Movilidad%20Sostenible%20Madrid%20360.pdf

Groupwork!

- Decision to carry out a SUMP for a city agglomeration
- Before starting several ‘desired projects’ were informally put together by different stakeholders. But no formal and firm commitment to these projects
- Some proposed projects make sense, on others there are doubts (high investment costs, unclear feasibility, environmental impact).
- Discuss and give some feedback/report afterwards to the group:
  - Why is it important to take these projects into account?
  - How would you do that in the SUMP process?
  - It is confirmed during the process that there is a major gap in funding, so no money for all projects. How does this impact the SUMP or the projects?
  - How do you package measures in your own Trafikstrategi or in the implementation plans that follow from the Trafikstrategi? Does the packaging of measures work out as planned?

Groupwork! Lessons

- Identify issues behind the ideas, including extensive consultation (municipalities, public, stakeholders). Take all input seriously.
- When ‘non-regret nature’ not evident: analyse make clear how the project can contribute to the SUMP objectives first. Build SUMP scenarios around ideas:
  - Objectiving effects of project to reach consensus, how it serves SUMP objectives.
  - It makes clear what is needed as preconditions around project ideas,
  - How to optimize ideas with complementary measures (make ideas more complete).

Summarized: rather than blindly accepting or rejecting ‘desired projects’ as SUMP measures, incorporate ‘desired projects’ into the SUMP process e.g. as part of scenarios

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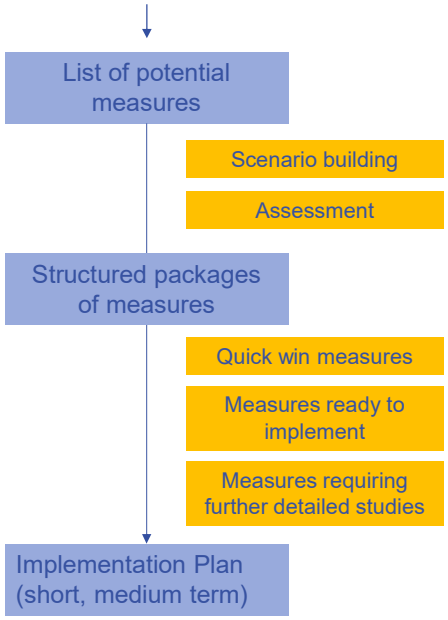
Integrating project and measure ideas into SUMP



- Setup for practical framework within SUMP for preparing implementation phase:
  - Project definitition (geographical scope, clear operational objectives)
  - Realistic timing (short, medium, long term)
  - Actionholders and responsibilities
  - Resources (staff, financial), incl availability
  - Interdependencies with other projects (relations, preconditional order of time, prioritisation)
  - Conditions for monitoring of progress

Here the final steps around selecting measures

Arriving to the final list of measures and the last step towards the design and definition of a feasible and realistic implementation plan. With an implementation plan it is foreseeable a practical document / framework of measures with a realistic timeplan that inform a project pipeline generation. This means that now it is time to

- Describe your measures in activities (i.e. agree on actions, time horizon)
- Establish criteria for priorities / best order for implementation
- Start by quick win measures, i.e., typically those that are easy to implement and allow to gain political commitment and/or visibility
- Define criteria for monitoring of progress
- Attribute responsibilities and timeline (remember that in some cases they can fall outsider your own organisation)
- Reassess financial viability (that can influence the order of implementation of measures)
- Define plans for further development of measures and projects (i.e. detailed studies, including responsibilities and timeline)
- Define pipeline of projects (if applicable)

Programming as seen in the beginning shall be seen in this context from the perspective owithin a given financial perspective. Usually, it falls out of SUMP and its considerations

(eg. Funding availability, eligibility, maturity etc.) should not dictate the development SUMP, although at the end somehow the overall the general envelope for investment might dictate the level of ambition for the SUMP within a given time horizon. This relates more to implementation, but can be undertaken robustly when it benefits from the preliminary analysis taken at strategy/plan level (e.g. SUMP).

When dealing with the SUMP and when designing measures, it is important not to be bounded by the short-term of allocation of funds to projects and investments (from a pipeline) to be implemented availability of funding or lack of it. Do not be bound in defining list of measures or projects only by what funds are available at the moment and don't respond only to one particular source of funding. Funding strategy for projects can thus be dealt with mainly by project promoters; thus do not define project list solely on basis on (short term) funds allocated and available.

Nevertheless, when analysing funding and financing, a clear identification and agreement on the set of selection criteria is fundamental.

Aspect such as urgency (i.e., how quickly it must deliver results (for impacts, i.e. elections) or start (for funding reasons)), relevance (i.e. how far it addresses the priorities and provides value added), maturity (i.e, is it ready to implement or does it still require additional legal or environmental procedures), which are the expected impacts and how far this project enables cascade effects deblocking other projects.

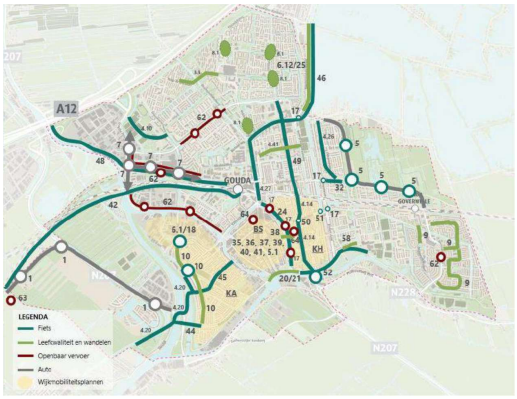
All these criteria, together with availability of funding or financing, facilitate the establishment of the sequence of implementation

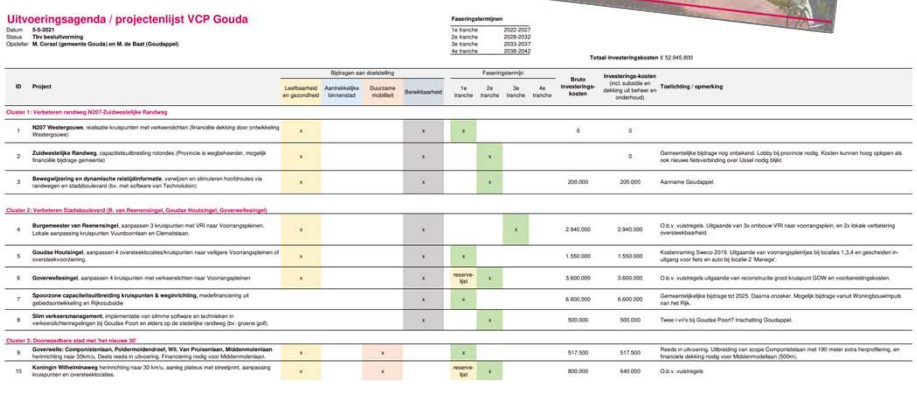
Nevertheless, you should avoid blocking a measure due to lack of funding. In such cases it is worth thinking on possible ways to slice actions to facilitate its implementation with less initial efforts or on the other hand to merge and combine different actions to gain scale for financing

Note: this is not the same as packaging measures, this is already in terms of strategies for addressing funding and financing – i.e. slice a measure related for instance with cycling in different actions that could apply to different funding / financing lines – e.g. campaigns in one line, street with municipal budget, byke parks in another line, etc.)

Examples of preparing implementation phase within SUMP

- Mobility plan of medium sized town Gouda (the Netherlands)
- Classification by areas within city
- Detailed overview (contribution to targets, planning, budgets)





Uitvoeringsagenda / projectenlijst VCP Gouda

Datum 5-5-2021
Status Tbv besluitvorming
Opsteller M. Corsel (gemeente Gouda) en M. de Bast (Goudappel)

Faseringstermijnen
1e tranche 2022-2027
2e tranche 2028-2032
3e tranche 2033-2037
4e tranche 2038-2042

Totaal investeringskosten € 52.945.800

ID	Project	Bijdragen aan doelstelling: Leefbaarheid en gezondheid	Bijdragen aan doelstelling: Aantrekkelijke binnenstad	Bijdragen aan doelstelling: Duurzame mobiliteit	Bijdragen aan doelstelling: Bereikbaarheid	Fasering: 1e tranche	Fasering: 2e tranche	Fasering: 3e tranche	Fasering: 4e tranche	Bruto investerings-kosten	Investerings-kosten (incl. subsidie en dekking uit beheer en onderhoud)	Toelichting / opmerking
Cluster 1: Verbeteren randweg N207-Zuidwestelijke Randweg												
1	**N207 Westergouwe**, realisatie kruispunten met verkeersichten (financiële dekking door ontwikkeling Westergouwe)	x			x	x				0	0	
2	**Zuidwestelijke Randweg**, capaciteitsuitbreiding rotondes (Provincie is wegbeheerder, mogelijk financiële bijdrage gemeente)	x			x		x				0	Gemeentelijke bijdrage nog onbekend. Lobby bij provincie nodig. Kosten kunnen hoog oplopen als ook nieuwe fietsverbinding over IJssel nodig blijkt.
3	**Bewegwijzering en dynamische reistijdinformatie**, verwijzen en stimuleren hoofdroutes via randwegen en stadsboulevard (bv. met software van Technolution)	x			x		x			200.000	200.000	Aanname Goudappel.
Cluster 2: Verbeteren Stadsboulevard (B. van Reenensingel, Goudse Houtsingel, Goverwellesingel)												
4	**Burgemeester van Reeneningel**, aanpassen 3 kruispunten met VRI naar Voorrangspleinen. Lokale aanpassing kruispunten Vuurdoornlaan en Clematislaan.	x			x			x		2.940.000	2.940.000	O.b.v. vuistregels. Uitgaande van 3x ombouw VRI naar voorrangsplein, en 2x lokale verbetering oversteekbaarheid.
5	**Goudse Houtsingel**, aanpassen 4 oversteeklocaties/kruispunten naar veiligere Voorrangspleinen of oversteekvoorziening.	x			x	x				1.550.000	1.550.000	Kostenraming Sweco 2019. Uitgaande van voorrangspleintjes bij locaties 1,3,4 en gescheiden in-uitgang voor fiets en auto bij locatie 2 'Manege'.
6	**Goverwellesingel**, aanpassen 4 kruispunten met verkeersichten naar Voorrangspleinen	x			x	reserve-fiet	x			3.600.000	3.600.000	O.b.v. vuistregels uitgaande van reconstructie groot kruispunt GOW en voorbereidingskosten.
7	**Spoorzone capaciteitsuitbreiding kruispunten & wegvinrichting**, medefinanciering uit gebiedsontwikkeling en Rijkssubsidie				x	x				6.600.000	6.600.000	Gemeentelijk/elijke bijdrage tot 2025. Daarna onzeker. Mogelijk bijdrage vanuit Woningbouwimpuls van het Rijk.
8	**Slim verkeersmanagement**, implementatie van slimme software en technieken in verkeersrichtenregelingen bij Goudse Poort en elders op de stedelijke randweg (bv. groene golf).				x		x			500.000	500.000	Twee i-vri's bij Goudse Poort? Inschatting Goudappel.
Cluster 3: Doorwaadbare stad met 'het nieuwe 30'												
9	**Goverwelle: Componistenlaan, Poldermolendreef, Wil. Van Pruisenlaan, Middenmolenlaan** herinrichting naar 30km/u. Deels reeds in uitvoering. Financiering nodig voor Middenmolenlaan.	x		x		x				517.500	517.500	Reeds in uitvoering. Uitbreiding van scope Componistelaan met 190 meter extra herprofilering, en financiele dekking nodig voor Middenmodellaan (500m).
10	**Koningin Wilhelminaweg** herinrichting naar 30 km/u, aanleg plateus met streetprint, aanpassing kruispunten en oversteeklocaties.	x		x		reserve-fiet	x			800.000	640.000	O.b.v. vuistregels

Here you can see an example of programming measures after a SUMP process. It is from the dutch city of Gouda. You can find a link to the complete document below. It includes evaluation and monitoring of the mobility situation in Gouda, after the SUMP process.

https://gouda.bestuurlijkeinformatie.nl/Reports/Document/d942af97-eb39-4dda-b3d1-22d3a1204ba1?documentId=d3c58de2-a397-479e-ad97-393830f877ab

Risk management: different types of risks

Technical / Technological	Environmental	Financial
• Heavy infrastructure works required • Implies to demolish a historical building • Anticipate use of technology that is not yet in the market or is not yet mature	• Crosses a sensible environmental area, requiring EIA • Noise levels will increase	• Lack of funding • CAPEX and OPEX higher than foreseen • Funding is allocated to other priority

Political	Resource based
• Unexpected change of government • Public reaction led to the cancellation of the planned measure due to the proximity of the election period • Lack of agreement with neighbour city	• Reduction of staff

But let's try to discuss a bit on main types of risks that can typically be identified when preparing the SUMP and elaborating on SUMP measures

Risk Management: precautionary measures

- Reality different than intended measures/actions, often caused by external factors. Our responsibility:
  - early identification of those factors (monitoring and understanding risks)
  - trying to prevent the occurring of an incident
  - and/or mitigating the impact of an incident (repair)
  - High quality and repeating communication on actions undertaken in risk mitigation
- Suggestion: making an excel with: risks, probability an incident will happen, consequences if an incident happens, list of measures (distinct preventing and repairing) to deal with incident

REMEMBER
- Create a risk registry (excel file)
- Each risk classified with a probability (1 to 3) and impact (1 to 3)
- Severity of risk = probability vs impact
- Anticipate mitigation measures
- Regularly (re) visit the risks grid
- Discuss risks with relevant players

We have been talking several times about risks and risk management, let's take some time to elaborate on this method

As known, and at every stage, it is possible that the intended measures/actions are not possible to undertake or be shown to have results that are different from what was intended. Risk management is fundamental when undertaking the pre appraisal of measures in view of anticipating such occurrences

Risk management is about early identification of those factors, trying to avoid their occurrence and/or mitigating their impact.

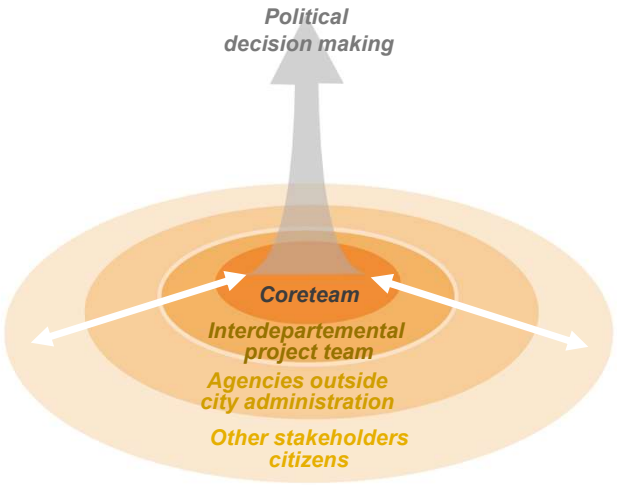
Managing risks means a cycle that includes its identification and understanding, the identification and implementation of measures to control it, to communicate the risks, to continuously monitor and update the risk registries.

also advising participants to use a matrix or excel to list possible risks and their character and different ways to prevent the risks or reduce the impact.

In each progress meeting, review and update the risk registry should always be performed, there are risks that might be already closed, others which probability or impact might have changed or new risks have emerged since the last meeting. This should be a live document all along the SUMP !

Source: CIVITAS SUMPS-UP e-Course for mobility practitioners: Course 1 Preparing for SUMP and analysis of the mobility situation

Dealing with Multi-level and Multi-department Process



- Multiple levels within administration, SUMP typically managed by a leading department
- Measures can involve multiple departments and organisations, also outside city administration (national or regional rail infrastructure, national highways agency)
- How to address challenges?
  - Strong project/program management
  - Clear allocation responsibilities and resources
  - Regular follow-up (meetings)

Now we'll be focusing more on a different set of questions. SUMPs, due to its integrated approach, requires the involvement of different administrative levels and entities as seen before.

Equally they require multidepartment engagement within the same organisation (typically the city or an agglomeration of cities) i.e., traffic, urban planning, environment, education, etc.

While plans are typically managed by a leading department, programs involve multiple departments, therefore a strong project/program management should be envisaged from the onset. This requires to have clear established processes, procedures with clear allocation of responsibilities and resources, notably staff

Regular follow up meetings with agendas and reporting procedures are important as well as good communication between teams. Risk management should be part of each of these meetings

Dealing with Multi-level and Multi-department Process: example

- Example of cooperation and integration of different government levels in a SUMP: the tram in Vitoria-Gasteiz is "owned" by the Basque government but its measures and plans are included in the city SUMP

In SUMP as we have seen it is important to involve and commit external stakeholders notably when there are measures and projects that are outside the city “hands” (ex. PT operator, rail infrastructure manager)

This should occur along all stages

Important to identify stakeholders, their planned and/or committed projects, engage them from the onset to get their points of view (Planning)

Several measures and projects depend on external entities (PT operator, rail infrastructure, port authority, logistic provider, …) >> engage them along the entire SUMP and particularly when defining and packaging measures

Important to engage “owners” in the pre appraisal of measures, not only as data sources, but also in assessing risks and defining criteria for prioritization

Measures / projects from external entities contributing to strategic objectives, shall be included in the SUMP with a clear allocation of responsibilities and timings to those entities, i.e. those measures are owned by those entities

This example from Vitoria Gasteiz shows a case where different organisations cooperate and collaborate within the SUMP – whereas the tram is “owned” by the Basque Government, its measures and plans are fully included and part of the city SUMP

involving government parties other than just the municipality is sometimes complex but can also lead to win-win. Here are some examples of interaction:For example, regional

commitment to light rail means it is easier for the municipality to raise car parking charges because users have an alternative mode of transport (light rail). Subsequently, this has added value for the regional party because it will lead to additional use of light rail.The regional authority can further benefit from the municipality's commitment to traffic calming measures. This can ensure less car traffic, thus also less disruption and delay for the light rail (e.g. less congestion and waiting). And traffic calming measures are possible, thanks to the presence of the alternative (light rail)

Wrap up

- Understand distinction between different terms strategic planning, measures, plans, project preparations, and why is this important for a good SUMP
- Explain bigger process of selecting coherent set of measures, aligned with SUMP objectives and targets
- Understand importance and advantages of involving multiple organisations, including outside the city administration
- Foresee a risk analysis of measures so that major projects don't fall at a more detailed stage. Engage stakeholders in this. Make risk management regular practice

All in all and to recap what we have discussed in this module:

- Our main goal was to turn clear the links between Strategic Plans, Programming, Pipeline and project preparation, we expect that such terms are now clear
- When preparing the SUMP remember to include preexisting measures at the different scales being those committed (underway, with funding secured) or planned for the longer-term. This refers particularly to not being able to ignore projects, the different wish lists should be considered
- Always check measures against the SUMP objectives and targets
- It's important even at strategy level to get a preliminary understanding of the technical/economic/ environmental feasibility of measures before they are embedded in any plan - this requires some preliminary level analysis in order to avoid disruption at a later stage
- Engage stakeholders in all stages and key players at pre-appraisal and risks
- Agree on key criteria for prioritized projects (maturity, risks, political, public acceptability, available funding, …)
- When dealing with the SUMP and when designing measures, it is important not to be bounded by the short-term availability of funding or lack of it. Do not be bound in defining list of measures or projects only by what funds are available at the moment and don't respond only to one particular source of funding.
- Include in the SUMP the measures /projects from other entities when they are contributing to strategic objectives, turn them owners of the measures and engage them along all process

- Turn risk management your best friend before, during and after SUMP - managing risks means a continuous cycle of improvement. In each progress meeting, review and update the risk registry. This should be a live document all along the SUMP !