Promoting Public Transport in Africa

RESEARCH ROAD MAP FOR PUBLIC TRANSPORT IN AFRICA
Important notice:
This is a report of “Research Road Map for Public Transport in Africa”. The views and interpretations herein are those of the authors and should not be attributed to the European Commission or to UITP, UATP, to their affiliated organizations, or to any individual acting on their behalf.
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This research was directed by Eric Kouakou, Project Manager in UITP with the support of some African and international experts whose unceasing availability should be acknowledged here.

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The Research Team
EXECUTIVE SUMMARY

This report “Research Roadmap of Public Transport in Africa” aims to provide all stakeholders of the African transport sector with some indications on the main priorities that need to be addressed in the short and medium terms in order to ensure the strong and sustainable development of public transport in Africa.

Seven priority areas were therefore identified based on some recommendations from the International Association of Public Transport (UITP) strategy to improve mobility in cities and countries worldwide through the development of public transport.

These strategic research areas relate to the following aspects:

- public transport and the achievement of the MDGs
- public transport infrastructure
- improvement of public transport organisation and regulation
- improvement of public transport operations
- professionalization of the informal transport sector
- integrated land and transport planning
- specific rules and tools to ease public transport traffic

The implementation of research projects relating to these proposed aspects of public transport are expected to boost its development and better highlight its critical role as a key lever for poverty reduction in Africa.
UITP, the International Association of Public Transport, has over 3,400 members in 92 countries throughout the world and represents the interests of the key players in this sector. Its membership includes transport authorities, operators, both private and public, in all modes of collective passenger transport, and the industry. UITP addresses the economic, technical, organizational and management aspects of passenger transport, as well as the development of mobility policy and public transport worldwide.

UATP was created on 15th November 2002 to gather all the public transport actors in Sub-Saharan Africa in order to lead the necessary reflections for the development of an organized public transport and promotion of a better mobility for people and goods over the continent. It has around 50 members.

Transport and mobility are essential preconditions for sustainable development. However, it has become clear over the past 25 years that a lack of adequate transport infrastructure and affordable transport services have contributed to exacerbating widespread poverty and are a major obstacle to the achievement of the Millennium Development Goals (MDGs) in the developing world.

The African continent faces particular challenges when it comes to sustainable urban mobility. With respect to this continent, UITP recommendations in view of improving public transport worldwide can be broken down into several sub-themes, each of them constituting a strategic research area for the sustainable development of the sector. They aim to:

- better assess and improve the impact of public transport in achieving development goals in Africa
- organise and regulate public transport services
- finance and implement sustainable transport infrastructures and equipments including those specifically dedicated to public transport
- integrate urban planning and transport planning
- optimise the management of formal public transport operations
- formalise and professionalize informal transport actors
- implement supporting measures intended to facilitate public transport operations such as a proper regulation of road traffic

The combined application of these measures would ensure a sustainable mobility for the majority of people.
RESEARCH AREA 1: TRANSPORT’S ROLE IN ACHIEVING DEVELOPMENT GOALS

1) CURRENT CONTEXT

Transport is a key lever in achieving both economic and sustainable development goals. For example, the transport sector consumes roughly 25% of energy worldwide and over 55% of world oil, in a global context of dwindling fossil fuel reserves and escalating costs of hydrocarbons; road transport alone accounts for 85% of this oil consumption in the transport sector. This is obviously an unsustainable situation.

Almost all the mineral oil used for transport in Africa is imported. This means that the continent as a whole is vulnerable to price spikes and using valuable foreign exchange to satisfy its transport needs. The growing number of vehicles compounds the need to address this and find ways of using this resource in the most efficient ways.

Energy use is therefore directly correlated to the amount of money spent outside the country on importing oil as well as the greenhouse gas emissions and local pollution created within national boundaries. This has a direct effect on the air quality and health of its citizens, which in turn influences their productivity and ability to contribute to achieving national and local goals, economic development and the alleviation of poverty.

On the African continent, most cities now face increasing problems of congestion and suffer from poor air quality. As cities grow, the need for motorised transport also grows and the most sustainable and cheapest modes such as walking and cycling become less attractive. Most collective transport in Africa today is made by motorcycle taxi or privately owned small capacity vehicles.

2) PURPOSE OF THIS RESEARCH AREA

This research area will look at the linkages between the environment, economic development and societal benefits of well organised passenger transport. How to deploy cleaner vehicles in public transport in African by trying to provide solutions for the funding and maintenance of this particular rolling stock will also be examined.
3) KEY ASPECTS TO ADDRESS

The main aspects of a development agenda are economic growth and development, social inclusion and poverty reduction, and environmental protection. Thus, this research would be focused on providing a holistic overview of the impact of present transport trends with a view to how this could be used for decision making and policy development.

a) **Environmental protection.**
   A better understanding of the extent of environmental degradation caused by traffic is required both in terms of inefficient use of energy, urban space and air quality.
   A study in this perspective would encompass:
   - Reviewing the use of energy for transport in urban areas comparing informal and formal transport, and making a review of present levels of environmental degradation due to current and projected transport behaviour
   - Reviewing present financing opportunities for African public transport fleet renewal (buses, minibuses) to meet ecological requirements
   - Trying to define a standard emission level for public transport in Africa and establishing policy frameworks to enforce its application

b) **Economic viability**
   An overview of other parts of this research map would be interpreted by balancing the environmental and social aspects of wasted effort and loss of productivity

c) **Social equity and societal benefits**
   - A review of studies showing the impact on health of poor air quality, loss of productive time due to traffic related accidents (both fatal and injuries – morbidity and mortality) and the affordability of present transport trends with a view to poverty alleviation. A look at the influence of physical infrastructure on communities and social exclusion/inclusion issues due to transport opportunities would also be evaluated.
   - Review affordability of transport comparing the informal and formal transport offer and ticket price fluctuations
   - Recommendations and a list of tools to better design transport infrastructure integrating all sustainable modes and to give some evaluations of the extent of social injustice due to present transport decisions and the focus on personal rather than mass transport.
**RESEARCH AREA 2: EFFICIENT ORGANIZATION AND REGULATION OF PUBLIC TRANSPORT SERVICES**

1) **CURRENT CONTEXT**

Collective transport in Africa is very disorganised, one could say almost in a state of anarchy. The main reason seems to be a general disengagement of public authorities in the organization and management of the sector.

However, the provision of mass transport is a basic common good and the social obligations of public transport cannot be simply divested to the private sector. As many Africans are considered to be poor, if the continent is to be able to build its economies and grow out of poverty it must provide access to jobs, education and markets.

Present institutional and market structures are not delivering sustainable transport, yet there is considerable learning and many examples of what needs to be put in place for this to happen.

2) **PURPOSE OF THIS RESEARCH AREA**

This research area is intended to develop the necessary guidelines and materials to help African countries and cities to strengthen their legal, institutional and regulatory frameworks for effective sustainable, low carbon transport systems.

This would give regional, state and local governments the choice to bring in the private sector under better conditions for them (as authorities in terms of achieving policy objectives and goals) and efficient use of local money and taxes for the benefit of the majority. At present it is not easy for local government to be in an informed position to know really what should be achieved and especially how to do it.

This component of the research roadmap would also help address the lack of standard data and information on the transport situation.

3) **KEY ASPECTS TO ADDRESS**

This research aiming at establishing a strong organization and regulation of public transport services in African cities should comprise:
The definition of guidelines for the establishment or strengthening of institutional, legal and regulatory frameworks able to support and boost the transport activity.

The definition of guidelines for the establishment of transport authorities in African cities. Those guidelines should cover at least aspects related to:

- the legal statute of the organising authority
- its main areas of intervention (planning, construction of infrastructure, regulation,...)
- the types of possible contractual relationships with operators
- the types and levels of compensation provided to the operations that should still encourage sound competition, performance and service quality within the transport system
- mechanisms for a sustainable financing of the organising authorities
- mechanisms for upgrading and strengthening human resource capacity
- Suggestions for key performance indicators and the regular collecting of data and information for policy development

This activity will be mainly based on case studies, reviewing the legal frameworks and public transport authorities already in place in Africa while also considering mechanisms applied outside Africa which might be relevant for this continent.
1) CURRENT CONTEXT

The provision of transport infrastructure is the responsibility of local or national government. Its provision in good condition is a prerequisite for all efficient and effective transport operations.

Yet, Africa lags far behind in term of adequate transport infrastructure: the paved road network is very limited and wherever it exists it is very often in poor condition. Despite a growing political will at African and international levels to help Africa make up for lost time, the situation remains worrying. The level of private investment in transport infrastructure also remains low compared to the real needs of the African countries.

Present efforts and actions have been so far focused on issues of rural and sub-regional accessibility to the detriment of urban areas. The provision of infrastructure and facilities specifically dedicated to public transport is even less well supported, making public transport less attractive. The responsibility for the construction of such infrastructure and its regular maintenance is often not clear.

Overall the African people suffer from a lack of accessibility to basic services due to the relatively limited provision of quality transport infrastructure or due to its rapid degradation.

2) PURPOSE OF THIS RESEARCH AREA

There are a wide range of different financing and funding mechanisms that can be adapted to address this need yet it is not always clear to national and local governments how they work. This research area is intended to develop specific guidelines for African countries to support the development of effective financing systems for the construction and maintenance of quality transport infrastructures and facilities.

3) KEY ASPECTS TO ADDRESS

It is likely that reform of present practices and the restructuring of sectors related to transport infrastructure construction and maintenance will be required in order to create an environment conducive to private investment. It is thus critical to set up self-sufficient mechanisms and organisations which ensure an
effective implementation of quality infrastructure for public transport and later of the related maintenance.

The development of equipment dedicated to public transport (e.g., BRT: Bus Rapid Transit) fits into this frame: BRT can be an effective tool for social inclusion and the fight against urban poverty in Africa as it combines the aspects of easier access to public transport and easier mobility for those on low and middle incomes. Moreover, in many cases it is also a relevant tool for valuing land and economic activities, allowing a mix of activities in these areas and a higher urban density. The BRT system could therefore be a mode of choice for the inner-cities in Africa as a substitute to the private car.

It would be useful to develop guidelines for implementing a sound BRT system which could include necessary steps and conditions, and basic features that BRT solutions adapted to the African context must incorporate in the process of their implementation, keeping in mind though that BRT is not simply an infrastructure project but encompasses other important aspects pertaining to public transport operations.

A third key aspect which might be considered ultimately is research on sustainable financing solutions for public transport infrastructure and to some extent for rolling stock and operations. This sub-part will then aim to define mechanisms (BOT, PPP, credit...) and organizations likely to be put in place to secure a stable financing of transport infrastructure and facilities in Africa, particularly those used for public transport. The road maintenance fund mechanisms initiated in several African countries may be a source of inspiration for that particular development. This activity should also consider studying mechanisms likely to ensure that a significant share of the yearly investment budget of African countries is allocated to building public transport infrastructures (dedicated lanes and corridors, tunnels, stations).

This activity will be mainly based on research studies through reviewing existing solutions and tools, success and failures in this area in Africa and mechanisms applied elsewhere which might be relevant for Africa.

UITP/UATP is in an ideal position to do this as its members include operators of both traditional bus systems and newer BRT systems. Workshops and structured debate on the pros and cons as well as the pitfalls and successes would be an integral element in the research.
2) CURRENT CONTEXT

Transport planning is crucial for a sustainable future. It enables to have a clear vision of the long-term mobility objectives, what needs to be done and the involvement of each actor of the system to achieve the goal. Proper integrated planning also permits a rational and optimal use of urban space.

Today many issues occurring in Africa are the consequences of poor planning and undermine the proper functioning of the transport systems, especially impacting public or mass transport. They are notably:

- An increasing urban population usually suffering from an inadequate supply for the demand
- The domination of informal transport compromising the affordability of transport
- A growing dependence on private modes (cars and motorcycles)
- Low road capacities combined with high levels of congestion
- Little proper traffic management and chaotic levels of mixed traffic
- The facilities for non-motorized transport (walking and cycling) are largely non-existent.

At the institutional level the decision making process is often paralyzed due to overlapping responsibilities with multiple agencies responsible for transport planning or with the lack of coordination between transport planning and road infrastructure implementation.

3) PURPOSE OF THIS RESEARCH AREA

Transport planning is proven to be essential to ensuring a sustainable mobility to African people. This research will explore existing approaches to urban and interurban mobility plans, how they could be integrated with each other and with the development of geographical areas and human settlements. It will also consider how well adapted present models are for the African context and make suggestions on improvements. The output will set out some principles and guidelines on how to integrate transport and urban planning tailored to the Africa context.
4) KEY ASPECTS TO ADDRESS

a) **Main modal choice and integration with other modes**

Providing choice for mobility mode is essential taking account of the low purchasing power of people and also the capital and operating costs of the infrastructure for the different modes. Today, African people have three main modes of transportation: walking, cycling and informal collective transport; all have their pros and cons. However, walking and cycling although cheap and low carbon can only serve limited needs. Motorised, informal transport with its low capacity vehicles cannot reach the efficiency of structured and organized public transport with large buses in respect of energy use, operating cost per passenger transported, safety and comfort.

How to satisfy the growing demands for mobility and combine the flexibility of informal transport with the benefits of formal and well-organised public transport. How this can be put at the core of the implementation of mobility plans in Africa to urge a modal shift to this main mode?

Complementarities between modes need to be researched highlighting the advantages of each transport mode. In this perspective integration schemes of high-capacity buses and low-capacity units of the currently so-called informal transport could then be envisaged.

b) **Integrating urban development and transport planning**

Challenges facing African cities include notably:
- Uncontrolled urban sprawl
- Differences in urban densities within the same areas
- Difficulty to control the “informal” human settlements

The research focusing on this aspect of integrating urban and transport planning should bring solutions to how best to adapt urban planning to public transport implementation in Africa in both the cases of built cities and cities to be built. It should also look to how limit urban sprawl in African cities and improve urban density. As well, how new mobility concepts such as Bus Rapid Transit (BRT) may be effectively and successfully introduced in Africa cities may also be considered.

c) **Improving interurban public transport**

Interurban transport accounts for a large part of the mobility of goods and people in African countries. It also plays a role of trade facilitator for sub-regional exchanges since quite often sub-regional trade relies on efficient coach and bus networks to develop.

However, whilst urban transport in Africa has been frequently the focus of studies so far and in certain cases received a strong support from the public authorities, intercity transportation on the contrary is somewhat more
neglected and essentially left in the hands of transporters unions and associations. This may be explained by the fact that this sub-sector appears more self-sufficient than pure urban public transport. However, some efforts are still to be made in terms of institutional and operational reforms to ensure this sub-sector a proper sustainable development.

As an example, across the continent there is a lack of specific measures to organize this sub-sector and as a result a complete absence of operational standards applied for the management of the activity. A sub part of this research area may cover for instance the areas of specific standards for interurban public transport management in Africa such as for operations, financial issues, mandated equipment and facilities for example “en route”, safety and hygiene.

d) Integrating interurban and urban transport planning and operations
An integrated approach of both urban and interurban transports will undoubtedly be mutually beneficial and improve mobility of people and goods. Research intended to set integrated features for both urban and interurban public transport may encompass:

- the definition of medium and long term investment plans for interurban roads and public transport infrastructures comprising the designing and building of facilities for commuters between the two modes
- the establishment of organizations and structures to ensure stable funding for the maintenance of the road infrastructure
- fare integration

e) Harmonization of statistical methods and mobility data
Developing a common set of recommendations and guidelines for the sound implementation of mobility plans well-adapted to Africa presupposes a comprehensive and harmonized approach for African countries. One of the sub-topics of this research area should look into the matter of harmonising statistical methods and mobility data to ensure that the guidelines issued as a result of this activity will be representative and applicable for most of Africa.

Initial desk research will be carried out on the vast research of available literature on this subject to help formulate appropriate urban planning models for Africa.

This research is likely to be implemented more effectively by studying a real sample of African countries with regard to the key aspects abovementioned.

Such research will be extremely valuable if it covers the whole implementation process from conception of the plans to the actual implementation on-site and collection of feedback and real case results.
RESEARCH AREA 5: IMPLEMENTATION OF EFFICIENT PUBLIC TRANSPORT OPERATIONS

1) CURRENT CONTEXT

Public transport is a key component of sustainable development because of its various assets. These include:

- Economic assets as a facilitator of the mobility of people and goods, a prerequisite for the development of a dynamic economy.
- Social inclusion and poverty reduction by providing access to basic services at affordable cost for the less-fortunate. As such, public transport constitutes a strong tool for the opening-up of number of urban populations and areas.
- Environmental protection due to its efficient use of energy, lower noise and good safety record. It also allows a rational management of urban space used for transport.

However, the recent decades recorded a global decline of formal public transport delivery in Africa.

But more than ever an efficient and optimal management should also be applied when it comes to developing public transport in Africa today, especially in this context of ever-changing operating costs such as fuel cost, but also taking account of the high competition from the other means of transport, in particular from the informal sector.

As political will to improve public transport improves, the poor image and low level of professionalism in the management of the activity risks undermining this fragile recovery progress.

2) PURPOSE OF THIS RESEARCH AREA

This research will aim to define recommendations to be considered for an efficient management of public transport operations in respects of its operation, technical maintenance, administration or finance.

3) KEY ASPECTS TO ADDRESS

This research will revolve around key points which are:

- How to best adapt supply to demand and then provide guidelines pertaining to investigation of the potential market, designing of the
optimal lines networks, fleet sizing and dispatching in line with the demand, fare policy, scheduling of services,...

- How to develop a customer-oriented approach and quality levels
- Guidelines on to ensure an optimal management of technical maintenance and spare parts
- Development of easy to use media support: documentation and software to support the company in overall bus management
- Training and staff motivation

The core aim of these pieces of research will be to seek to control and reduce the operational costs. By examining the operations of a sample of public transport companies in Africa, the studies will particularly seek to identify key aspects influencing the financial equilibrium and sustainability of the African public transport companies.

Comparing and contrasting with examples of reduction of operational costs from around the world (including Europe but especially Germany and Canada – for example the Toronto experience)
This will result in guidelines and recommendations for the implementation of efficient public transport operations.
1) CURRENT CONTEXT

Public transport in Africa is currently dominated by informal transport provided by small capacity vehicles (mainly taxis, minibuses, combis ...), often ageing and unroadworthy. By definition, their operations are beyond the control of the public authorities which implies a lack of accurate knowledge with reliable statistics necessary to better handle its development.

The low level of control over the industry is also reflected in the management of their operations by the poor driving attitudes on the part of drivers who jeopardize service quality, users' safety and comfort. In addition, some operational malpractices are largely in use such as arbitrary sectioning of routes and variable fare rates.

This sector is also largely recognized as significantly contributing to the negative externalities of urban transport in particular congestion, pollution and road accidents. This precarious management is not without consequences for the operators themselves, putting at risk their own business: the revenues are relatively unstable and very often the operators are not able to renew their fleets to pursue their activity.

Yet informal transport has clear benefits such as the door-to-door service it provides to users and the relative higher speed of the service. It is also a significant provider of jobs and revenues for the community by the various taxes the operators regularly pay.

It is even these aspects - positively perceived by the people - which seem to be the cause behind the exponential expansion of this activity despite all attempts of governments in Africa to eradicate it. So rather than seeking to fight against this sector which has legitimately met a real need of people for mobility, an approach today would be to consider improving the professionalism in the sector in order to also benefit from its advantages.

2) PURPOSE OF THIS RESEARCH AREA

This research area is thus intended to provide public authorities with the means to formalize the informal transport sector in Africa and bring it to a minimal level of professionalism.

The challenge in this regard is to make these particular actors adhere to the new policy, which is actually to the benefit of the community as a whole including
these actors themselves. Such improvement of operations is generally not well perceived on their side. Keeping the situation at an "informal" stage with the opaque management which characterizes it, may seem preferable for them than to follow a policy with a transparent control. Hence there is very often a strong resistance to change from this sector in the form of protests, strikes, and boycotts. Therefore, this research should also seek to identify accompanying measures which could best draw a total buy-in from this sub-sector.

3) KEY ASPECTS TO ADDRESS

This research on guidelines for the professionalization of the informal transport sector in Africa could cover at least the following issues:

- Which formal entities to best incorporate the informal operators while preserving their interests
- Formal contractual arrangements between operators and regulatory authorities
- Policy reforms to be undertaken likely to stimulate interest of the informal sector
- Types of collaborative and exchange framework to put in place to accompany the whole process of the reform
- Types of capacity building programs to put in place to facilitate the sustainable management of the new formal activity by former informal operators.

- A review of the informal transport sector in Africa today based on some cases studies in Africa will be made. It will attempt to assess the impact of this type of transport in the overall transport system of a city.

- A review of most significant experiences of informal transporters' integration and professionalization in Africa and elsewhere will be made, emphasizing reasons for success and pitfalls.

- Recommendations for integrating the informal transport sector into formal operations in Africa.

Such guidelines will be useful to governments as well as to operators. They will result in formal recognition and identification of operators which will facilitate discussions and negotiations whenever they take place. Another outcome will be that the African people will benefit from quality transport while the activity itself will be more efficient, stable thus sustainable.
RESEARCH AREA 7: COMPLEMENTARY MEASURES TO SUPPORT PUBLIC TRANSPORT

1) CURRENT CONTEXT

The development of a good public transport system with quality infrastructure and facilities may be hampered if a minimum of rules to support the operations are not adopted.

Indeed, for instance, there are still "non-physical" barriers in cities which constitute real obstacles to the free mobility of persons and goods, mostly in the form of spontaneous police checkpoints that are the source of many annoyances to operators.

2) PURPOSE OF THIS RESEARCH AREA

The purpose of this research area is to make available to regulatory authorities tools to accompany and support public transport services enabling smooth operations and seamless mobility for people.

However, if we consider the particular aspects of corruption in some African countries, the challenges in this regard are important since bribery in public transport is just one aspect of a much bigger plague in which mentalities are very often deeply rooted.

3) KEY ASPECTS TO ADDRESS

Bribery and public transport operations: the research will first of all seek to assess the impact of police harassment and bribery on public transport operations. This will be achieved through investigations in a few cities and survey and interviews.

Rules for traffic management: congestion and managing traffic (passenger and freight) is not new and cities all over the world have to put policies and measures in place to ensure free flowing mobility. This research will help address the specific question of the role of (municipal) police in the respect of road traffic rules and in the facilitation of transport operations in general and especially public transport.
Another component of this research could consist of investigating the different options for an improved coexistence of mixed public and private transport both in infrastructure design as well as concerning traffic rules.

Beside this, measures to support operations may be adopted either from the regulatory side or from the side of operators such as: systems for remote monitoring of operations enabling follow-up of operations in real time, electronic ticketing or display of travel information.

This work will be carried out through investigations on a limited number of cities and networks.

Even though some of these research areas suggested above seem to go far beyond the current African realities and actual level of public transport activities, they are nevertheless likely to increase public transport attractiveness and hence ensure a better profitability of operations.

The expected outputs of this research consist in recommendations and guidelines for the African context that will highlight - based on some successful policies - the measures likely to be effective in supporting public transport operations in Africa.
## Overview of the Research Roadmap

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<td>Transport's Role in Achieving Development Goals</td>
<td>Environment Protection, Economic Viability, Social Benefits</td>
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<td>2</td>
<td>Organisation and Regulation</td>
<td>Development of Strong Legal &amp; Regulatory Frameworks, Establishment of Transport Organising Authorities</td>
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<td>3</td>
<td>Quality Infrastructure</td>
<td>Implementation of Sustainable Transport Infrastructures, Development of Financing Mechanisms, Development of Infrastructures Dedicated to PT</td>
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<td>Public Transport Planning</td>
<td>Implementation of Urban Mobility Plans, Integration PT Planning &amp; City Planning, Integrated Planning of Urban &amp; Interurban PT</td>
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<td>5</td>
<td>Efficient Operations</td>
<td>Bringing Offer in Line with Demand, Technical Maintenance &amp; Spare Parts Management, Capacity Building</td>
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<td>6</td>
<td>Professionalisation of the Informal Sector</td>
<td>Setting-Up of Collaborative Frameworks, Formalisation of the Informal Operators, Contracting Operations, Capacity Building</td>
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## SYNTHESIS OF POTENTIAL RESEARCH PROJECTS

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| 1. Transport’s role in achieving development goals                        | - Review of present level of environmental degradation due to present and projected transport behaviour  
- Defining a standard emission level for PT in Africa  
- Reviewing financing opportunities for the renewal of the public transport fleet to fit ecological requirements  
- Review affordability of transport comparing informal and formal transport offers and ticket price fluctuations | - Transport organising authorities  
- Public transport operators  
- Transporters associations and unions  
- Development and planning Agencies  
- Technical ministries                                                   | 48 months | 1.2 M€            |

**Better assess and improve the impact of public transport in achieving development goals in Africa**

*Trans-Africa Project: Research Roadmap for Public Transport in Africa*
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| 2. Organisation and regulation of public transport services               | - Define standards to implement appropriate and effective legal and regulatory frameworks backing public transport operations  
  - Provide guidelines and assistance to public authorities in order to establish a Transport Organising Authority  
  - Provide guidance and assistance to Transport Organising authorities in the contractual arrangements with operators  
  - Develop framework for regular Transport Authorities’ capacity building.                                                                                                                                | - Transport organising authorities  
  - Public transport operators  
  - Transporters associations and unions  
  - Development and planning Agencies  
  - Technical ministries                                                                                                                       | 36 months | 1,5 M€             |
| Provide guidance for an effective organisation and regulation of public transport systems |                                                                                                                                                                                                             |                                                                                             |          |                   |
| 3. Financing and implementing quality transport infrastructures and equipment | - Ensure a better financing and implementation of quality infrastructures for Public transport operations  
  - Define financial mechanisms for supporting public transport in Africa (infrastructures and operations)  
  - Define technical requirements for adequate infrastructures delivery for public transport services in Africa                                                                                   | - Transport organising authorities  
  - Public transport operators  
  - Transporters associations and unions  
  - Development and planning Agencies  
  - Technical ministries                                                                                                                       | 30 months | 1,4 M€             |
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<td>4. Transport planning</td>
<td>Setting-up of urban mobility plans in a number of African metropolises</td>
<td>- Transport organising authorities</td>
<td>36 months</td>
<td>6 M€</td>
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<td>Defining requirements for a better integration of public transport and urban planning</td>
<td>- Public transport operators</td>
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<td>Defining requirements for a better integration of urban and interurban public transport</td>
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<td>Defining financial mechanisms to sustain long-term transport planning and effective implementation</td>
<td>- Technical ministries</td>
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<td>Ensure a better planning of public transport and thus a sustainable mobility to African people</td>
<td>- NGO</td>
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<td>5. Development of efficient public transport services</td>
<td>Develop standards and requirements for an effective public transport delivery in the African cities</td>
<td>- Transport organising authorities</td>
<td>30 months</td>
<td>3,4 M€</td>
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<td>Provide guidance and assistance for regular capacity building activities of the operators</td>
<td>- Public transport operators</td>
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| **6. Professionalization of the informal sector** | Provide guidelines to formalise and incorporate informal public transport sector in Africa | - Definition of possible schemes for informal transport actors formalisation and professionalization  
- Define a complementary approach between mass transit and low capacity units delivery | - Transport organising authorities  
- Public transport operators  
- Transporters associations and unions  
- Development and planning Agencies  
- Technical ministries | 24 months | 1,2 M€ |
| **7. Accompanying measures to ease public transport operations** | Develop traffic systems and tools that will support and boost public transport operations | - Definition of traffic rules to facilitate public transport operations  
- Development of measures to mitigate impact of bribery on public transport operations  
- Road infrastructure design for mixed public and private transport | - Transport organising authorities  
- Public transport operators  
- Transporters associations and unions  
- Development and planning Agencies  
- Technical ministries | 24 months | 2,5 M€ |