



## **Workshop Report**

### **Unlocking Urban Mobility in East African Cities**

Kigali, Rwanda  
May 21-26, 2023





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The workshop was supported by the [Korea Green Growth Trust Fund \(KGGTF\)](#).





## Workshop overview

From May 21<sup>st</sup> to 26<sup>th</sup>, 2023, urban transport practitioners and policymakers from cities in Eastern Africa convened in Kigali, Rwanda for a workshop facilitated by the Leaders in Urban Transport Planning (LUTP) program. The Kigali workshop marked the 70<sup>th</sup> workshop since the inception of the LUTP program.

The workshop was part of an ongoing advisory service entitled “Unlocking Urban Mobility in East African Cities” (P176110) covering Kigali, Rwanda; Kampala, Uganda; Nairobi, Kenya; and Dar es Salaam, Tanzania. The workshop was also an opportunity to support local capacity in preparation of the Rwanda Urban Mobility Project (P176885), Kenya Urban Mobility Improvement Project (P176725), and the Dodoma Integrated and Sustainable Transport Project (P176623) as well as the ongoing implementation of the Dar es Salaam Urban Transport Improvement Project (P150937). The workshop agenda focused on diagnosis of urban transport challenges from the perspective of the different cities. Other issues discussed included urban transport institutions, investment prioritization, reform of informal public transport, bus project implementation.

To organize the workshop, the LUTP team worked closely with local hosts from the Ministry of Infrastructure of Rwanda, the City of Kigali, WB colleagues working in the Eastern Africa region, and focal points from each city. This collaborative engagement helped to shape the agenda for the specific learning needs of the participants. The program was made possible thanks to the financial support of the [Korea Green Growth Trust Fund](#).

## Audience

46 participants from Rwanda, Kenya, Uganda, and Tanzania, completed the workshop, representing a mix of national- and local-level entities.

- 17 participants from Kigali included representatives from the Ministry of Infrastructure (MININFRA), the City of Kigali, the Rwanda Utilities Regulatory Agency (RURA), the Rwanda Transport Development Agency (RTDA), the College of Science and Technology at the University of Rwanda, and the Rwanda National Police.
- 11 participants from Kenya represented the Nairobi Metropolitan Area Authority (NaMATA), the Kenya Urban Roads Authority (KURA), the State Department of Housing and Urban Development, the National Transport and Safety Authority, the State Department for Transport, Kenya Railways Corporation, Nairobi County, and the State Department of Roads.
- 9 participants from Tanzania represented the Dar Rapid Transit Agency (DART), the President's Office of Regional Administration and Local Government (PORALG), and the Ministry of Works and Transport (MoWT).
- 9 participants from Uganda represented various departments within the Ministry of Works and Transport (MoWT), including Transport Regulation & Safety, the Kampala BRT, the Uganda National Roads Authority, the Kampala Capital City Authority, and the Uganda Railways Corporation.





Out of the 46 participants, 37 completed a pre-workshop survey, which collected information on the affiliation, background, and professional role of participants as well as their expectations from the workshop (see Annex 1). Pre-workshop surveys were administered and collected in hard copy. Results from the pre-workshop survey provide greater context in terms of the demographics of workshop participants:

- 62 percent are male, and 38 percent are female.
- 62 percent have a background in engineering, 16 percent in public policy and planning, 8 percent in administration, 5 percent in economics and finance, 5 percent in enforcement and 3 percent in other.
- 70 percent reported holding a senior role in their organization, while 14 percent held middle management positions.
- 33 percent of the participants are actively involved in an urban mobility project with the World Bank.







## Agenda

### DAY 0. CHECK-IN

Sunday, May 21, 2023

Local time	Duration (min)	Activity
14:00 –	–	Arrival of non-local delegates and hotel check-in
19:00 –	–	Dinner at hotel for non-local delegates

### DAY 1. DIAGNOSING URBAN TRANSPORT PROBLEMS IN PARTICIPATING CITIES

Monday, May 22, 2023

8:00 – 9:00	60	Breakfast at hotel for non-local delegates
9:00 – 9:30	30	Workshop check-in and pre-workshop survey
9:30 – 9:45	15	<b>Welcome remarks:</b> <ul style="list-style-type: none"> <li>• Rolande Pryce, Country Manager for Rwanda, World Bank</li> <li>• Pudence Rubingisa, Mayor, City of Kigali</li> </ul>
9:45 – 10:15	30	<b>Participant introductions and LUTP program overview</b> ( <a href="#">Joanna Moody, LUTP Program Manager</a> )
10:15 – 11:15	60	<b>Series of presentations and discussions on urban mobility challenges and strategic priorities for participating cities</b> <ul style="list-style-type: none"> <li>• Kigali, Rwanda</li> </ul>
11:15 – 11:30	15	Break
11:30 – 12:30	60	<ul style="list-style-type: none"> <li>• Kampala, Uganda</li> </ul>
12:30 – 13:30	60	Lunch
13:30 – 13:45	15	Group photo
13:45 – 14:45	60	<ul style="list-style-type: none"> <li>• Nairobi, Kenya</li> </ul>
14:45 – 15:45	60	<ul style="list-style-type: none"> <li>• Dar es Salaam, Tanzania</li> </ul>
15:45 – 16:00	15	Break
16:00 – 17:00	60	<b>Synthesis discussion:</b> Urban mobility challenges in participating cities ( <a href="#">Ajay Kumar</a> )
19:00 –	–	Dinner for all delegates at restaurant (Urban by City Blue Hotel)





## DAY 2. URBAN TRANSPORT INSTITUTIONS

Tuesday, May 23, 2023

8:00 – 9:00	60	Breakfast at hotel for non-local delegates
9:00 – 10:45	105	<b>Case study:</b> Maseru Urban Transport Problems ( <a href="#">Joanna Moody</a> )
10:45 – 11:00	15	Break
11:00 – 12:30	90	<b>Facilitated discussion:</b> Governance and institutional frameworks for urban transport system ( <a href="#">Joanna Moody</a> )
12:30 – 13:30	60	Lunch
13:30 – 15:30	120	<b>Case study:</b> Lagos Metropolitan Area Transport Authority (LAMATA) ( <a href="#">Ajay Kumar</a> )
15:30 – 15:45	15	Break
15:45 – 17:00	75	<b>Case study debrief:</b> Relevance and applications in participating cities ( <a href="#">Ajay Kumar</a> )
19:00 –	–	Dinner at hotel for non-local delegates
		<b>Optional site visit (car free zone near city hall)</b>

## DAY 3. INVESTMENT PRIORITIZATION AND BUS OPERATIONS

Wednesday, May 24, 2023

8:00 – 9:00	60	Breakfast at hotel for non-local delegates
9:00 – 10:30	90	<b>Facilitated discussion:</b> Principles of “alternatives analysis” for deciding which urban mobility project to pursue ( <a href="#">Joanna Moody</a> )
10:30 – 10:45	15	Break
10:45 – 12:30	105	<b>Case study:</b> Formalizing Bus Operations in Maputo, Mozambique ( <a href="#">Ajay Kumar</a> )
12:30 – 13:30	60	Lunch
13:30 –	–	<b>Site visit 1 (Tap n Go card system)</b>
19:00 –	–	Dinner with all delegates at local restaurant (Khana Khazana)





#### DAY 4. BUS SYSTEM DEVELOPMENT AND RESILIENCE

Thursday, May 25, 2023

8:00 – 9:00	60	Breakfast at hotel for non-local delegates
9:00 – 9:15	15	<b>Site visit debrief</b> ( <a href="#">Yoomin Lee</a> )
9:15 – 11:00	105	<b>Case study:</b> Dakar bus renewal scheme ( <a href="#">Joanna Moody</a> )
11:00 – 11:15	15	Break
11:15 – 12:30	75	<b>Presentation and facilitated discussion:</b> “BRT – What is it and how should it be planned?” ( <a href="#">Ajay Kumar</a> )
12:30 – 13:30	60	Lunch
14:15 – 15:45	90	<b>Group exercise:</b> Tshwane Climate Action Plan, Part 1 ( <a href="#">Laura Piovesan</a> and <a href="#">Joanna Moody</a> )
15:45 – 16:00	15	Break
16:00 – 17:00	60	<b>Open slot for Q&amp;A</b>
19:00 –	–	Dinner at hotel for non-local delegates

#### DAY 5. CLIMATE ACTION AND WRAP-UP

Friday, May 26, 2023

8:00 – 9:00	60	Breakfast at hotel for non-local delegates
9:00 – 11:00	120	<b>Group exercise:</b> Tshwane Climate Action Plan, Part 2
11:00 – 11:15	15	Break
11:15 – 12:15	60	<b>Summary of workshop take-aways and closing remarks</b> <b>Post-workshop survey and closing ceremony</b>
12:15 – 13:15	60	Lunch
13:15 –	–	<b>Site visit 2</b> ( <a href="#">Jerry-GuraRide</a> bikeshare / <a href="#">Biryogo</a> car free zone)
19:00 –	–	Dinner at hotel for non-local delegates



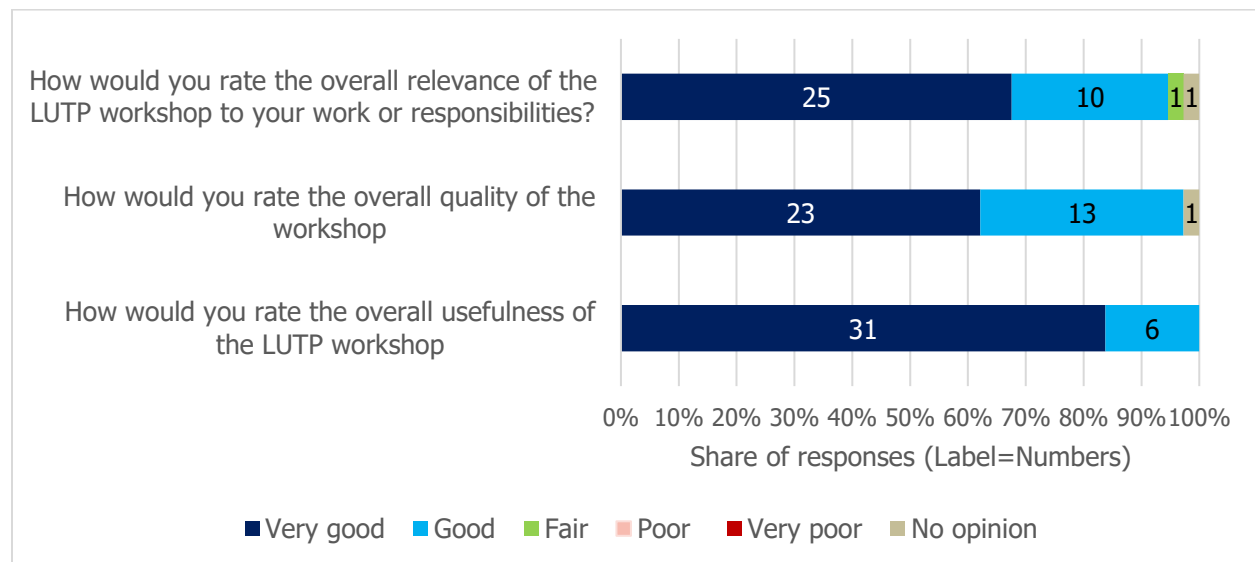


## Survey results

The post workshop survey was completed by 37 participants with a response rate of 80 percent. The post-workshop survey asked participants to (i) evaluate the overall relevance, quality, and usefulness of the workshop; (ii) rate specific materials and activities from the workshop, and (iii) provide open-ended feedback on what aspects of the course worked well or could be improved, topics that would be of interest for future workshops, and testimonials of learning outcomes.

### Evaluation of the overall relevance, quality, and usefulness of the workshop

On a five-point scale from 1 = “very poor” to 5 = “very good”, The majority of the participants rated the overall relevance, quality, and usefulness of the workshop 5 = “very good.” Followed by 4= “good”. On average, participants rated the overall relevance at 4.54, the overall quality at 4.51, and the overall usefulness at 4.84 out of 5.



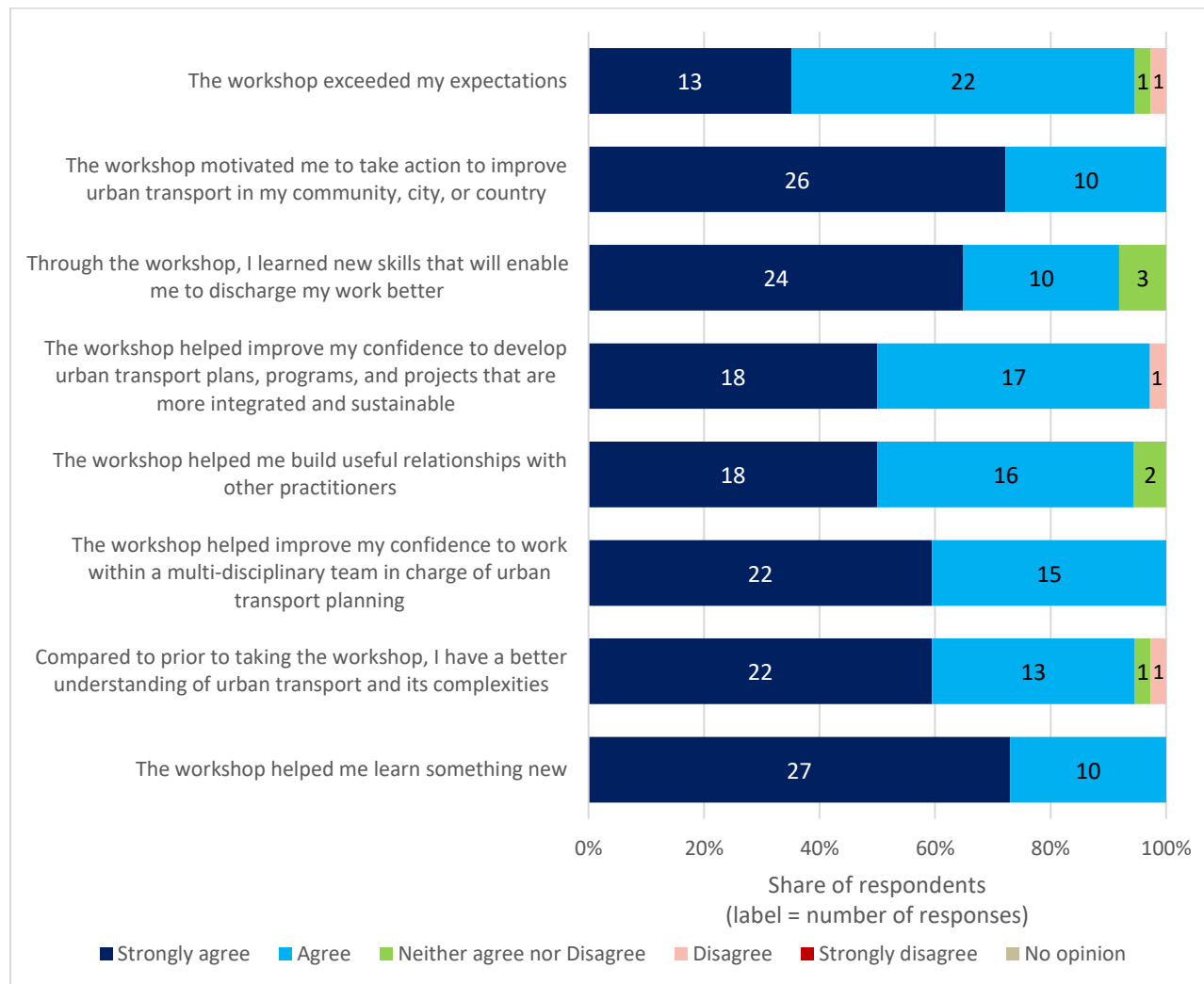
Participants were asked to indicate their level of agreement with statements regarding the learning activities and networking outcomes of the workshop. The majority of the participants “agreed” or “strongly agreed” that the workshop exceeded their expectations. 27 out of 37 strongly agreed that the workshop helped them learn something new while the remaining 10 agreed with the statement. Participants agreed or strongly agreed that the workshop gave them the tools to have a better understanding of the urban transport complexities and a newfound confidence in working in multidisciplinary teams. Additionally, the workshop provided them with skills to better discharge their work and greater confidence to develop transport plans and projects that are more integrated and sustainable. Out of 37 survey respondents it is a remarkable achievement that 26 (70%) strongly agreed and 10 (30%) agreed that the workshop motivated them to take action to improve the urban transport in their community, city and country.







*When asked how likely they are to recommend attending an LUTP workshop to a colleague on a scale from 1 = “not at all likely” to 10 = “extremely likely,” participants overwhelmingly answered that they would be “extremely likely” to recommend LUTP— with an average response of 9.3.*



## Evaluation of workshop materials and activities

Participants were asked to rate the activities included in the workshop agenda. All activities were very well received, with average ratings between “good” and “very good.” These results affirm that the workshop content was well-tailored to the learning needs of participants.





When asked to provide open feedback on the aspects of the workshop that worked well, most of the participants highlighted the transparent and participative environment that fostered open discussions among participants and with the instructors.<sup>1</sup> Participants expressed a great appreciation for the city presentations and the city institutional landscape.<sup>2</sup> The moderated discussions followed by the city presentations were highly appreciated as participants could learn one another and compare the issues their cities are facing and how they are mobilizing solutions.<sup>3</sup> Participants were from neighboring countries and the discussions among them were particularly relevant. For example, on the post workshop survey, one participant wrote that the city presentations lead to “intensive discussions and lessons”<sup>4</sup> while another commented that the conversations made them realize that different countries are facing similar issues<sup>5</sup>. The worksheet on institutional landscape and the related discussion also provided insight for participants to exchange on their national and local institutional organization.

The visit to the “Tap n’ go” facility was also well received.<sup>6</sup> Participants found the case studies discussions very informative and well moderated as they gave them the opportunity to identify themselves<sup>7</sup> with the role of the decision makers facing real urban transport issues faced and this allowed to better understand the issues and certain concepts.<sup>8</sup>

<sup>1</sup> Providing a transparent and participative environment for participant to share experience and challenges one another.

<sup>2</sup> [What worked well] 1. Sharing city experiences. 2. Discussions around city best practices and challenges. 3. Discussion on institutional landscapes

<sup>3</sup> [What worked well] 1. bringing together delegates from same region to learn from one another and especially from hosting country. 2. Country presentations as a basis for discussions.

<sup>4</sup> Presentations by the cities leading to intensive discussions and pitching lessons.

<sup>5</sup> All aspects of the workshop worked well for me and the content was very helpful as participants coming from different cities experience similar challenges. Sharing experience was great

<sup>6</sup> [What worked well] City visits for experience of the real issues, alternatives and improvements.

<sup>7</sup> Case study discussions because we tried to relate ourselves with these ones in the case studies by trying to identify challenges faced by them and compare them to what we are facing now.

<sup>8</sup> The case makes the issues very real and easy to understand the concepts







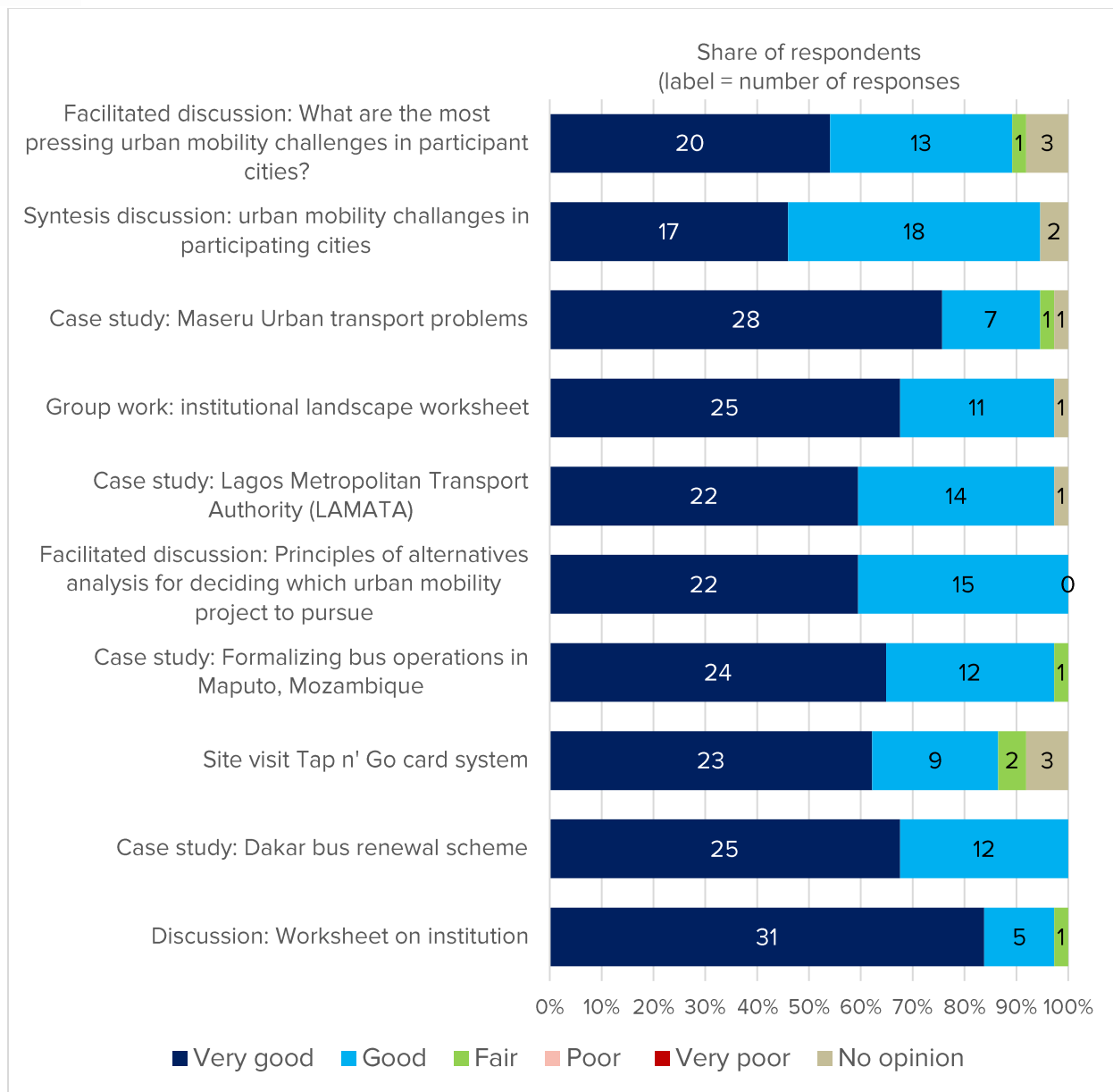
Among the activities appreciated the most by the participants there was the case study on the Maseru transport problems. Another activity that was very well received, was the case study on Dakar bus renewal and the one on formalizing bus operations in Maputo were both well received. The presentation on alternative analysis was also appreciated.

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*Among the aspects of the workshop worked well one participant suggested the facilitators asking “the difficult questions” lead to understanding the importance of such questions and that [urban transport] solutions must be need-based. – LUTP Kigali participant*

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## Open-ended feedback for future workshop

### Areas for improvement

When asked what can be improved in the delivery of LUTP workshop, participants shared valuable feedback for future workshops. Participants appreciated the case study teaching method and the discussion process. Others required more time allocated to the case discussions<sup>9</sup> while some others suggested that would be interesting to access up to date data and the current urban

<sup>9</sup> Case studies should be given more time for elaboration and more proper guided discussion





transport context in the case study cities.<sup>10</sup> Participants suggested to have more cases on public transport reforms<sup>11</sup> and climate change action plans and more time allocated to discussions on multimodal integration.<sup>12-13</sup>

Participants praised the organization and the delivery<sup>14</sup> and suggested to have more stakeholder invited,<sup>15-16-17</sup> for example, one participant pointed out that the workshop had a high percentage of engineers while lacking the participation from urban planners and communication experts.<sup>18</sup> Some suggested that the workshop was too short, and it should include a link to operations.<sup>19</sup>

Some participants stated that at the beginning they thought that a week workshop seemed long<sup>20</sup> but actually it was quite short<sup>21-22</sup> and the workshop should be offered to them more often,<sup>23</sup> like for example every six months<sup>24</sup>, others that it should last two weeks<sup>25</sup> so more topics can be discussed<sup>26</sup>. Yet, when asked to quantitatively rate the length of the workshop on a scale from 1 = “too short” to 10 = “too long,” participants indicated that the length of the workshop was about 5 = “just right” with a median response of 5.2. 18 out of 37 responses on the post-workshop survey marked 5 while the majority of the remainder of the participants were evenly distributed around the values of 5.

### Additional topics of interest

The post-workshop survey also asked participants if there were topics not covered in the workshop that they would like to learn more about. The recurring comment from participants was to have case studies and discussions on rail passenger transport.<sup>27-28</sup> Some others suggested that the issue of managing current paratransit operations and public transport reforms was well discussed but

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<sup>10</sup> I think all worked well and there is always room for improvement. May consider bringing up more recent case studies OR get updated data (current) on the current statistics of the case studies. Kind of "where are they now?"

<sup>11</sup> Some more cases of how-to public transport have been reformed

<sup>12</sup> [more discussion on] Multimodal integration and Intersection management

<sup>13</sup> Synergies of all modes of transport for effective transport systems

<sup>14</sup> Well-structured and well delivered

<sup>15</sup> More stakeholders should be invited

<sup>16</sup> Limited time to cover a wide range of topics of UT planning.

<sup>17</sup> Bring on more officials from ministry of lands to share experiences

<sup>18</sup> There was a heavy representation of engineers in the delegations and a lack of urban planners and communication experts.

<sup>19</sup> 1. The training was short/ issues were not exhausted. 2. Again we should include operations into training.

<sup>20</sup> Live days' workshop seems to be long or enough but became short

<sup>21</sup> The training was short/ issues were not exhausted.

<sup>22</sup> The one week looked a little short: some discussions and presentations had to be rushed because of time.

<sup>23</sup> The workshop should be done many times since it is useful.

<sup>24</sup> 1. Time allocated was not very adequate. 2. Need to have such regularly to keep up informed and build capacity for the cities (one every 6 months)

<sup>25</sup> All aspects of the workshop worked well and what I can add is that the workshop should take at least 2 weeks so that participants can share more ideas.

<sup>26</sup> the workshop was done well. For the future I would increase the time in order to discuss more topics

<sup>27</sup> Commuter rail case studies: challenges, gaps and success stories

<sup>28</sup> Commuter rail case studies in Africa and developing countries







would be good to learn more.<sup>29</sup> A handful of participants suggested to include in the workshop sustainable mobility, climate change<sup>30</sup> and discussions on climate change action plans.<sup>31</sup> Road safety was also a theme suggested among the ones to include in future workshops.<sup>32</sup>

## Learning testimonials

Participants were also asked to provide a short example of how their mindset or thinking about an issue in urban transport changed from attending the workshop. Responses highlighted newfound appreciation for a careful diagnosis of the urban transport problems:

- “What I have been addressing as problems in urban transport are actually symptoms: problems in Urban transport are: its business model, operations model. Financing and service level. Congestion is a symptom not a problem.”
- “Always find out the problems first.”
- After the workshop I am aware that no single solution or single policy to solve urban mobility. You have to understand problems first and then do alternative analysis for best option and then you can go ahead and do feasibility analysis.
- “Look at the causes of transport problems and not the symptoms.”
- After the workshop I am aware that no single solution or single policy to solve urban mobility. You have to understand problems first and then do alternative analysis for best option and then you can go ahead and do feasibility analysis.

Some participants came to realize the importance of tailored solutions, considering the service and infrastructures already available within the city

- No one formula is good for all. Any good transport system should consider the country context with the intentions to moving people.
- Always planning and designing public transport given the local circumstances not cut and paste.
- Thinking of and providing sustainable solutions depending on the context.
- Knowing that no mode of transport is better than the other system thinking.

Participant testimonials highlighting the importance of the incremental approach when implementing urban transport solutions:

- Incremental approach: start small, learn from mistakes, use benefits to gain support for expansion.

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<sup>29</sup> the issue of managing current paratransit operations and public transport reforms was well discussed but would be good to learn more about it since it is the biggest challenge in most of our cities.

<sup>30</sup> Climate change and relationship to transport.

<sup>31</sup> Climate change action plan not discussed

<sup>32</sup> Road safety was not covered.





- You do not have to start with high-cost solutions. Start small and build on the success of your interventions
- Engagement of paratransit operations, listening to them and making them part of the solution to public transport.
- City planning is not about building major infrastructure to solve challenges but to optimize the existing facilities.
- I've become aware of the need to keep reviewing plans to re-looking at findings from studies and see updated information, to ensure that the transport solutions are still relevant.

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*“I've become aware of the need to keep reviewing plans to re-looking at findings from studies and see updated information, to ensure that the transport solutions are still relevant. Stakeholder engagement from the very beginning must take precedence.” – LUTP Kigali participant*

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Many participants highlighted a greater appreciation for stakeholder engagement in all phases of urban transport project implementation. For example:

- Engagement of paratransit operations, listening to them and making them part of the solution to public transport.
- I think the most effective method of public transport intervention in UT is to encourage participation of all the stakeholders.
- The ownership is very important.
- Work with multi-disciplinary teams includes users
- Involve every stakeholder in the entire process is key and government has a role in planning and enabling environment
- Engagement from the very beginning must take precedence

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*The way I think of UT issues has changed. While attending the workshop, before I thought that every issue might be solved by engineers especially in Urban Transport but after I realized the benefits to work in group of different people who will work on a certain project.*

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## Site Visits

Two site visits took place: the first one was at a Tab n' Go facility where participants attend a presentation on how the fare system is managed in Kigali. AC group offer cashless payment systems solutions to the mostly informal cash-based public transport system. Currently it operates in Rwanda, Kigali and Cameroon, Yaounde.

The second visit with representatives of the Guraride: a bike sharing s transport system company operating in Kigali. Guraride was funded in 2017 and it is committed to provide micro-mobility for African cities Rwanda being its first entry point. Through an app, subscribers can locate the bike stations as well as pay for the ride. [Twitter link](#)





## Annex 1. Pre-workshop survey

### Instructions

This pre-workshop survey includes 13 questions designed to assess expectations for the workshop and provide a baseline for understanding how well our program meets these expectations. At the end of the workshop, participants will be asked to complete a second survey so that the World Bank team can collect participants' feedback to improve its operations and future workshops.

Any response that you provide will be kept confidential and the data collected is for internal purposes only. No personal data will be shared with third parties and any published results will be aggregated so that responses cannot be attributed to any one individual. Please note that any identifying personal data in this questionnaire will be securely safeguarded by the LUTP team and will be deleted within 24 months (about 2 years) from the date of collection of the data. The Leaders in Urban Transport Planning (LUTP) program is administered by the World Bank Group and adheres to its policies for personal data privacy and access to information.

By continuing to the survey questions in the next section, you provide your consent to use the data collected for the purposes expressed above. Your participation in the survey is entirely voluntary and you can stop at any time.

### General information

1. Name and surname: \_\_\_\_\_
2. Organization: \_\_\_\_\_
3. Job title: \_\_\_\_\_
4. City, country where you work: \_\_\_\_\_
5. Gender:
  - ☐ Female
  - ☐ Male
  - ☐ Non-Binary/other
  - ☐ Prefer not to say







6. Which of the following best describes your level in your organization?
- ☐ Junior
  - ☐ Mid-career
  - ☐ Senior
7. Which of the following best describes your background and experience?
- ☐ Engineering
  - ☐ Public policy and planning
  - ☐ Administration
  - ☐ Economics and finance
  - ☐ Enforcement
  - ☐ Other \_\_\_\_\_
8. Are you actively involved in an urban mobility project with the World Bank?
- ☐ Yes
  - ☐ No

### Expectations for the workshop

9. To what extent do you agree with the following statements?

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
I have the knowledge to carry out my work duties successfully	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a good understanding of urban transport and its complexities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
From this workshop, I expect to gain knowledge applicable to my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. What specific knowledge or skills would you like to acquire from this training?

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### Urban Transport Planning







11. We would like to get a sense of the perspectives/goals that urban transport planners and engineers are thinking about in your city. Rank the following items based on how much human capital is dedicated to addressing each of them. Rank 1 indicates most important.

- \_\_\_\_\_ Alleviate traffic congestion and improve vehicle throughput
- \_\_\_\_\_ Expand access to jobs, education, and social services for all, including women and persons with impaired mobility
- \_\_\_\_\_ Ensure financial sustainability of transport infrastructure and services
- \_\_\_\_\_ Create jobs and support economic growth
- \_\_\_\_\_ Reduce emissions of local air pollutants to improve public health
- \_\_\_\_\_ Reduce emissions of climate-warming greenhouse gases
- \_\_\_\_\_ Improve road safety
- \_\_\_\_\_ Strengthen resilience of urban transport systems to natural hazards and other disruptions
- \_\_\_\_\_ Increase levels of physical activity to improve public health

12. We would like to get a sense of the perspectives/goals that urban transport planners and engineers are thinking about in your city. Rank from number 1 to number 8, 1 being the most important goal and 8 the least important

- \_\_\_\_\_ Construction of new roads or parking facilities
- \_\_\_\_\_ Maintenance of existing road or parking facilities
- \_\_\_\_\_ Construction or improvements to walking and biking infrastructure (including sidewalks, bicycle lanes, bicycle parking, etc.)
- \_\_\_\_\_ Support of infrastructure, services, and vehicles for publicly operated collective transport services, such as city buses and bus rapid transit
- \_\_\_\_\_ Support of infrastructure, services, and vehicles for privately-operated collective transport services, such as chapas and candongueros
- \_\_\_\_\_ Management of traffic flows and parking (including enforcement, installation of traffic lights, etc.)
- \_\_\_\_\_ Regulation of transport services and service planning
- \_\_\_\_\_ Strategic planning

13. Are there any perspective or priorities not covered in the above questions that is particularly relevant for your city?

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## Annex 2A. Pre-workshop survey

### Instructions

This pre-workshop survey includes just 13 questions designed to assess expectations for the workshop and provide a baseline for understanding how well our program meets these expectations. At the end of the workshop, you will be asked to complete a second survey so that the World Bank team can collect participants' feedback to improve its operations and future workshops.

Any response that you provide will be kept confidential and the data collected is for internal purposes only. No personal data will be shared with third parties and any published results will be aggregated so that responses cannot be attributed to any one individual. Please note that any identifying personal data in this questionnaire will be securely safeguarded by the LUTP team and will be deleted within 24 months (about 2 years) from the date of collection of the data. The Leaders in Urban Transport Planning (LUTP) program is administered by the World Bank Group and adheres to its policies for personal data privacy and access to information.

By continuing to the survey questions in the next section, you provide your consent to use the data collected for the purposes expressed above. Your participation in the survey is entirely voluntary and you can stop at any time.

### General information

1. Name and Surname: \_\_\_\_\_
2. Organization: \_\_\_\_\_
3. Job title: \_\_\_\_\_
4. City, Country where you work: \_\_\_\_\_
5. Gender:
  - ☐ Female
  - ☐ Male
  - ☐ Non-Binary/other
  - ☐ Prefer not to say
6. Which of the following best describes your level in your organization?
  - ☐ Junior
  - ☐ Mid-career
  - ☐ Senior





7. Which of the following best describes your background and experience?

- ☐ Engineering
- ☐ Public policy and planning
- ☐ Administration
- ☐ Economics and finance
- ☐ Enforcement
- ☐ Other \_\_\_\_\_

8. Are you actively involved in an urban mobility project with the World Bank?

- ☐ Yes
- ☐ No

### Expectations for the workshop

9. To what extent do you agree with the following statements?

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
I have the knowledge to carry out my work duties successfully	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a good understanding of urban transport and its complexities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
From this workshop, I expect to gain knowledge applicable to my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. What specific knowledge or skills would you like to acquire from this training?

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## Urban Transport Planning

11. We would like to get a sense of the perspectives/goals that urban transport planners and engineers are thinking about in your city. Rank the following items based on how much human capital is dedicated to addressing each of them. Rank from number 1 to number 9. 1 being the most important goal and 9 the least important.

- \_\_\_\_\_ Alleviate traffic congestion and improve vehicle throughput
- \_\_\_\_\_ Expand access to jobs, education, and social services for all, including women and persons with impaired mobility
- \_\_\_\_\_ Ensure financial sustainability of transport infrastructure and services
- \_\_\_\_\_ Create jobs and support economic growth
- \_\_\_\_\_ Reduce emissions of local air pollutants to improve public health
- \_\_\_\_\_ Reduce emissions of climate-warming greenhouse gases
- \_\_\_\_\_ Improve road safety
- \_\_\_\_\_ Strengthen resilience of urban transport systems to natural hazards and other disruptions
- \_\_\_\_\_ Increase levels of physical activity to improve public health

12. We would like to get a sense of the perspectives/goals that urban transport planners and engineers are thinking about in your city. Rank from number 1 to number 8. 1 being the most important goal and 8 the least important.

- \_\_\_\_\_ Construction of new roads or parking facilities
- \_\_\_\_\_ Maintenance of existing road or parking facilities
- \_\_\_\_\_ Construction or improvements to walking and biking infrastructure (including sidewalks, bicycle lanes, bicycle parking, etc.)
- \_\_\_\_\_ Support of infrastructure, services, and vehicles for publicly operated collective transport services, such as city buses and bus rapid transit
- \_\_\_\_\_ Support of infrastructure, services, and vehicles for privately-operated collective transport services, such as often referred as "informal" public transit or "paratransit" services
- \_\_\_\_\_ Management of traffic flows and parking (including enforcement, installation of traffic lights, etc.)
- \_\_\_\_\_ Regulation of transport services and service planning
- \_\_\_\_\_ Strategic planning

13. Are there any perspectives or priorities not covered in the above questions that are particularly relevant for your city?

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## Annex 2B. Post-workshop survey

### Instructions

*Thank you very much for participating in our Leaders in Urban Transport Planning (LUTP) Workshop! It is through your active participation that we all learn together.*

This post-workshop survey was designed to collect participants' feedback to improve our program curriculum and workshop delivery.

Any response that you provide to the questions contained in this post-workshop survey will be kept confidential and the data collected is for internal purposes only. No personal data will be shared with third parties and any published results will be aggregated so that responses cannot be attributed to any one individual and any quotes/testimonials will be published anonymously.

Please note that any identifying personal data in this questionnaire will be securely safeguarded by the LUTP team and will be deleted within 24 months (2 years) from the date of collection of the data according to the World Bank Group's policies on data privacy and use of personal information.

Your participation in the survey is entirely voluntary but is appreciated.

### General

1. Name and Surname \_\_\_\_\_

2. How would you rate the workshop and the quality of its activities? If you did not participate/attend a particular activity, please indicate "no opinion"

	Very poor	Poor	Fair	Good	Very good	No opinion
*Overall *usefulness* of the LUTP workshop	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Overall *quality* of the LUTP workshop	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
*Overall *relevance* of the LUTP workshop to your work / responsibilities?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Day 1. <b>Facilitated discussion:</b> What are the most pressing urban mobility challenges in participant cities?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Day 1. <b>Synthesis discussion:</b> Urban mobility challenges in participating cities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Day 2. <b>Case study:</b> Maseru Urban Transport Problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>







	Very poor	Poor	Fair	Good	Very good	No opinion
Day 2. <b>Group work:</b> Institutional landscape worksheet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Day 2. <b>Case study:</b> Lagos Metropolitan Area Transport Authority (LAMATA)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Day 2. <b>Case study debrief:</b> Relevance and applications in participating cities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Day 3. <b>Facilitated discussion:</b> Principles of alternatives analysis for deciding which urban mobility project to pursue	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Day 3. <b>Case study:</b> Formalizing Bus Operations in Maputo, Mozambique	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Day 3. <b>Site visit 1:</b> Tap n Go card system and bus terminal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Day 4. <b>Case study:</b> Dakar bus renewal scheme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Day 4. <b>Discussion:</b> Worksheet on institution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Day 5. <b>Group exercise:</b> Tshwane Climate Action Plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Day 5. <b>Site visit 2</b> (Bike share Jerry-GuraRide and Biryogo car free zone)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. What aspects of the workshop worked well?

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4. What aspects of the workshop did not work well? Do you have any comments or suggestions for ways we can improve LUTP workshops in the future?

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5. Were there any topics not covered in the workshop that you would like to learn more about?

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6. How would you rate the length of the workshop?

Too short

Too Long

0	1	2	3	4	5	6	7	8	9	10
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7. To what extent do you agree with the following statements about your learning from the workshop?

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
The workshop helped me learn something new	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Compared to prior to taking the workshop, I have a better understanding of urban transport and its complexities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The workshop helped improve my confidence to work within a multi-disciplinary team in charge of urban transport planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The workshop helped me build useful relationships with other practitioners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The workshop helped improve my confidence to develop urban transport plans, programs, and projects that are more integrated and sustainable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Through the workshop, I learned new skills that will enable me to discharge my work better	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The workshop motivated me to take action to improve urban transport in my community, city, or country	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The workshop exceeded my expectations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. How likely are you to recommend attending an LUTP workshop to a colleague?

Not at all likely

Extremely likely

0	1	2	3	4	5	6	7	8	9	10
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9. Please provide us with a short example of how your mindset/thinking about an issue in urban transport has changed while attending this workshop

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### Urban transport planning

10. Given what you have learned in this workshop, how would you rank the following items in terms of the amount of planning and engineering human capital that you feel should be dedicated to addressing them in your city? Rank from 1 to 9 one being the top of the list indicates the item your city should dedicate the most human capital to.

- \_\_\_\_\_ Alleviate traffic congestion and improve vehicle throughput
- \_\_\_\_\_ Expand access to jobs, education, and social services for all, including women and persons with impaired mobility
- \_\_\_\_\_ Ensure financial sustainability of transport infrastructure and services
- \_\_\_\_\_ Create jobs and support economic growth
- \_\_\_\_\_ Reduce emissions of local air pollutants to improve public health
- \_\_\_\_\_ Reduce emissions of climate-warming greenhouse gases
- \_\_\_\_\_ Improve road safety
- \_\_\_\_\_ Strengthen resilience of urban transport systems to natural hazards and other disruptions
- \_\_\_\_\_ Increase levels of physical activity to improve public health

11. Given what you have learned in this workshop, how would you rank the following items in terms of the amount of your city's budget you feel should be dedicated to each? Rank from 1 to 8: 1 indicates the item your city should dedicate the most budget to.

- \_\_\_\_\_ Construction of new roads or parking facilities
- \_\_\_\_\_ Maintenance of existing road or parking facilities
- \_\_\_\_\_ Construction or improvements to walking and biking infrastructure (including sidewalks, bicycle lanes, bicycle parking, etc.)
- \_\_\_\_\_ Support of infrastructure, services, and vehicles for publicly operated collective transport services, such as city buses and bus rapid transit
- \_\_\_\_\_ Support of infrastructure, services, and vehicles for privately-operated collective transport services, often called "informal" public transit or "paratransit"
- \_\_\_\_\_ Management of traffic flows and parking (including enforcement, installation of traffic lights)
- \_\_\_\_\_ Regulation of transport services and service planning
- \_\_\_\_\_ Strategic planning





### **Stay in contact!**

12. The LUTP program conducts periodic surveys of workshop alumni to evaluate how our programs translate into practice. We use this information to revise our curriculum and engagements with participants and in applying for funding to continue to support our activities. Would you be willing to be contacted within the next 3-5 years to ask follow-up questions about your experience with LUTP and how it connected to your work?

- ☐ Yes
- ☐ No

13. If yes, please provide two email addresses where we can reach you (one work email and one personal email).

Work e-mail: \_\_\_\_\_

Personal e-mail: \_\_\_\_\_





## **Annex 4. Organizing team**

### **LUTP team**

- Joanna Moody, LUTP Program Manager, Global Knowledge Unit, World Bank
- Ajay Kumar, Senior Urban Transport Consultant and LUTP Instructor
- Laura Piovesan, LUTP Program Assistant
- Georges Bianco Darido, Lead Urban Transport Specialist and co-Lead LUTP Program
- Arturo Ardila-Gomez, Lead Transport Economist, and co-Lead LUTP Program

### **Local hosting team, regional World Bank colleagues, and partners**

- Sheila Uwase, Engineer, City of Kigali
- Richard Bugabiro, Public Transport Senior Engineer, Ministry of Infrastructure MININFRA
- Fang Xu, Senior Transport Specialist
- Akiko Kishiue, Senior Urban Transport Specialist
- Adam Stone Diehl, Senior Transport Specialist
- Yoomin Lee, Junior Professional Officer
- Mwiseneza Huguette, OCS Rwanda
- Barbara B.M. Ombasa, OCS Kenya
- Imma Ismaily Killasama, OCS, Tanzania
- Annette Nabisere Byansansa, OCS Uganda







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**The Leaders in Urban Transport Planning (LUTP)** program empowers policymakers and practitioners with the knowledge and skills needed to diagnose urban mobility challenges and craft effective urban mobility strategies that support more livable, more sustainable cities.

Learn more at [www.worldbank.org/lutp](http://www.worldbank.org/lutp).

