Informal transit reform – Case of Freetown

Building solutions for African cities

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The Institutional Landscape

- Ministry of Transport and Aviation
- Freetown City Council
- Sierra Leone Roads Authority
- SL Road Safety Authority
- SL Road Transport Corporation
- Traffic police
- Transport Owners Association and Drivers’ Union/Okada Union

Key Issues

- a) overlapping mandates;
- b) lack of clarity in functions;
- c) insufficient human capacity;
- d) weak coordination.
Transform Freetown.....

From
A congested vehicle-oriented city

To
A resilient, people-oriented city to improve the quality of life for all.
Stakeholder and Citizen’s Engagement – A Common Effort

• Brought together all relevant stakeholder into project conceptualization, prioritization and design.

• Strong emphasis in citizen’s engagement: Government accountability + Improve Project design
  • surveys and focus groups to inform design
  • hackathons to design citizen’s engagement tools, and much more.

Steering Committee

- Traffic Police
- SLRSA
- SLRA
- SLRTC
- Ministry of Transport and Aviation
- Freetown City Council
- Transport Union
- Trader’s Union
- Passenger’s welfare association
Towards the transformation: Transit Reform Approach

Reform:
Institutional and Operational

Improving the way the world moves
Roles within Effective Bus System Delivery

**System Owner**
Accountable to public for overall delivery of the service

**System Manager**
Entity appointed by the system owner to ensure service delivery

**Operator**
Daily delivery of bus service
SLRTC transition to regulator

- SLRTC to evolve from operator to regulator (FTA)
- SLRTC to divest existing assets and city operations
- SLRTC capacity building
- Contracting and tendering
- Contract Monitoring and Evaluation
- Define requirements for operator participation
Informal operators transition towards formal operators

- Owners to form the new contracted route associations
- Establish contractual agreement between route associations and regulator (SLRTC) to deliver service under certain standards
- Negotiating Framework
Key Regulatory Contracting Arrangements

- Contracted Bus Company
  - Vehicle Supply Contract
  - Service Delivery Contract
  - Revenue Management Contract

- Revenue Management Contractor

- SLRTC Regulatory Authority
  - Bus Maintenance Contract
  - Vehicle Supplier

- EFC Equipment Supplier
  - EFC Equipment Supply Contract

- Contracted Maintenance Provider
Negotiating Framework

• A **Negotiating Framework** to manage the many change processes is important, so that an equitable and transparent process to negotiate change is established and observed.
• Creation of a **Negotiations Steering Committee**: Manage the transition in the sector
• **Key elements** of the informal transit transition:
  • Change takes time
  • Change requires debate among stakeholders
  • Change is an iterative process
  • Change will affect current owners and investors
  • Change will affect current employees working in the sector
  • There will be changes to existing business working in the sector
Integrated Corridor Management

- Initial contracts for 2 demonstration pilot corridors, planning to scale up later on
- Process of upscaling and capacity building
Required Infrastructure

• Terminals
• Intermediate Stops
• Pedestrian footways
• Pedestrian Crossings
• Pedestrian Bridges
• Drainage
• Depots
• Public Transport Lanes
• Junction Improvements
• Parking Management
• Dry Port and Truck Restrictions
What will it take

- Support for reforms at the highest political level
- A technical well incentivized team of professionals
- A formal institutionalized basis to coordinate across multiple agencies
- Willingness on part of private sector bus associations/operators/drivers to be a part of the reform program
- Ability to transform SLRTC into a planner-regulator
- Effective land use controls and management of road space
Digitalization of transport in African cities

In data-scarce environments, disruptive thinking is needed

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Creative ways to get data & generate analytics
How people move?
Using CDR to determine jobs location
Where does flooding happen?
RoadLab
App for road condition reporting

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Fare collection: Research for a solution adapted to African cities needs using disruptive tech

**Partnership**

- Transport GP
- DEC

**Proposed Technologies for Proof of Value (POV)**

**Blockchain**
- Shared Ledger
- Distributed App
- Ticket tokenization
- Agreement automation

**3D Printing**
- Reusable Ticket Material With QR Code (cost: <4500 SL)

**NFC Tag**
- Readable/writable Ticket (cost: <4500 SL)

**Mobile App**
- Ticketing service automation
Building Partnerships
Strategic allies - external

Fourah Bay University
Sierra Leone Urban Research Centre
University College London
University of California Berkeley

SSATP (Africa Transport Policy Program)
Rainbo Initiative
Rainbo Centres
Local NGO working on GBV

Blockchain startup
Telecom company

Directorate of Science, Technology and Innovation (DSTI)
Involving the youth: a win-
win to enhance innovation