

Driving Change: Paratransit reforms in Lagos and Kumasi

17th October 2024



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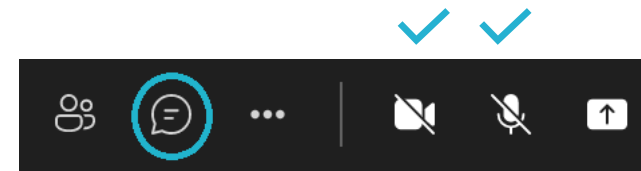
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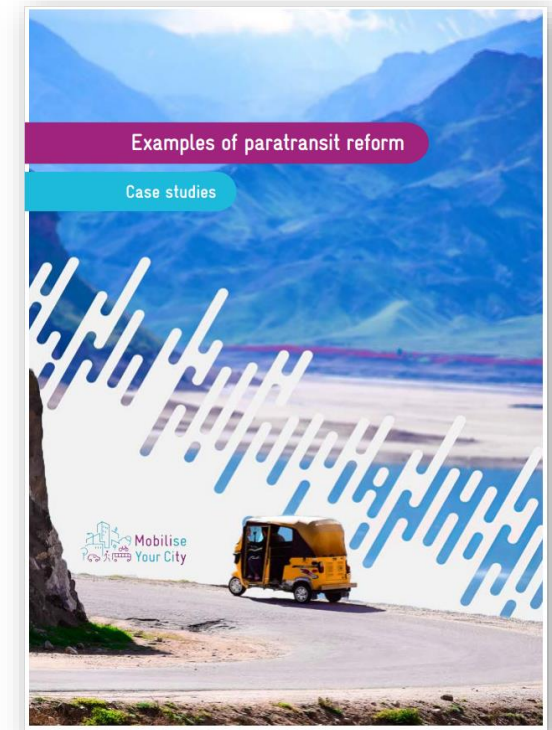
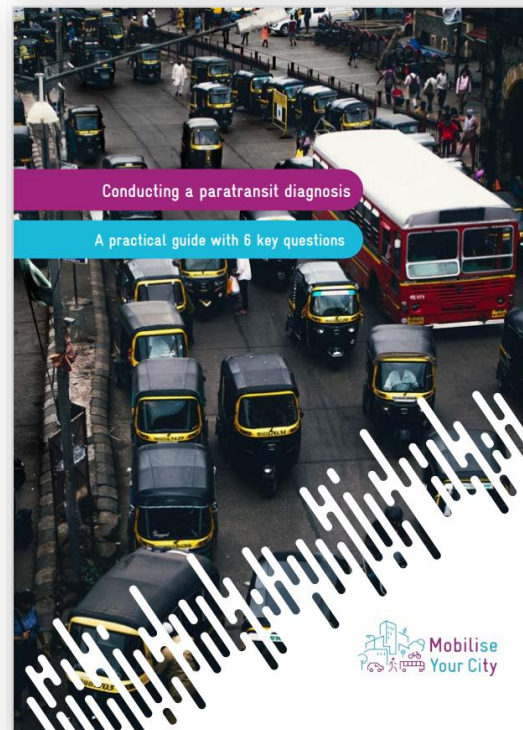
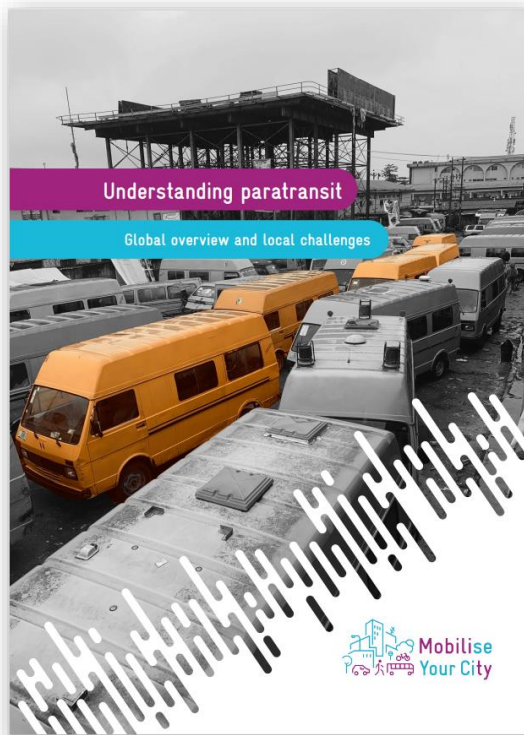


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Include your questions in the chat, we will pose them in the Q&A at the end of the session

Launch of the Paratransit Toolkit series



Webinar series on Paratransit



Driving Change:
The Vital Role of
Paratransit in
Sustainable Urban
Mobility

10th October 2024



Driving change:
Paratransit
reforms in Lagos
and Kumasi

17th October 2024



Driving change:
Hands on the
MobiliseYourCity
Paratransit Toolkit

24th October 2024

Learning objectives

- Analyse the actions developed, challenges faced, and lessons learned by Lagos and Kumasi during paratransit reform processes.
- Explore the role of city governments and stakeholders in fostering sustainable and inclusive urban mobility through paratransit reforms.
- Understand the importance of data collection in the diagnosis phase, the relevant types of sources and its challenges.



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Paratransit reform in
Lagos, Nigeria

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Reforming the paratransit
sector in Kumasi, Ghana

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Q&A

Speakers



Solène Baffi

Moderator –
CODATU



Stephen A. Ogunkoya

Bus Operations Management Analyst
– Lagos Metropolitan Area Transport
Authority



Randy Wilson

Head of Department of
Transportation – Kumasi

Warm Up

Let us know...

Where are you from?

Are you aware of any project or reform on the paratransit sector in your city?



Integrating the Paratransit Reforms within SUMP Planning Process

The KUMASI SUMP Process

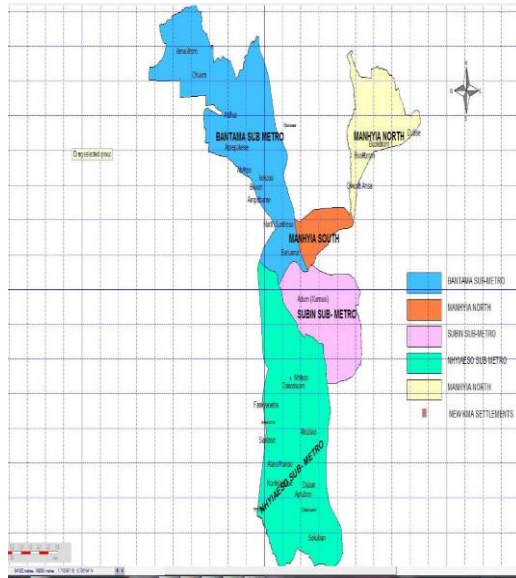
Randy Wilson

Head, Department of Transport Kumasi Metropolitan Assembly
(Urban Mobility Coordinator for Greater Kumasi)

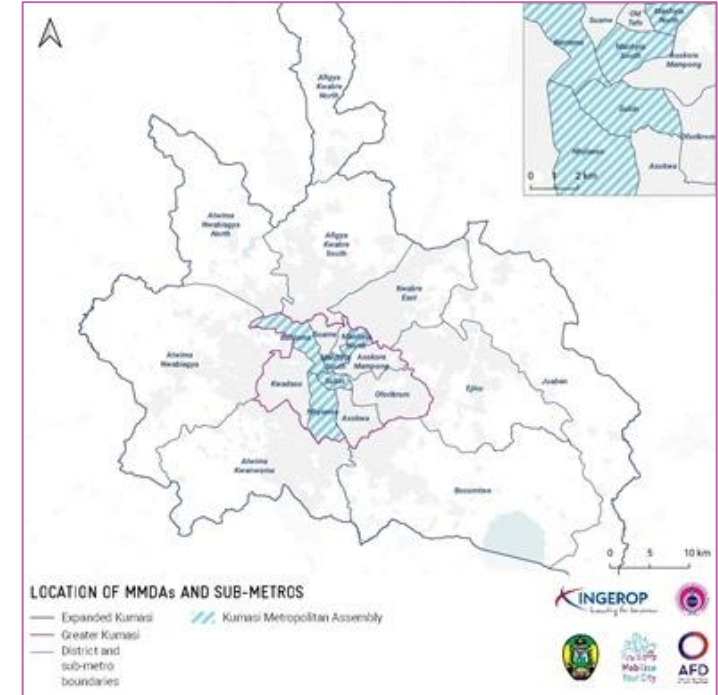
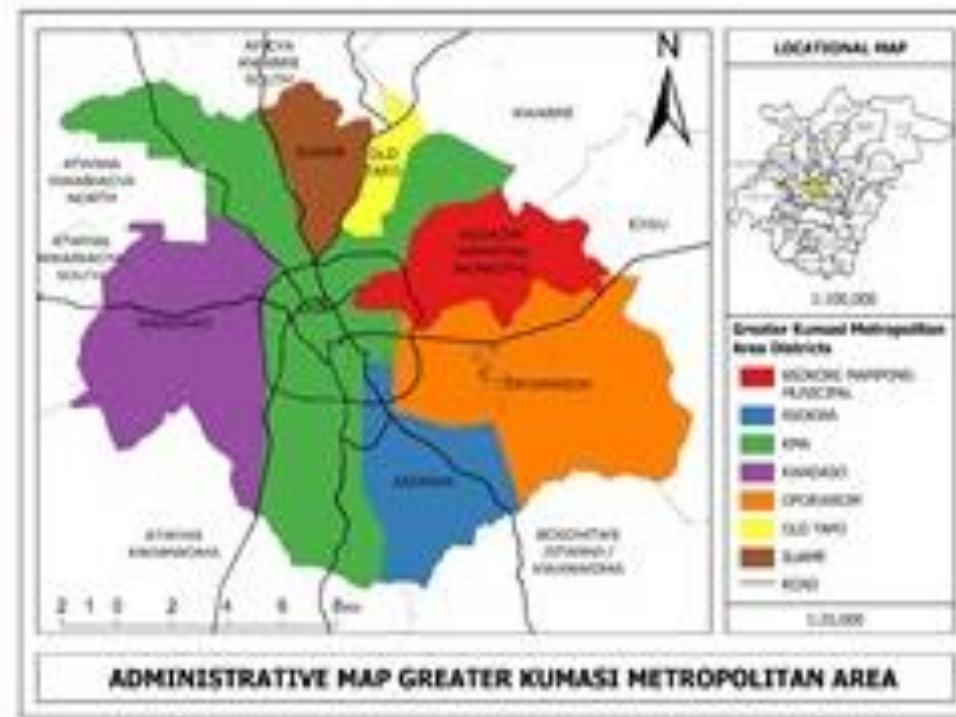


Kumasi's Position

Greater Kumasi



Kumasi Metro Assembly



Expanded Kumasi

- Second largest city in Ghana, Regional Capital for Ashanti Region
- Nodal City Cultural City Center of attraction
- Has 9 Municipalities for gKMA and 16 for Ex-KMA

Nature of Paratransit in Kumasi

- Legally supposed to be organized by Unions
- Highly Informal
- Private Ownership of vehicles
- Huge illegal operations and Route selection done by individual

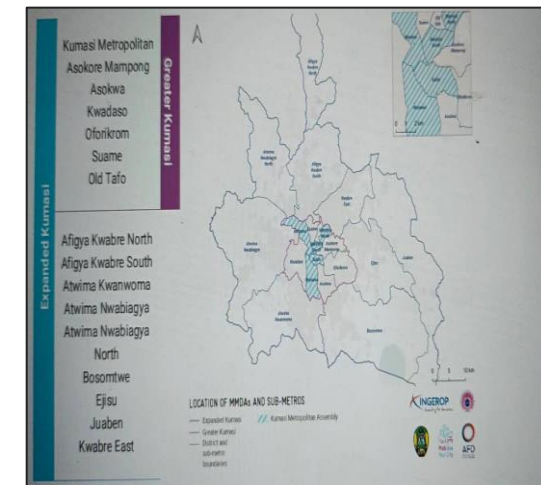
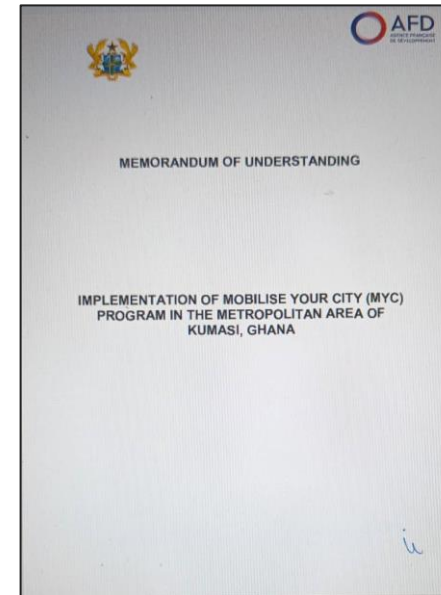


General urban mobility challenges in Kumasi

- **Poor integrated land use planning and control procedures**
 - Urban Sprawl
 - No clear boundaries for the city
 - No well developed Traffic plan
- **Inadequate facilities for public transports NMT and inefficiency of the overall system**
 - Inadequate transport terminals
 - Congested city centre, conflict with pedestrians
 - Lack of alternative parking lots for private vehicles
 - Poor traffic light indication
- **Inadequacy or lack of a good database**
- **The use of small sizes of vehicles for public transportation**
- **Institutional framework not optimized for mobility organization**
 - No Transport Authority for greater Kumasi
 - Formation of Unions / Setting up of Stations done without recourse to Assembly
 - No Standards set up for transport service provision
- **Funding for transport activities is limited**
 - No conscious effort at NMT provision
 - Right of limitation (esp. local roads)
- **No formidable enforcement of policy and regulation**
 - LI 2180, Assemblies by-laws
- ***Social and political interference***

The SUMP process in Kumasi

- AFD sponsored
- Ingerop selected as consultants
- Cost 500 million
- Took 3 years to prepare from
- Covered 16 Municipal Assemblies
- Led by KMA but Coordinated by
- the Regional Coordinating Council



THE KUMASI SUMP PROCESS - Initials

- Expression of Interest
- Formation of Project Team by Mayor
- Development of Proposal
- Selection and Finalization
- ToR and Selection of Consultant
- Process
 - Steering Committee
 - Technical Committee
 - Technical Working Group

THE KUMASI SUMP PROCESS - Implementation

➤ Meetings

- Technical working Group – Daily / Weekly
- Technical Committee – Monthly / Quarterly
- Steering – Quarterly for Approvals and Directions

➤ Mobilize Days

➤ Data Collection/Surveys, Scenarios Building, Plan Preparation

➤ Approvals

How to identify and mobilize the paratransit operators to make them part of the SUMP process?

- Look for the Unions
- Make the process known to them through official correspondence
- Visit them at Union meetings and terminals for education
- Pick their ideas and make them lead in sessions
- Mobilize days
- Presentations and workshops
- Involvement at various stages



- **Data gathering of paratransit services for diagnosis phase of the SUMP**
 - Data on Unions, Operational Routes, Members, Vehicles used, challenges of operation, terminal local etc
- **Major challenges regarding the data collection?**
 - Understanding of the process by the union Executives and Drivers
 - Inadequate information dissemination to drivers and stations
 - Unwillingness to give information
 - Expectation of immediate support for their operations
- **How is the data used now?**
 - Data serves as input for planning and management purposes



Efforts to Reform the Paratransit Sector in Kumasi, Ghana

→ National Transport Policy

- Make Ghana the Transport hub
- Promote mass transit

→ World Bank

- KUMAP – provision of BRT in Kumasi
- SSATP (TRECK-KNUST) – Minibus Professionalization

→ AFD

- SUMP – strategic directions for urban mobility – Expanded Kumasi 16 Municipals
- DT4A – route mapping

→ Kumasi Metro Assembly

- TransInfoMap – Database on transport services

→ Transport Unions

- Data gathering on membership and operations

Efforts to Reform the Paratransit Sector in Kumasi, Ghana

- Multiple institutions or agencies but
 - No clear leader
 - No common grounds to speak to each other
- Lack of clear cut implementation of policies and programs
- People have No or very little idea/knowledge about decarbonization or GHG
- Limited capacity levels of cities/leadership
- Limited or inadequate tools and resources to plan and execute actions
- Lack Commitment
- Huge upfront cost of efforts
- Political will

Efforts to Reform the Paratransit Sector in Kumasi, Ghana – where are we now ?

- Working together with SSATP through the KUMAP initiative to introduce professionalism
 - Workshops/capacity building and stakeholder engagement
 - Regulations/standards, enforcement and compliance
 - Data collection for digitalization of operational activities
 - Revenue mobilization Municipalities
- KNUST – TRECK carrying out capacity building for Transport Department Heads and other state institutions
- KNUST – TRECK engagements with Regional Transport Union Executives on need for reforms and capacity building
- On-going studies for introduction of BRT

Opportunities to Decarbonise Paratransit in Kumasi

- Clean Air Project with Universities,
- Strengthening Environmental Protection Agency
- The Net-Zero project by KNUST-TRECK
- Introduction of EVs by the Ministry of Energy
- Introduction of better business models for reduction in number of vehicles used and improvement in operations
- Carefully tailored capacity building programs to reform the sector

1

Questions & Answers

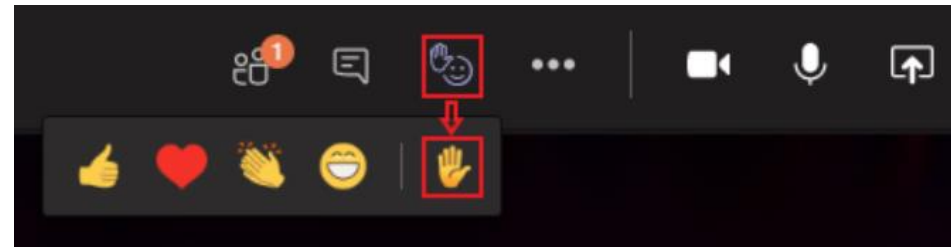
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Post your questions in the chat and we will include them in the Q&A



Speak

Select "Show reactions" in the meeting controls, and then choose "Raise your hand". Everyone in the meeting will see that you've got your hand up.



Paratransit reforms in Lagos

The Lagos Bus Industry Transition Program (BITP)

Stephen A. Ogunkoya

Bus Operations Management Analyst –
Lagos Metropolitan Area Transport
Authority



OUTLINE

- Lagos Transport Profile
- Background of the Lagos Transport Unions
- Project Overview
- Diagnostic of Bus Industry Operation
- Policy Framework - Vision & Objectives
- Implementation Roadmap & Strategy for Negotiations
- Where we are
- Next steps
- Decarbonisation of Paratransit Services
- Q&A

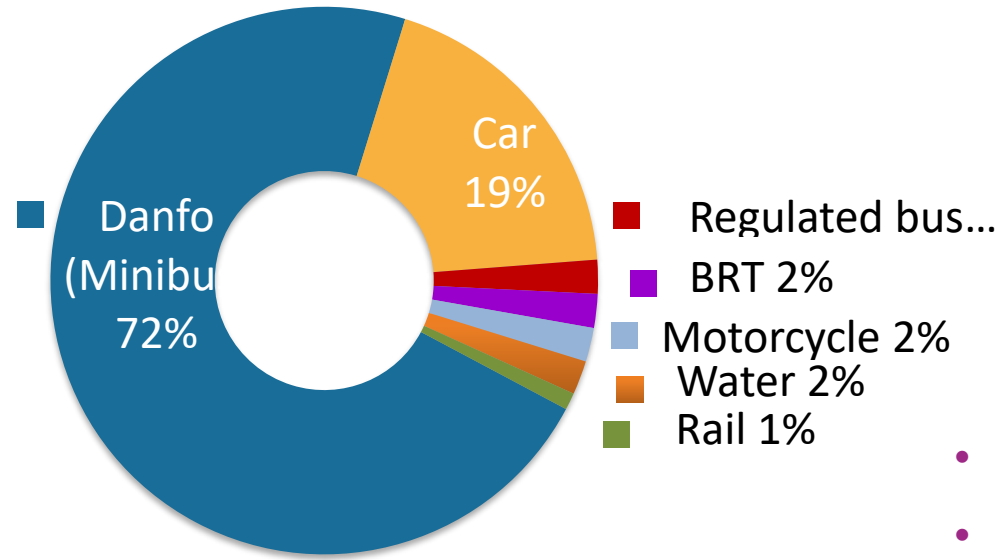


LAGOS TRANSPORT PROFILE

OVERVIEW

- Population: Over 20 million
- GDP: Over \$100 Billion
- Budget: Over \$ 900 Million
- Commercial nerve of Nigeria
- 5th largest economy in Africa
- Host all major HQ of financial, manufacturing, oil & gas, Communication institutions etc.
- Largest Sea, Airport in West Africa

Observed Mode Share of Motorized Trips in 2013



Source: STMP LAMATA

- 22 million trips daily
- 90% of trips by road
- Average trip length by PT is 9km
- Lagos residents rely heavily on informal paratransit modes (danfos), three-wheelers (kekes) and motorcycle taxis (okadas).



BACKGROUND OF THE LAGOS TRANSPORT UNIONS

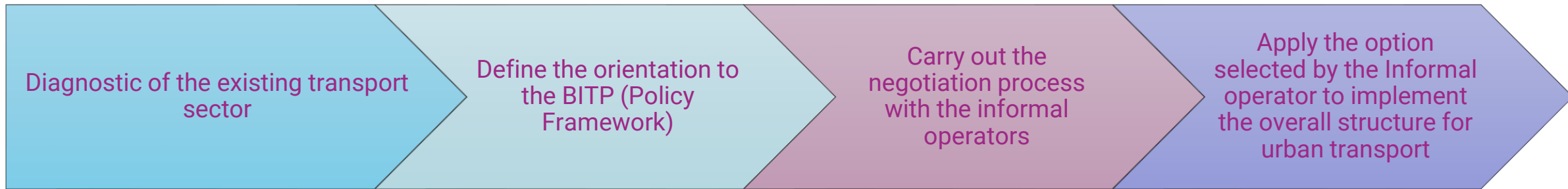


- The transport sector in Lagos is dominated by the informal sector. National Union of Road Transport Workers (NURTW) & Road Transport Employers Association of Nigeria (RTEAN).
- Both unions represent drivers and bus owners.
- Unions are largely divided by territory into branches and chapels/units.
- Union is being managed by excos led by the State Executive Chairman and President
- The two unions currently operate paratransit services haphazardly within the various motor parks across the city.



PROJECT OVERVIEW

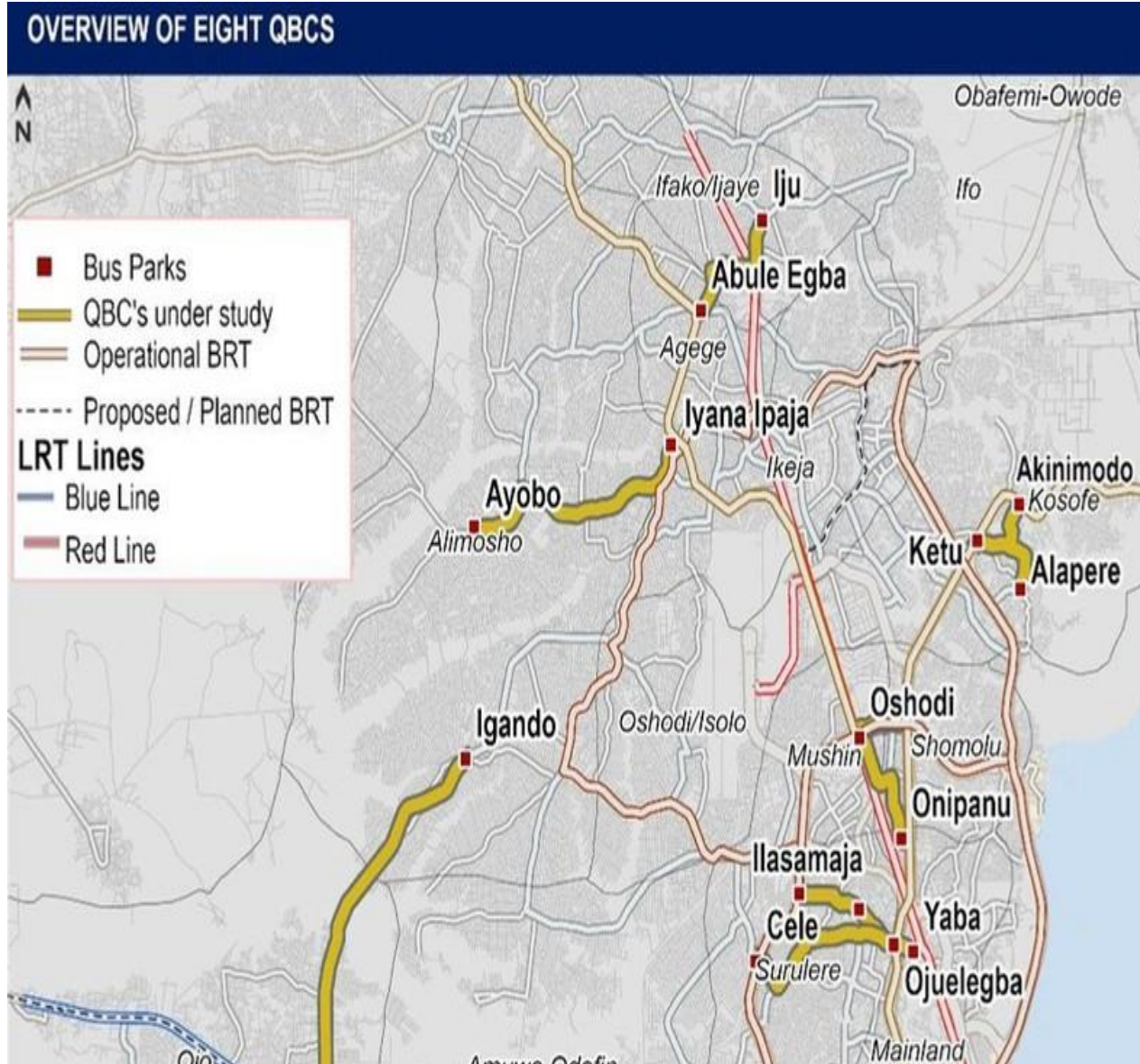
- Planning, restructuring and implementation of the Lagos bus industry
- Developing a new business model that reforms and incorporates the existing informal bus operators into the eight QBCs project
- A Consultant has been engaged and the project will run for 32 months (2023-2025)
- The project is divided into 4 phases – 10 OUTPUTS



- MOT in conjunction with LAMATA has been engaging the two unions on the planning, restructuring, reforms and operationalization of the QBC



STUDY AREA



- A shortlist of eight QBCs out of thirteen has been selected for priority implementation
- A key component of establishing QBCs is the implementation of targeted road and traffic infrastructure improvements along the corridors i.e. road upgrades, bus lanes, terminals, traffic regulation improvements, junction upgrades with bus priority, sidewalk upgrades for better non-motorized transport (NMT) access to buses,
- New buses to replace existing ones
- New operating model, Capacity building, and enhanced service delivery

PROJECT OVERVIEW CONT.

Eight Quality Bus Corridors (QBCs)

S/N	QBC	Distance (km)	No. of bus vehicles	No. of drivers	Traffic Count-Busiest section
1	Ojuelegba - Idi Araba - Illasamaja	3.5	163	180	Ojuelegba to Idi Araba 1,072 vehicles
2	Iju Ishaga - Abule Egba	4.4	9	11	Fagba station to Iju Ishaga 441 vehicles
3	Igando - Iyana Iba	12.4	155	170	Iyana Iba to Igando 4,621 vehicles
4	Ketu - Alapere - Akanimodo	7.8	80	96	Obanlearo to Alapere 510 vehicles
5	Onipanu - Oshodi	4.5	130	200	Onipanu to Teju 936 vehicles
6	Iyana Ipaja - Ayobo	8.3	200	208	Gate Bus Stop - Iyana Ipaja 8,982 vehicles
7	Yaba - Lawanson - Cele	6.1	64	80	Lawanson - Cele 2,342 vehicles
8	Anthony - Oshodi	4.1	-	-	LASTMA to Oshodi 889 vehicles



DIAGNOSTIC OF BUS INDUSTRY OPERATION

14 survey types:



BITP POLICY FRAMEWORK – VISION & OBJECTIVES

The BITP Policy Framework includes:

- Vision
- Objectives
- Transition Options
- Operating & Design Principles, etc.

Vision *Ensure that all residents of Lagos State benefit from access to reliable, safe, and affordable bus services operated by well-trained professionals.*

Objectives

- 1 Deliver **passenger-centered bus services** that is inclusive and fully integrated within the broader Lagos public transport network through reliable **intermodal connections**
- 2 Restructure the existing bus industry in a manner that **incorporates existing bus operators into Quality Bus Corridors (QBCs)** through a new business model that is financially sustainable, economically viable, and socially fair
- 3 Conduct the transition of the bus industry through **respectful, direct, and transparent dialogue** between stakeholders, notably the Lagos State Government, ASO and transport unions
- 4 Provide options for the **inclusion of existing bus operators** into proposed structures through a transparent partnership between LASG and transport unions and **apply fair livelihood restoration criteria and compensation parameters**



Change: Paratransit reforms in Lagos and Kumasi

CONT... BITP POLICY FRAMEWORK – OBJECTIVES

5

Provide **new bus vehicles** to enhance the reputation of bus services, safe and comfortable experience for passengers and minimizes the environmental impact of the bus services sector

6

Communicate clearly and effectively the benefits of the bus industry transition and promote the adoption of adjusted travel behaviors to the commuting public

7

Monitor and enforce the agreed performance standards and compliance with maintenance and operational requirements

8

Develop the capacities of professionals and drivers within the bus industry to improve the quality of service and safety

9

Upgrade parks and garages to enhance safety and create well-organized, accessible **transport hubs**

10

Expand access to **livelihood opportunities** in the bus services sector for underrepresented groups including women, youth, and persons with disabilities



CORE POLICY POSITIONS OF LASG

- Legal & regulatory compliance
- Licensing of driver
- Licensing of vehicle
- Insurance compliance
- Integrated fare system
- Safety of vehicle





A session at the Ministry of Transportation





The Honorable Commissioner for Transportation, SA, PS, and MD LAMATA at the first sensitization meeting with the two unions



IMPLEMENTATION ROADMAP & STRATEGY FOR NEGOTIATIONS

Primary stakeholders of negotiation process



Goal of the negotiations:

Identify a mutually beneficial solution between Lagos State Government and existing bus operators to formalize and enhance bus operations across eight corridors.



CONT...IMPLEMENTATION ROADMAP & STRATEGY FOR NEGOTIATIONS

Key Steps to each stage of the negotiations



Within each Stage, there are 5 Key Steps to the Negotiations:

1. Meeting with Lagos State chapter union representatives

to (i) set up a designated Negotiations Committee for this Stage of the Negotiations, and (ii) seek high-level clearance to commence Negotiations process, including the Registration process of drivers /owners across the affected parks of that stage.

2. Registration process

conducted at the park level and limited to the relevant parks of the negotiation stage. This process will also serve as a tool to disseminate information to the 'rank and file' members about the negotiations process.

3. Initial offering with Negotiations Committee.

4. Review offering with Negotiations Committee.

5. Conclusion of negotiations with Negotiations Committee.



CHALLENGES

- Communication gap between the Branch/Chapel Chairmen and their downlines
- Slow progress in the registration process
- Difficulty in getting data from the parks
- Instability in the Union Exco



WHERE WE ARE

- Confirmed constitution and membership of the two Negotiation Committees (RTEAN and NURTW)
- Held QBC-level sensitization meetings with the branch/chapel chairmen of the two unions in July 2024. This helped to focus the Negotiations on a contained group of empowered representatives while ensuring the wider membership received accurate baseline information.
- Commenced the registration process of drivers, owners & vehicles
- Developed the term sheet for the BITP negotiation



REGISTRATION OF DRIVERS



NEXT STEPS

- Revise and analyze data from the registration process to inform “Economic Compensation/Incentive Mechanism and Fleet Scrapping Program”
- Based upon the identified individuals, plan logistics and finalize the training curriculum for “Training on the potential for a new operating environment”



THE TRANSFORMATION



DECARBONISATION OF PARATRANSIT SERVICES

- Assessment and Feasibility Study of **Alternative Fuels for Public Transportation in Lagos**
 - Comparative Analysis of Biofuel Options
 - Technical and Operational Feasibility – **Bus Ecosystem**
 - Technical and Operational Requirements – **Biogas Plant**
 - Technical and Operational Requirements of transport systems
 - Financial and Economic analysis
 - Legal and policy analysis
 - Environmental and social analysis
 - Implementation roadmap



Thank you for listening



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Questions & Answers

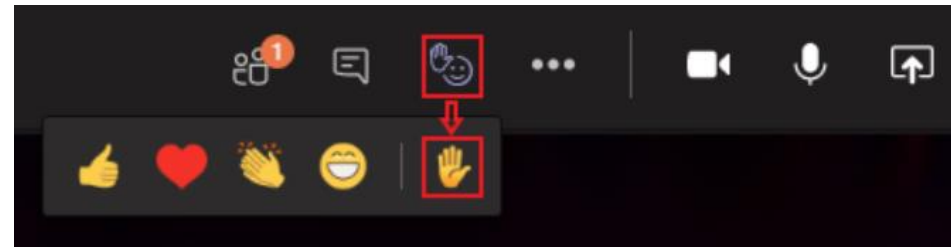
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UPCOMING EVENT

24th October

Driving change:

Hands on the MobiliseYourCity
Paratransit Toolkit

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