

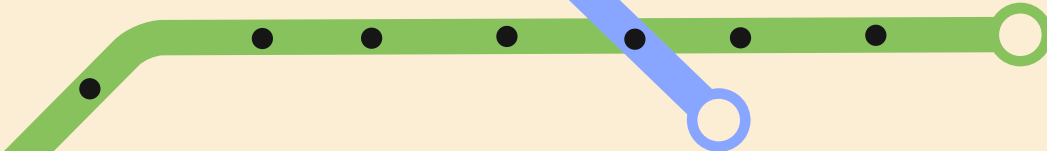
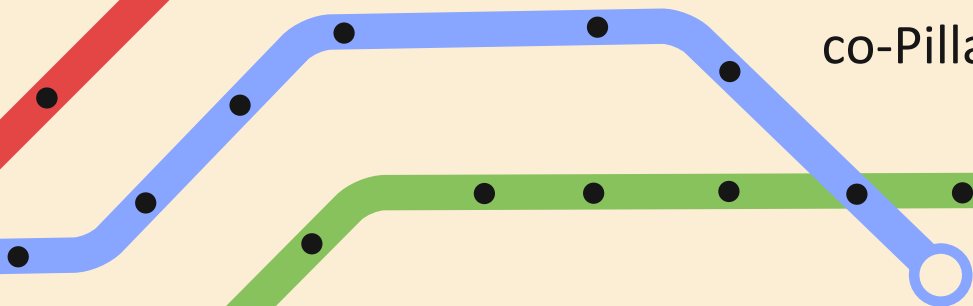
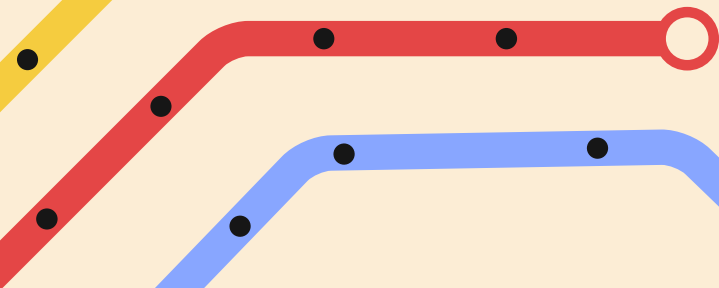
# African Urban Transport Organizing Authorities



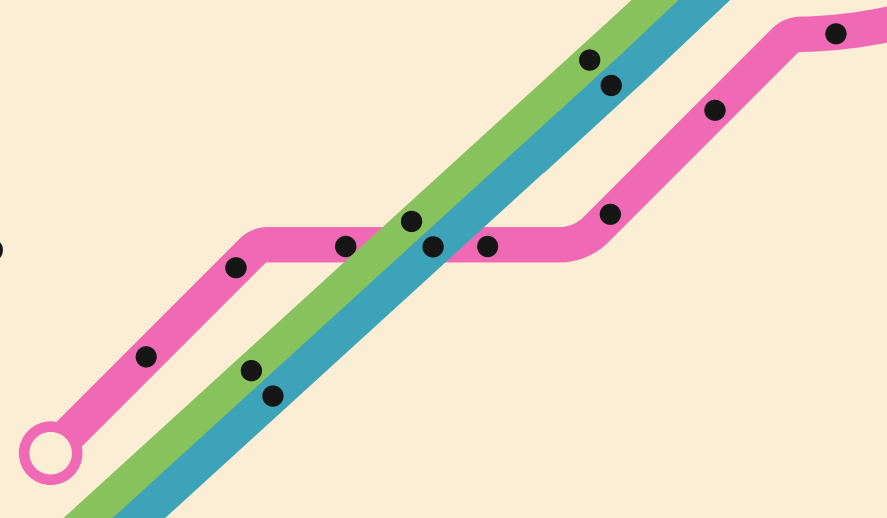
# SSATP

Programme de politiques  
de transport en Afrique

Taking stock of the African experience



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# Fourth Development Plan (DP4): 2022-2026

*Digitalizing and Decarbonizing the Transport Sector in Africa*



# Thematic Area 2 - Sustainable Urban Mobility & Accessibility

## Objective

**Further the development of sustainable urban transport policies to create more equitable and liveable cities**

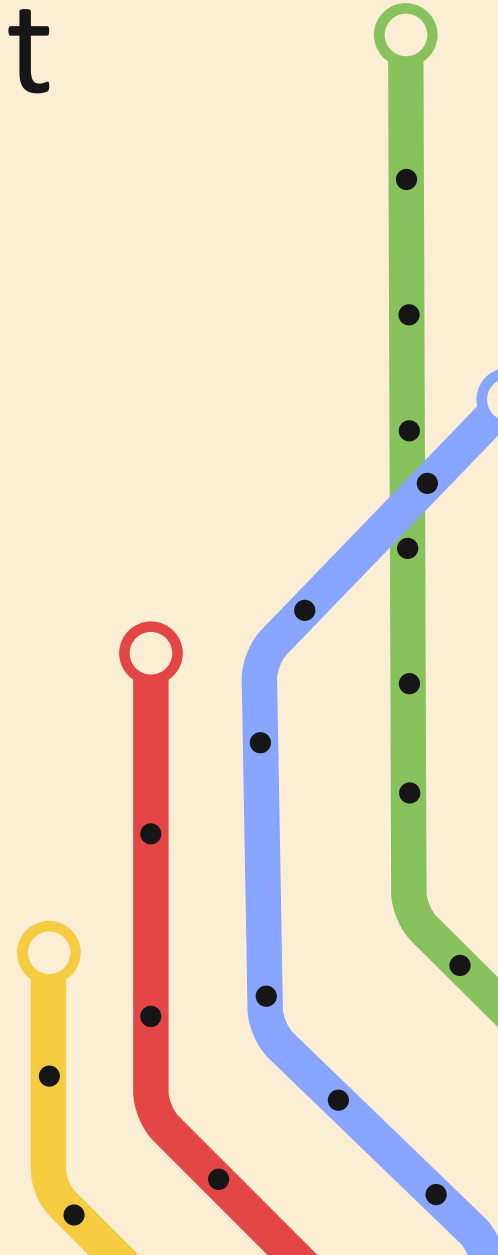
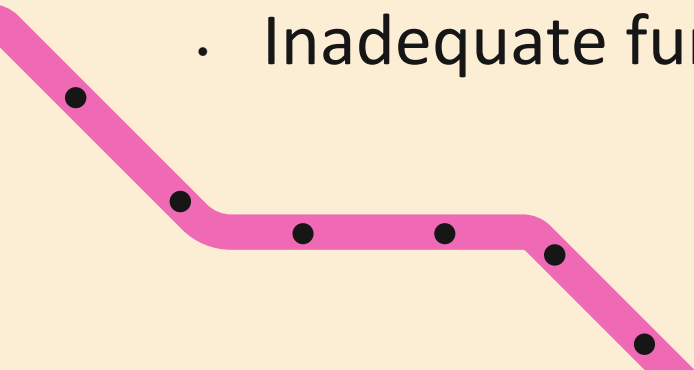
- 1** → Support to national and local urban mobility policies development;
- 2** → Support Reforming/Improving the informal public transport sector and leveraging digitalization to improve the efficiency of PT (fare collection systems);
- 3** → Support to institutional strengthening, leadership awareness and new skills development in urban mobility.





# African cities are facing significant challenges

- Rapid demographic growth and high mobility demand
- Increase of incomes, and private motorization
- Dominance of walking and informal modes of transport
- Fragmented institutional context and challenge in their coordination
- Ongoing decentralization, but not of resources
- Inadequate funding to respond to growing demand

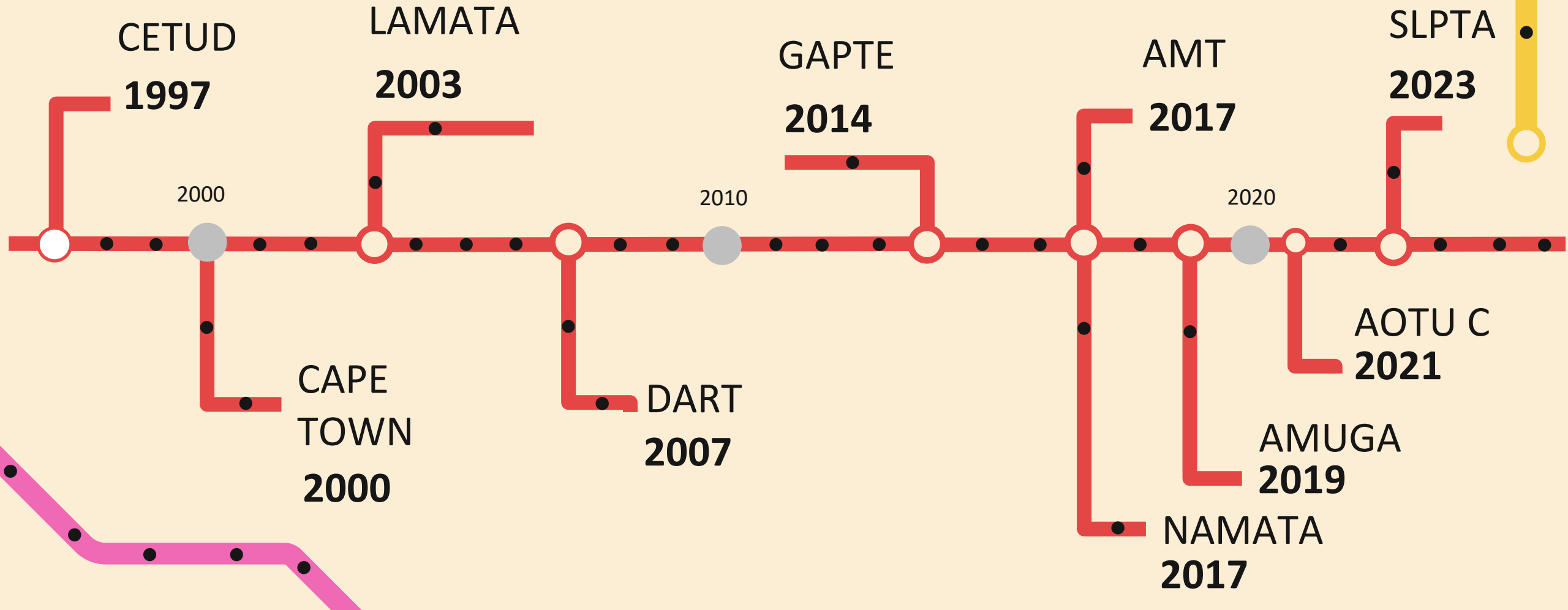




Importance of “Lead  
Institutions” or “Organizing  
Authorities”

# Creation of Africa organizing transport authorities

Institutional efforts to enhance institutional framework of urban mobility to respond to agglomeration challenges





It is the moment to take stock of these institutional efforts...

- Document experience of AOA
- Create database of existing AOA
- Cross-case analysis
- Main challenges, opportunities, lessons learn
- Knowledge sharing between AOA

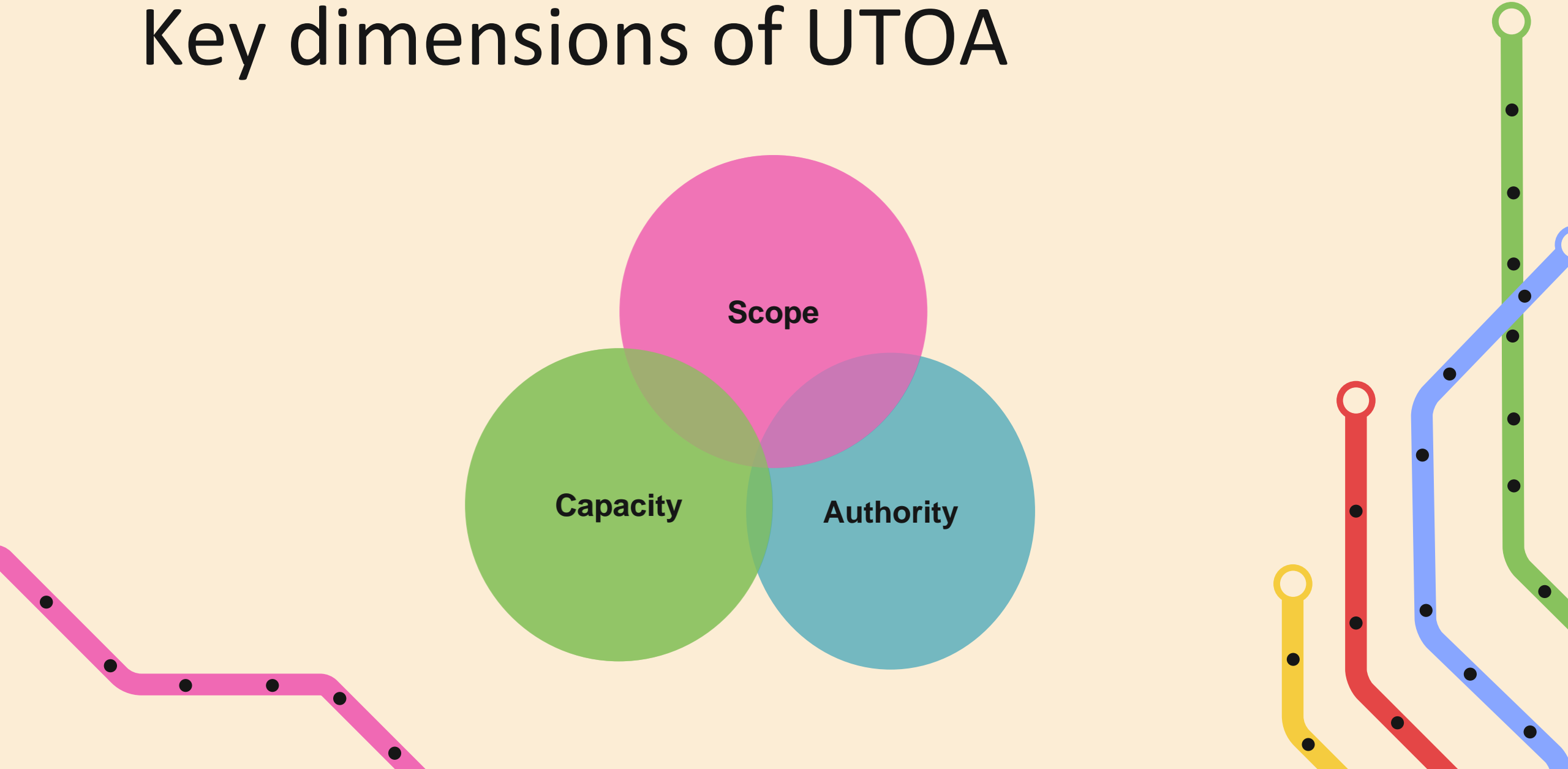
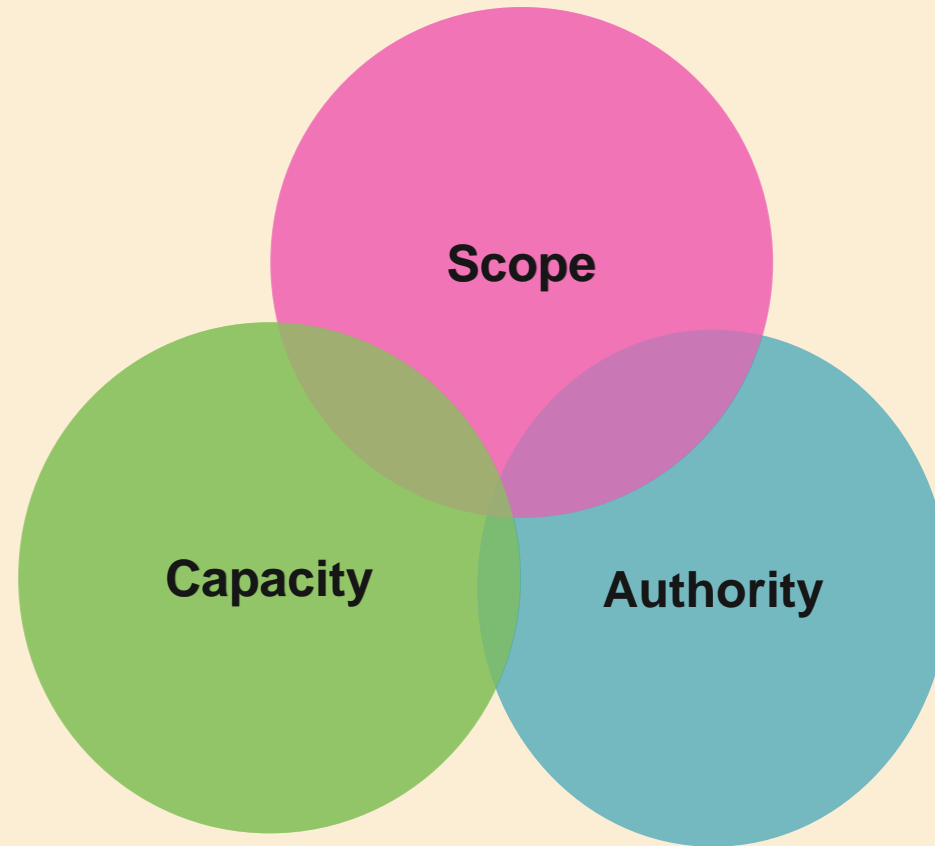
## Case studies analyzed



- CETUD – Dakar
- GAPTE – Accra
- LAMATA – Lagos
- NAMATA – Nairobi
- DART – Dar es Salaam
- AMT – Maputo
- CoCT (UM) - Cape Town



# Key dimensions of UTOA



# Scope

## Geographical scope

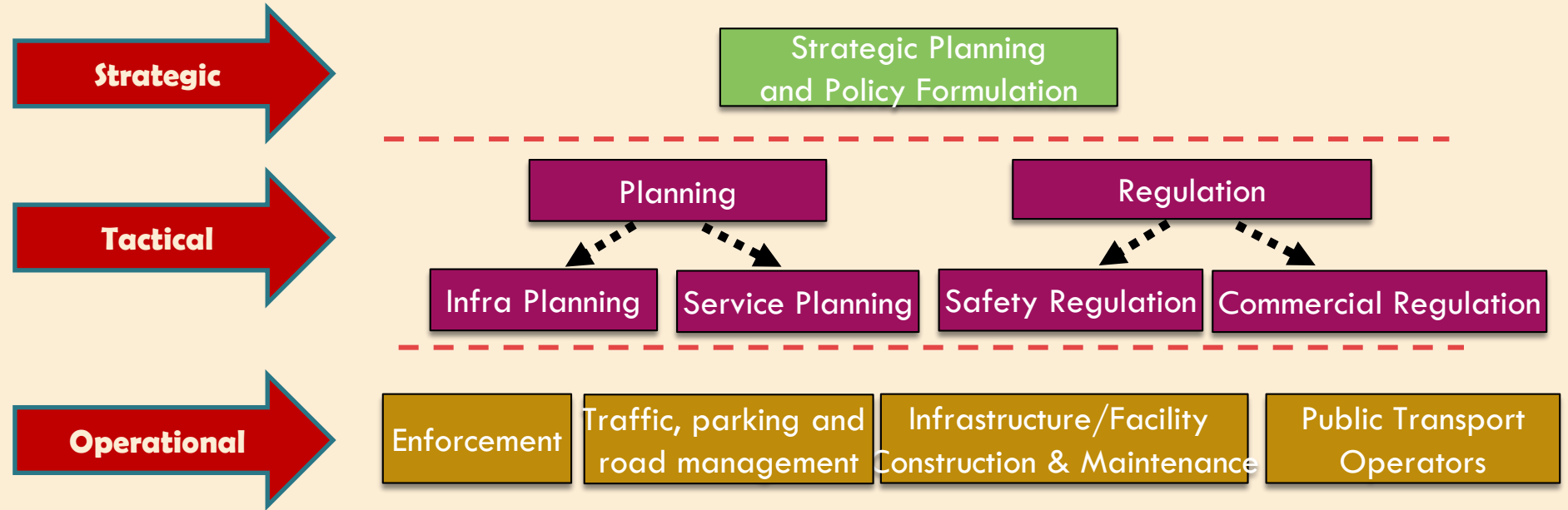
- need to match geographical scope with city functional area

	Accra	Cape Town	Dakar	Dar es Salaam	Lagos	Maputo	Nairobi
<b>Name of institution</b>	GAPTE	CoCT (UM)	CETUD	DART Agency	LAMATA	AMT	NaMATA
<b>Does it extend over most of the functional metropolitan area?</b>	Yes	Yes	Yes	Yes	Yes	Yes	Yes
<b>Number of Local Government Units covered by the organizing authority?</b>	26 assemblies	1 municipality	7 cities	5 Districts	5 admin areas, with 20 LGU	3 cities and 1 district	5 Counties

UTOAs role in the functional metropolitan area

# Scope

## Functions To Be Performed in the Provision of Urban Transport



# Scope

## Functional scope

		Accra	Cape Town	Dakar	Dar es Salaam	Lagos	Maputo	Nairobi
<b>Strategic</b>	Strategic planning and policy formulation							
<b>Tactical</b>	Regulation	Regulation of safety/ minimum standards						
		Commercial regulation – formal						
		Commercial regulation – informal						
		Tariff						
	Planning	Infrastructure planning						
		Service planning						
<b>Operational</b>	Infrastructure construction							
	PT Operations							
	Traffic Management							
	Parking Management							
	Enforcement							



# Scope

## Functional scope

	Accra	Cape Town	Dakar	Dar es Salaam	Lagos	Maputo	Nairobi
<b>Name of institution</b>	GAPTE	CoCT (UM)	CETUD	DART Agency	LAMATA	AMT	NaMAT A
<b>Is it responsible for all public transport in the area?</b>	Only a QBS/BRT	Planning all PT; Regulation only of BRT	Yes	Only BRT	Yes	Planning all PT; direct resp. of inter-municipal bus	Focus is on BRT
<b>Does it have a strong focus on reforming paratransit?</b>	No	Increasing	Yes	No	Limited	Some	No

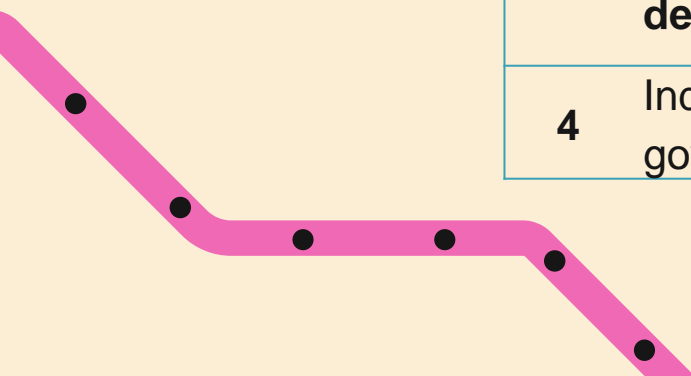
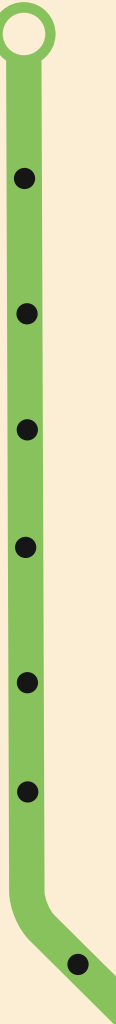
# Authority

## The implications of the different legal forms of lead institutions

No.	Type of entity	Example from case studies
1	Department within core government with authority backed by <b>Constitution</b> and/or national law	<ul style="list-style-type: none"> <li>Urban Mobility Dept in City of Cape Town</li> </ul>
2	Semi-autonomous public entity with powers established through a <b>law</b>	<ul style="list-style-type: none"> <li>LAMATA</li> <li>CETUD</li> </ul>
3	Semi-autonomous public corporate entity established through an <b>order or decree</b>	<ul style="list-style-type: none"> <li>DART</li> <li>NaMATA</li> <li>AMT</li> </ul>
4	Independent public company with core government shareholders	<ul style="list-style-type: none"> <li>GAPTE</li> </ul>



**Stronger  
legal basis**



# Authority

## Relationship with broader city governance

	Accra	Cape Town	Dakar	Dar es Salaam	Lagos	Maputo	Nairobi
<b>Name of institution</b>	GAPTE	CoCT (UM)	CETUD	DART Agency	LAMATA	AMT	NaMATA
<b>Number of LGUs covered by the UTOA</b>	26 assemblies	1 municipality	7 cities	5 Districts	5 admin areas, with 20 LGU	3 cities and 1 district	5 Counties
<b>Mother Institution</b>	Participating Assemblies of Greater Accra.	Inherent function of CCT	National Ministry - MITTD	President's Office, PO-RALG	Lagos State	National Ministry - MTC	Central govt & 5 counties
<b>Relation with broader city government</b>	<ul style="list-style-type: none"> <li>- Multiple LGU.</li> <li>- No single overarching body</li> </ul>	<ul style="list-style-type: none"> <li>- One LGU covering urban functional area</li> </ul>	<ul style="list-style-type: none"> <li>- Multiple LGU.</li> <li>- No single overarching body</li> </ul>	<ul style="list-style-type: none"> <li>- Multiple LGU.</li> <li>- No single overarching body</li> </ul>	Two tiers: <ul style="list-style-type: none"> <li>- Upper: covers urban functional area</li> <li>- Lower multiple LGUs</li> </ul>	<ul style="list-style-type: none"> <li>- Multiple LGU.</li> <li>- No single overarching body</li> </ul>	<ul style="list-style-type: none"> <li>- Multiple LGU.</li> <li>- No single overarching body</li> </ul>

# Capacity

- **Human resources**
- **Financial resources**
- **Administrative procedures**

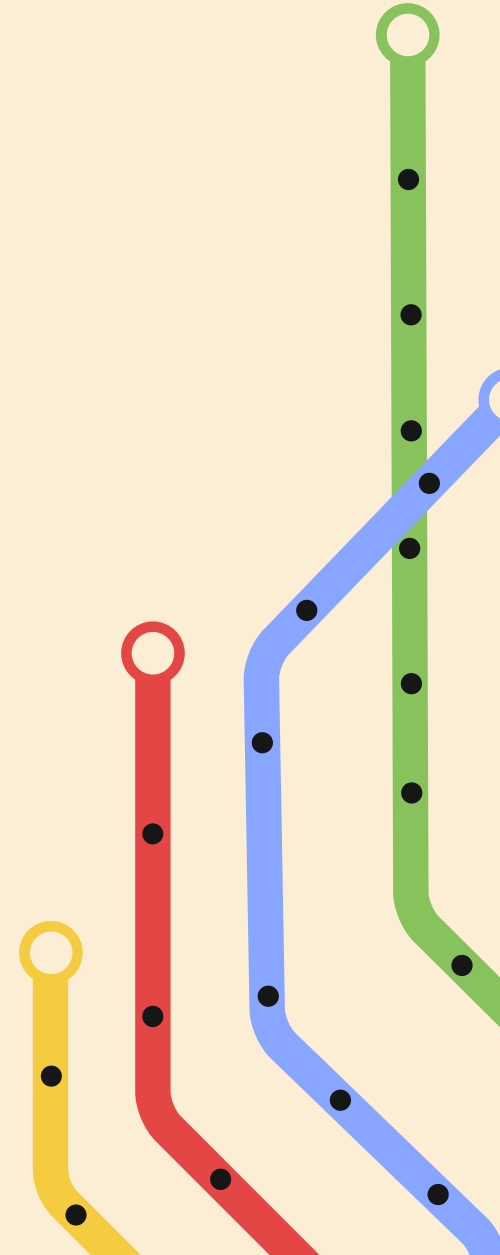
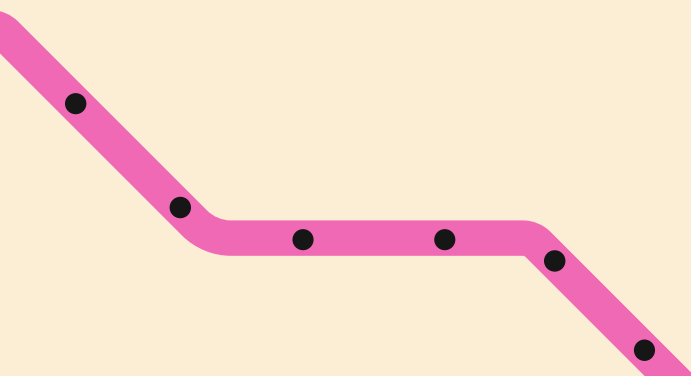


# Reflections and lessons

## 01

### Establishing authority at a metropolitan scale

- Awareness about institutional governance is relatively new
- Decentralization: LGs not designed to manage complex systems
- Transport tends to lead the establishment of metropolitan institutions
- Active support needed from national and local government

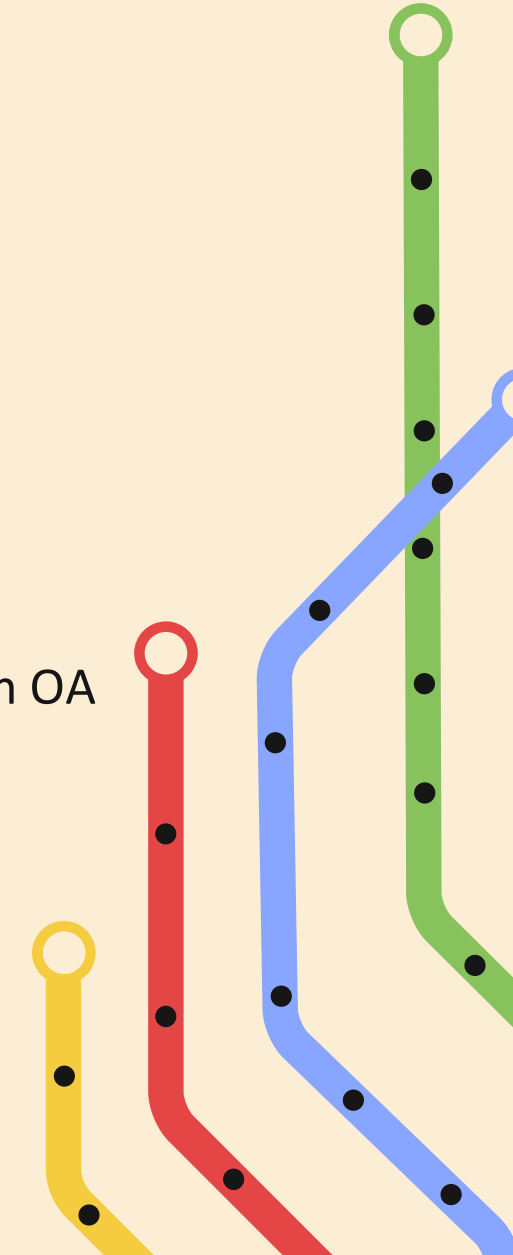
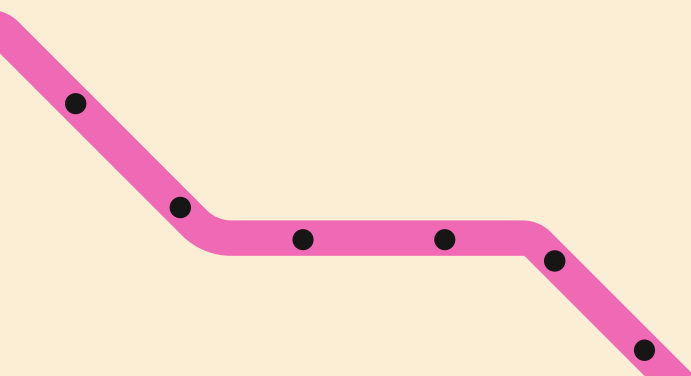


# Reflections and lessons

## 02

### The benefits and risks of major projects

- Major projects as catalysts for building lead transport institutions
- The complexity and risks of large projects that can have adverse impact in OA
- Risk tiding institution to promoting a single mode – need a more comprehensive vision

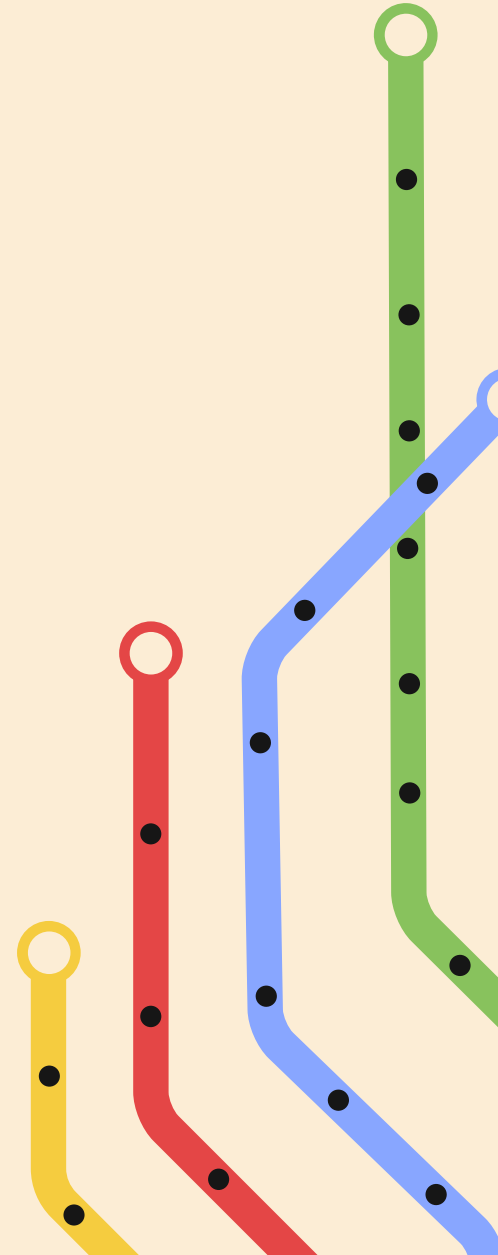
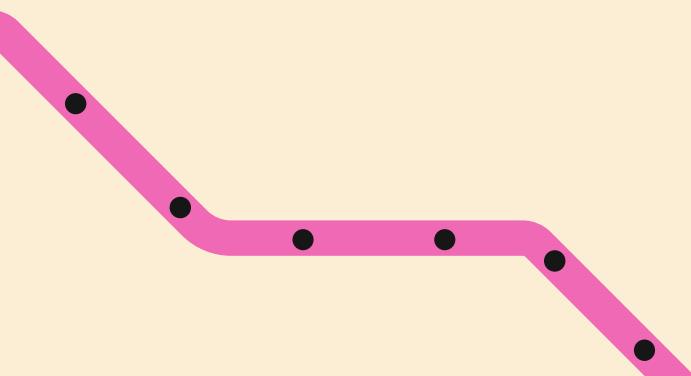


# Reflections and lessons

**03**

## Working with informal transport

- Paratransit should be at the heart of OAs work
- Continuum of institutional forms of informal transport

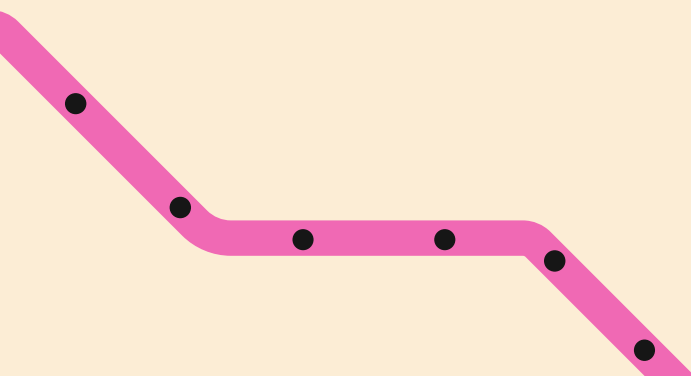


# Reflections and lessons

**04**

**Medium size cities in SSA have an opportunity to prepare**

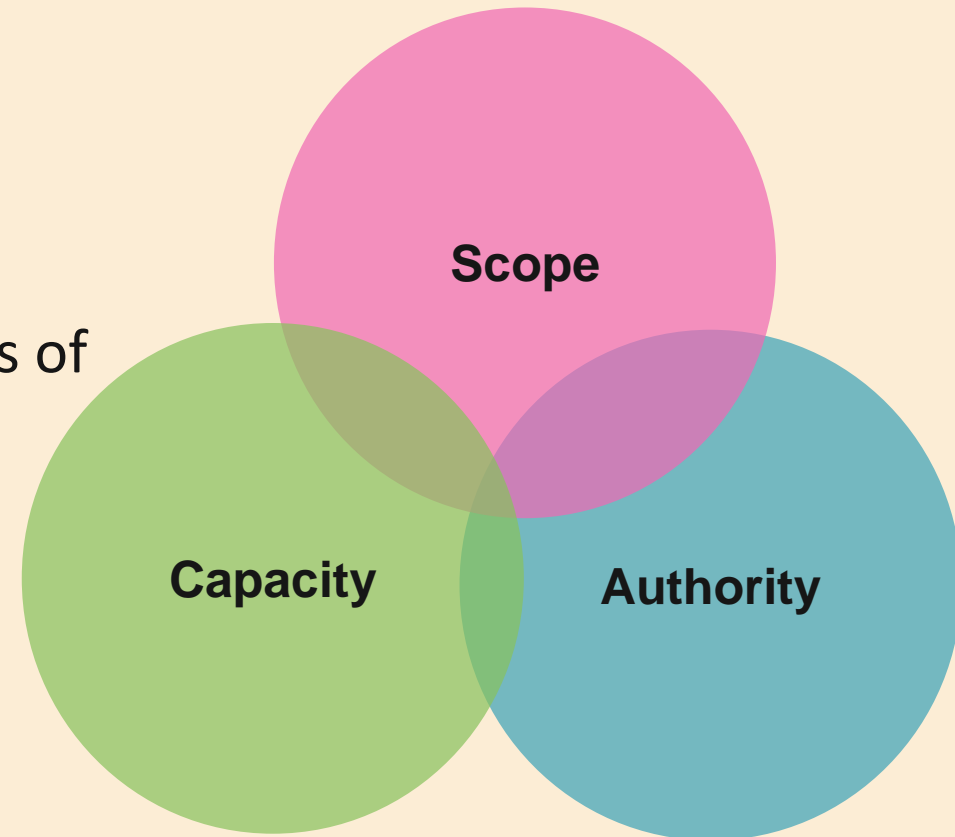
- If nothing is done, middle size cities will replicate issues of large cities
- Need to start preparing the institutional framework to respond timely to challenges.





# Conclusions

- The efforts to enhance institutional framework through UTOA in Africa has been diverse, adapted to the local context
- These experiences are powerful tools for learning for those institutions already established or for other in the process/plans of establishment



# Database of AOTAs

## 1. Main characteristics

City
Name of UPT OA
Area of coverage
Metropolitan population
Year Established
Type (autonomous, etc)
Mother Institution
Is there a formal Metropolitan Authority?
LGUs in the area covered by the OA
Formal relationship of OA to the MA/LGUs
Mandate Basis
General Scope
Core functions within scope
Key functions outside scope and performed by others
Modes of UPT within mandate
Modes of UPT under mandate of others
Mass transit in the city/metro area

## 2. How were these Organising Authorities initiated?

City
Name of UPT OA
Year Established
Did the OA arise as a result of a Master Plan or other study?
Was/is the OA linked to a major project?
Was/is the OA linked to reforms of the transport sector?
Who was the main sponsor of the OA formation?
Was the OA formed on the first attempt?
Is the OA still in its original institutional form?
Have elements been added or removed from its mandate?

## 3. How are these Organizing Authorities structured and resourced?

City
Name of UPT OA
Year Established
Is the OA a new entity with new resources, or it amalgamates pre-existing entities/ units?
What sources of funding are stated in the establishment instrument?
What are the actual sources of funding available to the OA?
Does the OA have a committed budget line at some level of government?
Does the OA have a committed funding from a transport fund (or similar)?
How much was the operational budget for the most recent years?
How much was the capital investment budget for the most recent year?
Does the OA provide subsidies or grants for operations or assets through its own budget?
How many staff does the OA have?
Does the OA own PT infrastructure; or have them under PPP arrangement?
Does the OA own PT vehicles, systems; or have them under PPP arrangement?

# Thank you

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