



# HIGH VOLUME TRANSPORT

APPLIED RESEARCH

## A CALL FOR COLLECTIVE ACTION FOR INTERNATIONAL TRANSPORT STAKEHOLDERS TO RESPOND TO THE COVID-19 PANDEMIC

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## BACKGROUND: TRANSPORT IN THE HEART OF THE COVID-19 CRISIS

One of the most visible changes through the current COVID-19 pandemic is happening on our streets. Many observations can be made, including the ones below:

- Depending on the restrictions in each country, [overall traffic has reduced between 30% and 85%](#).
- The use of [public transport](#) has significantly decreased worldwide due to the higher level of infection risk. At the same time, in cities such as New York, the number of cyclists is going up.
- In many cities, [ride hailing services are being offered for free](#) to health workers and other essential services, which keeps our cities working.
- Some cities, like Bogota, have responded to the changing transport infrastructure needs by allocating more space to bike lanes.
- While the aviation sector is almost at a standstill, maritime shipment has not been reduced significantly, although ports are struggling to handle the goods due to the rules and regulations.
- The drop in air pollution and greenhouse gas emissions has highlighted the importance of transport in the context of climate change mitigation.
- Issues around freight and food security in low-income countries are emerging. International borders are closing and the price of everyday food items are soaring at a time when the poor are least able to afford it due to the lockdown.
- Disproportionately large numbers of transport workers have been infected by the virus while providing essential services.
- Transport operators and infrastructure concessionaires will face liquidity and potential insolvency if transport demand does not return to its pre-COVID-19 levels.
- Informal transport operators in many low-income countries are facing a 100% revenue loss.

The crucial work of all the dedicated local and national employees in the health and the transport sectors – particularly on the freight and public transport side – needs to be acknowledged.

We should also recognise that in the current situation it is even more important to collect and share knowledge and analysis and provide guidance for the transport sector to manage these challenges. Therefore, many transport-related international institutions and initiatives responded very fast by sharing information, providing guidance and contributing to improving knowledge to support countries deal with COVID-19.

With so much information disseminated, the aim of this report is to share an overview of how international stakeholders in the transport sector are responding. It will also identify gaps and call for more coordinated action. In these fast-changing times, it is obvious that the report will only be able to reference a limited amount of published information and will already be out-of-date by when it is published. Therefore, comments and sharing of additional thoughts and information are more than welcome.

A further report will be issued in due course to reflect any comments and reactions received.

## WHAT HAS BEEN DONE SO FAR – AN OVERVIEW

Many institutions are collecting an impressive amount of individual case studies and detailed technical knowledge on responses to the COVID-19 crisis by cities, national governments as well as transport businesses. We focus here on international transport organisations and multi-stakeholder initiatives and their responses as they are instrumental in international knowledge transfer and policy agenda-setting.

Many international institutions focus on topics related to their specific mission, for example [the International Association of Public Transport \(UITP\)](#) on public transport, [the International Union of Railways \(UIC\)](#) on rail transport, [the International Civil Aviation Organization \(ICAO\)](#) on aviation and [the World Road Association \(PIARC\)](#) on roads. Initiatives like [the Transformative Urban Mobility Initiative \(TUMI\)](#) are mostly collecting responses from cities around the world. [Euroclima+](#) is sharing approaches and tools from Latin America. Institutions like the [Transportation Research Board](#) are focusing on their remit of research, while



[Sustainable Mobility for All \(SuM4ALL\)](#), a multi-stakeholder initiative with a wider mandate on sustainable mobility, is collecting information from its 55 members. [The Partnership on Sustainable, Low-Carbon Transport \(SLOCAT\)](#), another transport multi-stakeholder initiative, is providing a wide range of information organised by transport modes and sharing updated information on events. Some institutions such as PIARC are providing additional information to their members.

Many international organisations are based in the global North, though their focus is on lower- and middle-income countries. However, most of the information which is collected and shared is on high-income countries and, to a limited extent, Latin America and is based on the large scale of early experience in China and South Korea.

As this report will highlight, there is not much information on the rest of Asia and Africa – particularly when it comes to dedicated guidance and advice for the transport sector. For example, there is not much information on the response for the informal sector, though it is a crucial part of the day-to-day mobility in many African and Asian cities. Another key issue for low-income countries in particular is the impact [of restricting border controls](#) on food security, as highlighted above. [The Chartered Institute for Logistics and Transport](#) is sharing country reports that detail some of the challenges the logistics system is facing under COVID-19 restrictions.

At the same time, many written articles highlight the opportunity for drawing lessons from and for transformation in a post-COVID world on inclusiveness and climate. However, these articles currently lack more dedicated, in-depth knowledge with clear suggestions and policy advice.

To dive deeper into the overview, we identified four clusters/categories of responses:

- 1) Collect Information/Case Studies
- 2) Guidance/Policy Response/Policy Advocacy
- 3) Finance
- 4) Research and Data collection

### **Collect information**

Many institutions are collecting information on how cities and transport businesses are responding, but the only one focusing on national governments' response is [the International Transport Forum \(ITF\)](#). However, the information is limited to its member states, which results, for example, in only a few African countries being considered. SuM4ALL is sharing information from its 55 members divided into three categories: collecting information; finance; and monitoring.

SLOCAT is collecting the largest number of references categorised by different transport modes. It also provides an interesting overview of the current plan for transport-related events and organisers' responses. PIARC, [the International Road Federation \(IRF\)](#) and [the International Road Transport Union \(IRU\)](#) have provided a longer list of references without further differentiation. TUMI is collecting information within the [AVOID-SHIFT-IMPROVE](#) transport framework, which they adapted to the COVID-19 crisis. It includes observations on the impact of teleworking and telemedicine. Several websites, such as PIARC's and TUMI's, share information on case studies, which they also present during webinars.

All these sources – and there are many more – allow the interested reader to gain information. However, with the sheer volume of information, there might be need for further guidance from a more comprehensive, in-depth overview. The [Cities for Global Health Initiative](#), a partnership between [UN-Habitat](#), [Metropolis](#) and [United Cities and Local Government \(UCLG\)](#), are collecting city relevant information in a database, but currently only a few are mobility-related.

### **Guidance/Policy Response/Policy Advocacy**

As noted at the beginning of this report, transport is at the heart of the COVID-19 crisis and is key to equitable socio-economic recovery. As such, there is a great need to collect and share practical advice and lessons learned within the sector. Many institutions provide specific guidance to their members. For example, UITP shared guidance for public transport operators on buses operation and cleaning, [including specific case study](#)



[examples from China](#). In addition, UITP facilitates for its members an internal exchange on good practice and is one of the few institutions providing content in different languages. In a similar way, UIC provides such information for the rail sector, while IRU has created a Corona Virus hub, which included specific guidance for freight truck and bus-coach drivers.

Shared mobility is one of the areas where different cities have adopted different approaches, which range from banning services to encouraging the use of shared transport modes – particularly bikes and e-bikes. [The Institute for Transportation and Development Policy \(ITDP\)](#) has published a specific guidance on Coronavirus for micro-mobility. [Better Bikeshare Partnership](#) has set up a COVID-19 emergency response fund to support micro-mobility operations during the crisis.

As countries and even cities are often different, there is a need to go beyond the very generic global guidance, to enable more targeted responses. It might be worthwhile to further research how countries and national institutions are using the information and provide more detailed content. For example, with the funding of [Bloomberg Philanthropies](#), [the National Association of City Transportation Officials \(NACTO\)](#) has set up a national [Transport Response Centre for the United States](#), which provides:

- Rapid response tools for cities, with implementation strategies.
- City transportation action updates from around the world.
- Webinars, real-time forums and technical assistance on emerging issues.
- Information about emergency federal assistance and stimulus funding.

At the same time, it seems that none of the researched stakeholders and initiatives shared any guidance for the informal transport sector in the global South. UN-Habitat is reaching out to international transport stakeholders to create an expert group on transport responses with the focus on developing countries, which could fill such a vital gap.

Beyond guidance, several institutions are using their mandate for policy advocacy to ensure immediate funding to secure current services. For example, in the freight sector, IRU has [written a letter](#) to the United Nations on the impact of Coronavirus on supply chains and mobility networks. They have also [issued an open letter to the European institutions](#), alongside UITP, [Polis](#), [Eurocities](#) and [CER](#), to advocate for the continuity of public transport. The latter led to a response from the EU Presidency highlighting the European Commission's intention to work on additional measures to overcome the impact of the crisis on the mobility system.

An example of a successful coordinated policy advocacy can be seen in the US, where under the leadership of [Transportation for America](#), a US\$25 billion funding to support the public transport was a late addition to the stimulus package.

It can be expected that organisations such as the [World Resources Institute](#), that have already called for using this pandemic as an opportunity to step up efforts on the climate and inclusiveness fronts, will soon come up with policy recommendations.

Some initiatives like [the New Urban Mobility Alliance \(NUMO\)](#) have started to call for interested parties to take action, including collecting and analysing national economic measures. The current unprecedented change in our life, as many opinion leaders share, brings a huge opportunity to look into more radical action on climate change. However, at the same time, we face the risk that governmental and international financial institutions (IFIs) shift their investments to high-carbon technologies to rescue the economy.

Therefore, the transport sector would benefit from the establishment of a wider coalition that can speak with a single voice to coordinate and act on policy advocacy and ensure that the COVID-19 response is combined with delivering on the Paris Agreement and the Sustainable Development Goals (SDGs).

Multi-stakeholder initiatives like Action towards Climate-friendly Transport (ACT), a global coalition launched on the occasion of [the UN Climate Action Summit in 2019](#), SuM4ALL and SLOCAT are preparing further activities to accelerate common responses.



## Finance

Most of the multilateral development banks (MDBs) are providing immediate financial support to countries in the order of [tens of billions of US\\$](#) based on national requests. Some banks, such as the [African Development Bank](#), are setting up specific response facilities, mainly for the health and education sectors and other key parts of the economy. So far, the requests for support for the transport sector have been limited and no dedicated programmes have been created. Most of the funding currently addresses the immediate relief and economic support rather than the post-COVID-19 packages.

Beyond providing funding, banks like the [World Bank](#) are also collecting information internally for country policy guidance and responses.

A strong signal for transformative funding post-COVID-19 would be a coordinated action between the MDBs, potentially including national banks, as we have seen for UN Conference on Sustainable Development, [Rio+20](#), where they committed to invest US\$ 175 billion in sustainable mobility. Another strong signal for climate-friendly investment would be to align the COVID-19 funding with climate change initiatives. This is being done by the [European Investment Bank \(EIB\)](#), [which in November announced it would cease funding to fossil fuel projects by the end of 2021](#).

Initiatives like the [New Climate Economy](#) or the [Coalition for Urban Transitions](#) might be able to contribute by providing guidance on how such an initiative could help national governments and IFIs.

While a wide range of philanthropic organisations are supporting transport research and policy advocacy, only a few, such as Bloomberg Philanthropies, have already acted by providing dedicated resources to deal with COVID-19 and funding the establishment of a Transport Response Centre in the US.

Developing a clear agenda and priorities would help foundations and bi- and multilateral donors to allocate funding where it is most needed.

## Research and data collection

A lot of city-based information on the change in travel behaviour and modal split as a result of COVID-19 restrictions is available and summarised in various blogs and websites, as highlighted at the beginning of this report. At the same time, observations on the impact of mobility restrictions on road fatalities and air quality show unsurprising results: the negative impact of transport is reduced. However, currently there is not a single place providing an overview of such data.

In a situation like this, it is worthwhile looking into the past and lessons learned from other regional virus crises such as Ebola and SARS. The Transportation Research Board has shared a wide collection of journal papers on past crises. Most of them focus on the aviation industry, with an emphasis on hygiene measures to prevent the spread of certain viruses as well as the impact of economic measures in response to the crisis. Universities like the [London School of Economics \(LSE\)](#) have been sharing relevant research information on COVID-19-related research, but there is need for further collection and sharing.

To encourage more research on the current situation, the [World Conference on Transport Research Society \(WCTRS\)](#) published an open call for a Special Issue on COVID-19 in the Journal for Transport Policy.

However, as it is the case for guidance and advice for the day-to-day business, data collection is limited in low-income countries. Furthermore, there seems to be no specific effort to collect and share data on a common platform. Another gap seems to be the lack of transport research funding focused on collecting information and drawing lessons from the current situation for future similar crises.

More details on different organisations' focus areas are provided in table 1 in the Appendix.



## WAYS OF DELIVERING THE RESPONSE

After summarising the key activities in the transport sector, the next question is how will international transport organisations and multi-stakeholder initiatives communicate information and activities?

Six categories have been identified:

- 1) Events
- 2) Guidance and good practice/Case studies
- 3) Policy response/Advocacy
- 4) Webinars
- 5) Finance
- 6) Research

As there is an overlap with the overview of response categories, only additional observations on the events and webinars are shared. The table at the end of this report provides a more detailed overview as well as the main references within these categories.

Events are usually a key element of sharing information and bringing experts and stakeholders together to network, discuss and, in some of them, agree on policy responses.

We have seen four different responses so far:

- 1) The vast majority of events have been postponed, like the annual ITF Forum, the United Nations Global Sustainable Transport Conference and the United Nations Climate Change Conference COP 26 in Glasgow, and new potential dates have not been communicated yet. Organisations like the [European Cyclists' Federation](#) have announced a delay to September.
- 2) Some slightly smaller scale events have announced they will go virtual and use new techniques, such as TUMI's annual conference, which is usually held before the ITF event.
- 3) A creative new experience was the [World Digital Bike Day](#), which included an exhibition room and other innovative elements to respond to the crisis.
- 4) IRF and others have moved their regional training to an online format.

One of the areas where no central information is available is how universities are responding and what kinds of sources and material are currently available. A collection of e-learning courses on sustainable mobility might be a useful resource not only for the current crisis but also for a future more digital-based university system.

With reduced travel to events comes the added benefit of reducing emissions. This may therefore be a good time to reflect and research what formats could replace or reduce attendance in the future and mitigate emissions.

Finally, capacity building is a key element of many institutions. Besides IRF, there is no clarity as to how they might respond and what lessons are coming out of the current crisis.

A very common format is the provision of information by webinars. Many institutions like PIARC, TUMI, NUMO, IRU are providing regular webinars – most of them inviting lead experts to share current response by local and national governments. Initiatives such as NUMO facilitate a more open conversation among NGOs and think tanks on dedicated topics like data collection and sharing and finance.

Webinars are usually promoted through a variety of websites and different organisations often co-host them (e.g. ITF/IRU, TUMI/UITP/SLOCAT, PIARC/DFID).

Nevertheless, with more and more information available, it is becoming difficult to attend all of these due to time constraints. Some organisations such as PIARC are providing the slides as separate files, but so far there is no such a thing as a library of webinars which provides a brief summary of the event and can guide the interested audience in their selection. [TUMI](#) is aiming to fill this gap in the coming weeks.

An overview of the different initiatives by organisation is provided in table 2 in the Appendix.



## GAPS AND OUTLOOK – A CALL FOR EIGHT ACTIONS

As this brief, selective overview has shown, the international transport stakeholders are being particularly active in their response to the Coronavirus crisis. While these efforts should be applauded, some potential gaps and the need for a more coordinate approach might accelerate the impact of the international transport stakeholder community.

Therefore, the following eight action areas are suggested:

- 1) Collection and sharing of information as well as technical and policy guidance (on and for low-income countries).** Currently, the vast majority of the information is from the global North and there seems to be no dedicated guidance on managing and handling specific challenges, like the management of the informal sector or the role of the freight sector on food distribution. We could leverage this crisis as an opportunity to permanently adopt sustainable mobility behaviour, such as cycling, using public transport and teleworking.
- 2) Establishing a common data collection platform.** While a lot of transport-related data and information has been disseminated, current approaches to collect data on transport and transport-related impacts are scattered. A more coordinated approach might help for future assessment of policy actions. Attention should also be drawn to topics such as the impact of tele-working and tele-medicine and how the different economic sectors might make use of the experience in the future.
- 3) Creating a transformative transport agenda for a post-COVID-19 world.** While there are opinion pieces and blogs calling for the crisis to be used to leverage a more rapid and radical response on climate change and delivery of the Sustainable Development Goals agenda, there is a need for collective efforts by multi-stakeholder initiatives to create specific roadmaps based on the existing work as well as provide dedicated analysis for green stimulus packages to transform the future economy.
- 4) A collective research agenda and the need to finance.** As this situation is unique in its global spread, there is an option to collect data and analyse policy responses. Such a dedicated data collection programme requires new and immediate funding for researchers around the world to become more active.
- 5) A dedicated national or regional transport response initiative for low-income countries.** National governments and cities need dedicated collective guidance and targeted good practice as well as finance. The National Transport Response Centre in the US could be a blueprint for other countries or groups of countries, including in the global South, where there seems to be the largest gap in information and informed policy action. An alternative, considering resource challenges, could be to establish at least a regional Hub on Transport and COVID-19 response. This could be initiated by regional United Nations institutions like the [UN Economic and Social Commission for Asia and the Pacific \(UNESCAP\)](#) and the [UN Economic Commission for Africa \(UNECA\)](#) or others like the [African Union](#) and [SSATP](#). In any case, human capacity and immediate finance seem to be key to help immediately.
- 6) Create a Future of Education and a Capacity Building Agenda.** While the research for this report on the response by universities and other capacity building providers was limited, a more detailed look into the activities and lessons learned might be a good opportunity to share and test ideas for the future of education and capacity building for the transport sector. At the same time, it is vital to pay attention to challenges for those students, where digital options are currently not available and in need to be expanded to ensure access for information for all.



### **7) The Future of Communication and Events.**

Lots of new experiences, such as new ways to communicate, work together and even host virtual events, are taking place inside and outside the transport sector. Collecting experiences and providing guidance on how to successfully host future activities and even rethink events is key for the sector to transform and showcase good practices in reducing travel.

### **8) Look beyond transport.**

This report focuses on international and multi-initiative transport organisations, which obviously offers a very limited perspective. To further inform actions like those suggested above, identify and close further knowledge gaps and increase the wealth of information available, it is important to dive deeper into the business community, the urban sector as a whole as well as other sectors like the future of urban settlements, the energy, food and the health sectors.

These and many other actions by the transport community will help to respond to the current crisis and provide an opportunity to work even closer together as a global network with a common vision of enabling sustainable mobility for all.

DFID, through the High Volume Transport (HVT) Applied Research Programme, is very eager to work with key stakeholders to strengthen the collaborative action and increase the impact of the transport community.



## APPENDIX

Table 1: Focus areas by organisation

ORGANISATION	ISSUES/TOPICS	GEOGRAPHY	COLLECT INFORMATION/ DOCUMENT CASE STUDIES	GUIDANCE/ POLICY RESPONSE/ ADVOCACY	FINANCE	RESEARCH/DATA COLLECTION	REFERENCE
ADB	Transport Infrastructure	Asia			X		<a href="https://www.adb.org/what-we-do/covid19-coronavirus">https://www.adb.org/what-we-do/covid19-coronavirus</a>
Bloomberg Philanthropies / NACTO	Urban Mobility	USA	X	X	X	X	<a href="https://nacto.org/program/covid19/">https://nacto.org/program/covid19/</a>
DFID	Transport research & Investment	Asia, Africa	X	X	X	X	<a href="https://www.gov.uk/government/organisations/department-for-international-development">https://www.gov.uk/government/organisations/department-for-international-development</a> ; <a href="https://transport-links.com/">https://transport-links.com/</a>
ICAO	Aviation	Global	X	X			<a href="https://www.icao.int/Security/COVID-19/Pages/default.aspx">https://www.icao.int/Security/COVID-19/Pages/default.aspx</a>
IRF	Road Infrastructure	GLOBAL	X	X			<a href="https://www.irf.global/about/">https://www.irf.global/about/</a>
IRU	Road Infrastructure	GLOBAL	X	X			<a href="https://www.iru.org/covid19">https://www.iru.org/covid19</a>
ISDB	Transport Infrastructure	Africa/Asia		X	X		<a href="https://www.isdb.org/id/node/44387">https://www.isdb.org/id/node/44387</a>



ORGANISATION	ISSUES/TOPICS	GEOGRAPHY	COLLECT INFORMATION/ DOCUMENT CASE STUDIES	GUIDANCE/ POLICY RESPONSE/ ADVOCACY	FINANCE	RESEARCH/DATA COLLECTION	REFERENCE
ITDP	Urban Mobility	Global South	X	X			<a href="https://www.itdp.org/">https://www.itdp.org/</a>
ITF	Transport policy	OECD + selected countries	X	X		X	<a href="https://www.itf-oecd.org/covid-19">https://www.itf-oecd.org/covid-19</a>
PIARC	Road/Rail infrastructure	GLOBAL	X	X			<a href="https://www.piarc.org/en/News-Agenda-PIARC/Coronavirus-PIARC-and-Covid-19">https://www.piarc.org/en/News-Agenda-PIARC/Coronavirus-PIARC-and-Covid-19</a>
SLOCAT	Sustainable mobility	GLOBAL	X	X			<a href="https://slocat.net/covid-19-and-the-sustainable-transport-community/">https://slocat.net/covid-19-and-the-sustainable-transport-community/</a>
SUM4ALL	Sustainable mobility	GLOBAL SOUTH	X	X			<a href="http://www.sum4all.org/publications/sum4all-members-respond-action-against-covid-19-i-informing-public">http://www.sum4all.org/publications/sum4all-members-respond-action-against-covid-19-i-informing-public</a>
TRB	Transport research	GLOBAL	X	X		X	<a href="http://www.trb.org/Main/Blurbs/180404.aspx">http://www.trb.org/Main/Blurbs/180404.aspx</a>
TUMI	Urban transport	GLOBAL SOUTH	X				<a href="https://www.transformative-mobility.org/corona">https://www.transformative-mobility.org/corona</a>
UIC	Rail transport	GLOBAL	X	X			<a href="https://uic.org/news/article/covid-19">https://uic.org/news/article/covid-19</a>
UITP	Urban mobility/ Public transport	GLOBAL	X	X			<a href="https://www.uitp.org/news/guardians-mobility-keeping-cities-alive-and-moving">https://www.uitp.org/news/guardians-mobility-keeping-cities-alive-and-moving</a>

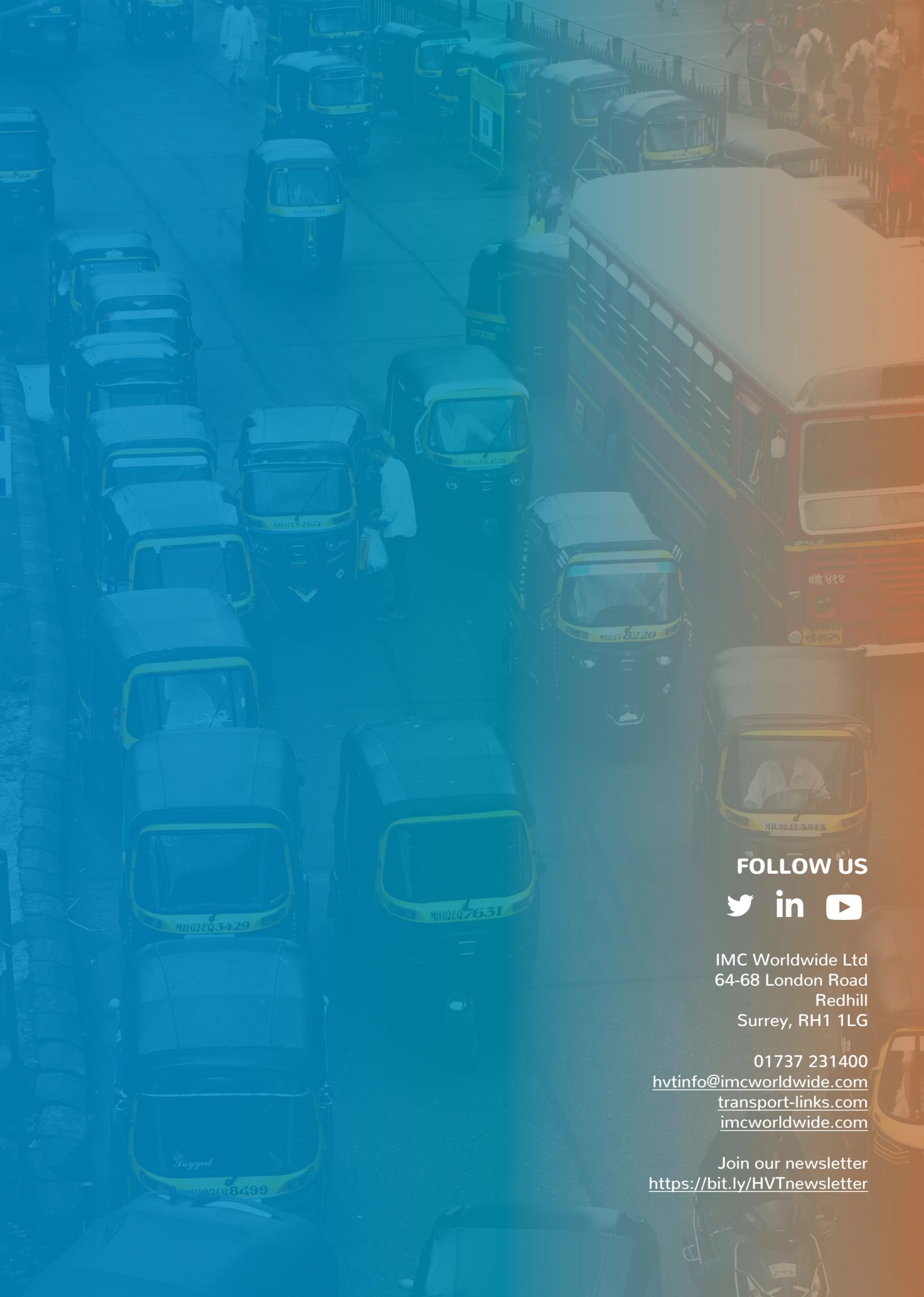


ORGANISATION	ISSUES/TOPICS	GEOGRAPHY	COLLECT INFORMATION/ DOCUMENT CASE STUDIES	GUIDANCE/ POLICY RESPONSE/ ADVOCACY	FINANCE	RESEARCH/DATA COLLECTION	REFERENCE
UNCTAD	Freight	GLOBAL	X	X			<a href="https://unctad.org/en/Pages/coronavirus.aspx">https://unctad.org/en/Pages/coronavirus.aspx</a>
NUMO	Urban mobility/Shared transport	GLOBAL/US	X	X		X	<a href="https://www.numo.global/news/resources-responses-covid-19-live">https://www.numo.global/news/resources-responses-covid-19-live</a>
WCTRS	Transport research	GLOBAL				X	<a href="https://www.journals.elsevier.com/transport-policy/call-for-papers/jtrp-vsi-proposal-titled-transport-policy-in-post-covid-19">https://www.journals.elsevier.com/transport-policy/call-for-papers/jtrp-vsi-proposal-titled-transport-policy-in-post-covid-19</a>
WEF	Future of mobility	GLOBAL		X			<a href="https://www.weforum.org/whitepapers/emerging-priorities-and-principles-for-managing-the-global-economic-impact-of-covid-19">https://www.weforum.org/whitepapers/emerging-priorities-and-principles-for-managing-the-global-economic-impact-of-covid-19</a>
World Bank	Transport infrastructure	GLOBAL SOUTH	X	X	X	X	<a href="https://www.worldbank.org/en/who-we-are/news/coronavirus-covid19">https://www.worldbank.org/en/who-we-are/news/coronavirus-covid19</a>
WRI	Urban mobility/Cities	GLOBAL SOUTH		X		X	<a href="https://www.wri.org/events/2020/04/build-back-better-perspectives-covid-19-response-recovery">https://www.wri.org/events/2020/04/build-back-better-perspectives-covid-19-response-recovery</a>



Table 2: Initiatives and timelines by organisation

ORGANISATION	INITIATIVE										TIMELINE		
	Events	Information collection	Guidance	Finance	Policy advocacy	Research	Webinars	Case studies	Blogs/ opinion pieces	Impact studies/ data collection	Immediate	Short term	Post-COVID-19
ADB	X			X							X	X	X
Bloomberg Philanthropies/ NACTO				X	X	X	X	X	X	X	X	X	X
DFID				X		X	X		X	X	X	X	X
ICAO		X	X		X		X	X	X				
IRF	X						X			X	X	X	
IRU					X		X	X	X		X	X	
ISDB					X							X	X
ITDP	X		X						X		X	X	
ITF	X	X	X			X		X	X	X	X	X	
PIARC		X	X			X	X		X		X	X	
SLOCAT		X			X		X		X		X	X	
SUM4ALL		X	X								X	X	
TRB		X	X				X				X	X	
TUMI	X	X									X	X	
UIC		X	X		X		X	X			X	X	
UITP		X	X		X		X	X	X		X	X	
NUMO	X	X	X		X	X	X	X		X	X	X	X
WCTRS						X							X
WEF									X			X	
World Bank		X	X	X		X	X	X	X		X	X	X
WRI		X			X		X		X			X	X



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