



**LEADERS IN URBAN TRANSPORT PLANNING
(LUTP)**



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Background

Motivated by a desire to help city transport leaders acquire the holistic skills needed to deal effectively with complex urban transport issues, a team of urban transport professionals in the World Bank have developed a flagship knowledge-sharing innovation program, “Leaders in Urban Transport Planning” (LUTP). A particular focus of the program is on promoting sustainable transport, aimed at improving accessibility, efficiency, safety, equity, and green transport. International good practices to promote transit oriented development and shared technology are discussed as part of the training program.

With financing from PPIAF, ESMAP, KGGTF, and others, the program has evolved over the past decade.

Objectives and Training approach of the (LUTP)

The aim of the Program is to create awareness of what integrated mobility planning involves, what are its different components and how it needs to be undertaken. Its main objectives are to:

- Develop leadership capabilities in urban mobility planning, implementation, management, and operations;
- Create a network among the participants and the organizers so that best practices can be shared in the future.

The LUTP is designed for high policy officials and senior managers of urban transport agencies at all levels of government (national, provincial/state and municipal). The teaching method is designed specifically for these audiences and comprises two phases: a self learning period and a seven days workshop.

- The self-learning phase: a month before the workshop, participants are required to study learning material they are sent which provides a comprehensive overview of the policies, programs, plans, problems and projects related to urban transport. The 24 modules, falling under 7 thematic clusters, cover topics ranging from land use and transport planning to environmental and social issues in urban transport planning
- A seven-day on-site workshop. The workshop’s goal is to create awareness of what integrated mobility planning involves, its different components and how it needs to be undertaken. It uses a “hands on” learning approach, making extensive use of case studies, group exercises and site visits. All the

main topics of urban transports are dealt with such as: diagnosing the key problems faced by a city; integrated approach of land use and transport planning; multimodal integration; corridor management; public transport management and regulation; governance and financing.

At the end of the workshop participants are required to complete an overall course evaluation which is then compiled into a comprehensive report indicating how the program was received and understood and thus helping the program improve future activities.

Nine months following the completion of the workshop a follow-up survey is sent to participants to evaluate its usefulness, relevance and impact on the careers and goals of the participants.

Overall activity and focus on 2016

- At the end of 2016, 38 offerings had been completed since the program started in Singapore in 2012 and 1268 participants from 57 countries attended the workshops, held in 4 different languages (annex 1 and 2).
- Regarding 2016, 9 sessions were held, in 3 different languages and 269 participants attended (annex 3).

The following achievements should be noted:

- The first session of the newly designed version of the Program focused on medium sized cities was held in Ahmedabad in August
- For the first-time sessions were held in sub Saharan Africa: in Senegal (Dakar) in May and in South Africa (Johannesburg) in October.
- Two sessions were organized following the request of a World Bank country office to support WB projects, in Saudi Arabia (Riyadh) in May and Panama, in June.
- 9 new materials were developed: 3 case studies and 6 group exercises.

LUTP as a support of the WB projects and objectives

The dialogue initiated among participants and Bank staff at the various capacity building events has resulted in a significant amount of follow-up lending and other cooperative activity. World Bank lending and technical assistance projects in Côte d'Ivoire (Abidjan),

Vietnam (Ho Chi Minh City, Da Nang), the Philippines (Cebu, Manila), South Africa, China, Nigeria, Ghana, Nairobi and India were either initiated or finalized because of the relationships developed or knowledge transferred by LUTP.

LUTP's impact on Bank operations is twofold:

1. LUTP participants in WB projects

While preparing projects WB staff come into contact with former LUTP participants

- **Ivory Coast, Greater Abidjan project:** Abdul Dramane Bakayoko, Public Transport Engineer, and Samuel Marius Zougbo, "Sous-Directeur de la Circulation" from Abidjan's District of Abidjan, attended LUTP sessions respectively in Rabat, Morocco, and Marseille, France in 2013. Fanny Djan participated in the Seoul offering in 2014 as studies director for the Metro project and is now involved in the project through MCC Abidjan.
- **Dakar, Senegal, BRT project:** "CETUD is the Transport Authority in Senegal and the main implementing agency for several WB projects out which the Dakar BRT project in preparation. In LUTP venue in Dakar 2015, 5 representatives from the CETUD attended the francophone training session. 2 were politician representatives from the Board and 3 staff (Abdou Diouf, Gora Sarr and Mbaw Gueye Diop) play now prominent roles in the team preparing the project. It's worth noting that the former Managing Director (until end 2016), Alioune Thiam who launched all studies for the BRT project attended the first francophone session in Marseille in 2012. Besides CETUD staff, Ibrahima Sall from AGEROUTE also attended the session in Dakar. He is the Head of the Project Implementation Unit for the ongoing PATMUR project in Dakar and will likely be a key staff for the BRT project as AGEROUTE is going to play an important role for infrastructure construction under the supervision of CETUD. Abdoulaye Thiam from APIX, Technical Director for the WB financed toll-road project was also a participant, as well as other key staff from Ministry of Infrastructure and Transport, mayors and politicians' representatives who will be good supporters for urban mobility in the future."
- **Morocco, Program for Results- Urban Transport Project (PforR):** Some of the participants who were trained through LUTP are used, by the ministry of the interior to train other staff.

2. LUTP was instrumental in generating new activities for the Bank

3 examples can be given, related to the pilot LUTP project that was conducted before 2012:

- **South Africa** (June 2009): Following the LUTP session held and subsequent discussions with Bank staff, the Ministry of Finance (Treasury) into a Reimbursable Advisory Services (RAS) Agreement with the Bank. The RAS instrument is being used to provide advice and capacity building support to the South African central Government, provincial and local officials on public transport policy, finance, planning, operations and management, particularly as related to reform of the informal mini-bus taxi sector.
- **Ho Chi Min City** (June 2010): On the basis of material presented at the workshop and subsequent discussions with Bank staff, HCMC officials decided to modify their strategic public transport plan and a more cost-effective BRT line replaced the originally considered tramway in a secondary public transport corridor.
- **Lagos**, (June 2011): Since the first delivery of LUTP in 2011 in Lagos, Nigeria, multiple training programs have been offered in East and South Asia, Africa, and Latin America. Most of the workshops invite participants from countries with an active Bank engagement in urban transport reforms and investments. The discussions during the workshop both with the LUTP faculty and among the participants themselves representing different countries helps clarify issues and provide strategic direction for the city governments. Several city officials from Nairobi, for example, have participated in in Singapore LUTP during 2014 and 2015. The officials have included, the Board Members from the Kenya Urban Roads Authority, Nairobi City Council County Executive, and the City Government. The international experience shared during the workshops and good practices are helping Nairobi design a Bus Rapid Transit system for the city. Similarly, a number of officials from the Department of Transportation in Manila and Cebu City have participated in LUTP in Singapore and Seoul, and the knowledge gained is helping implementation of an on-going BRT project in Cebu City with World Bank financing. Similar experience is gained from other countries as diverse as India, Vietnam. and South Africa. Overall, LUTP has demonstrated immense importance in guiding countries as they begin the process of reforming the urban transport sector.

3. WB staff use LUTP to connect in client countries

Some WB colleagues newly posted in client countries request to be communicated the list of LUTP participants from the country they are posted in in order to identify potential contact points in Ministry and other institutions. (Saudi Arabia, Indonesia).

Participant Information

Profile

Participants were asked to describe the primary function of their positions. Figure 1, shows the results of these participants who completed the survey upon attending one of the 2016 sessions of LUTP.

Most of the LUTP population holds a middle management position predominantly in program management or technical (i.e. Engineering). The second largest segment of the LUTP population holds a senior management position predominantly in a Technical field. The smallest segment of the LUTP population covers junior positions in program management and decision making. These types of positions are consistent with the target audience for the LUTP program.

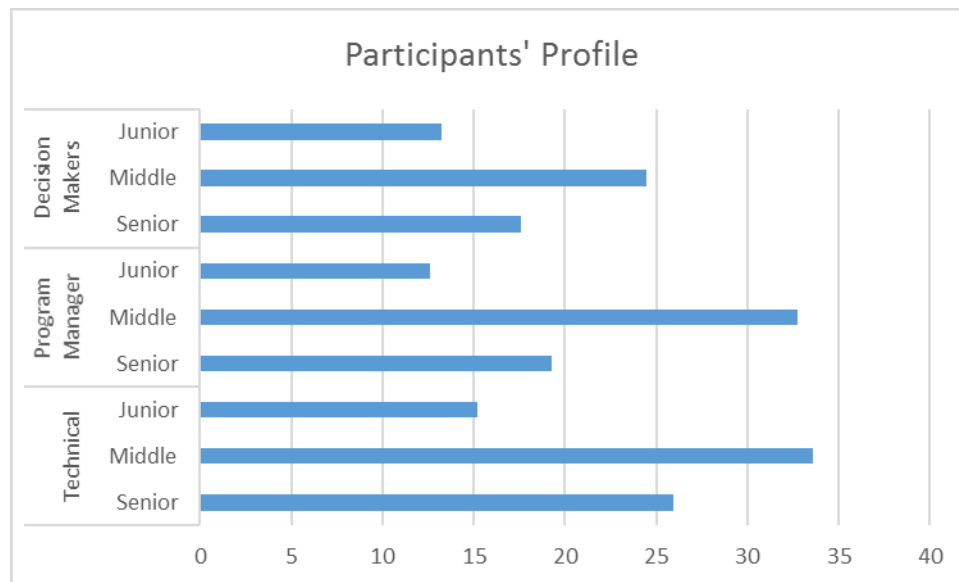


Figure 1 LUTP 2016 Participants' Profile

Background/ Expertise

As shown in figure 2, more than 50% of participants have a background in engineering or a technical one. About 23% of the participants have a background in public administration or policy. 15% have a background in Urban Planning/Urban design or Traffic police while the remaining 10% of the participants have a background in economics or finance. This is in line with the objectives of the program, as it is not exclusively intended to people with a technical background but is aims at leadership levels as well. Overall, most participants worked for public organizations such as cities

and local governments, infrastructure and/or transportation ministries, public transport authorities, and state-owned public transport companies.

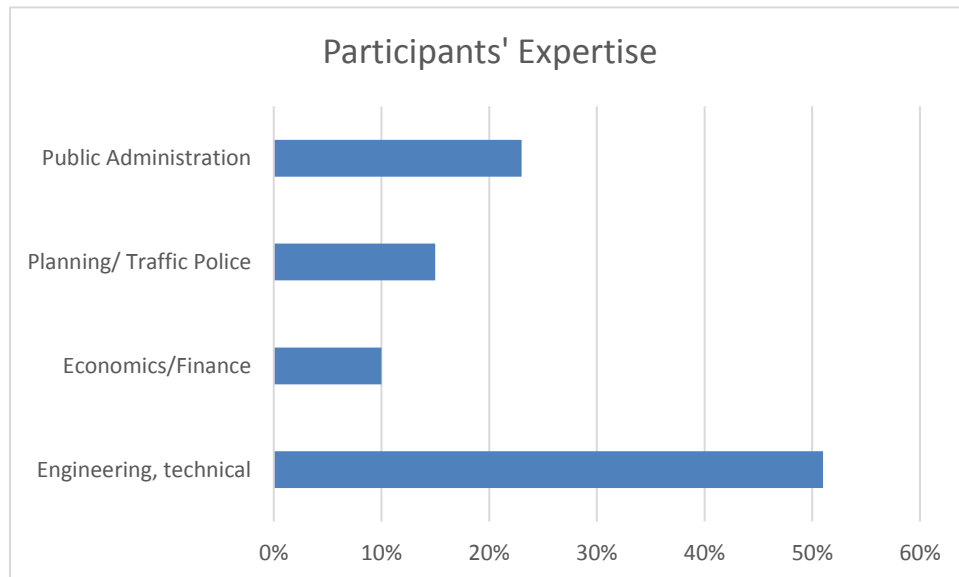


Figure 2 Population of LUTP 2016 classified by area of expertise

Overall evaluation of all the offerings

In all the workshops of the year 2016, the evaluations of the components of the program were very positive. The average scores for each component was either 4. Note that 5 is considered the highest score. The chart reports that 10% of the attendees have a rate of 2 on the time required to complete the final readings. While 20% of the attendees gave an average rate (3) to the quality of group exercise.

Figure 3 reports that “quality of the case studies” was rated with a score of 5 by 47% of the attendees while the “quality of site visits” was rated with a score of 5 by 41% of all the attendees. 48% of the attendees rated with 4 the “quality of presentations” component.

The following chart presents the evaluations of all the LUTP sessions that were held in 2016..

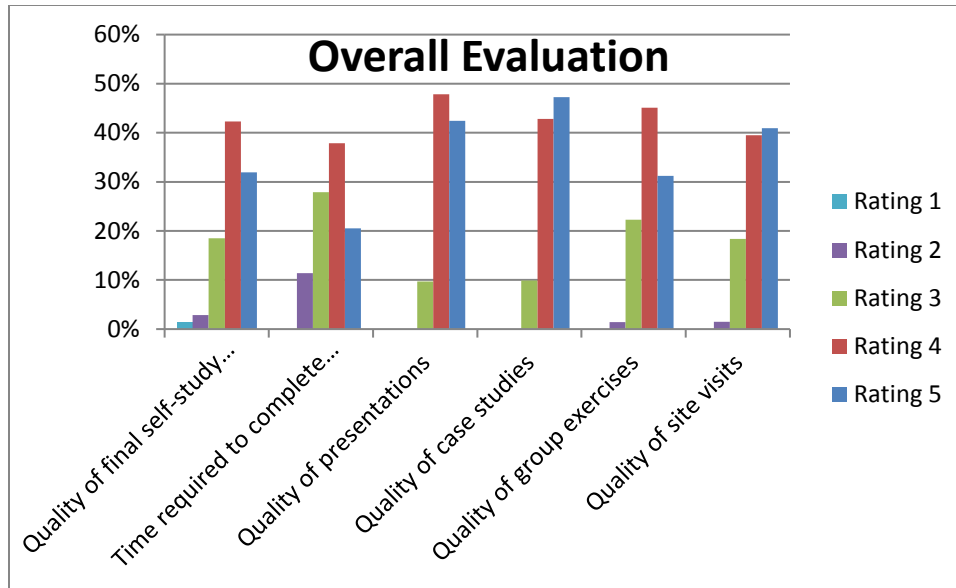


Figure 3 Evaluation of the material presented during LUTP 2016. 1 being the lowest ranking (worst) and 5 the highest (best)

Overall evaluation of the components

Case studies

The response from the participants to the case studies has been positive. Attendees found insightful to examine the complexity of urban mobility issues, and to compare problems and possible solutions within different cities. Some attendees appreciated the length of the cases, and pointed the ease to read and understand them. The case studies were very participative, with an excellent exchange of information and the time allotted deemed sufficient.

Suggestions were made to improve the case studies. For instance, some participants commented that they would have liked to know how the problem was solved in real life. Other suggestions were to include case studies in Sub Saharan Africa Region and North Africa, and to add cases in developed countries and in hilly regions.

Group exercises

The participants enjoyed the group exercises as an effective way of learning and hands-on application of principles they acquired through the program. Most attendees praised the direct involvement and thought that the group exercise helped them develop a vision to resolve long term transport problems. Overall attendees found the group exercise challenging and at the same time enriching. Many participants stated that it was stimulating to work with people with different background and expertise, even if it was not always easy to reach an agreement on the decisions they had to make before

presenting their case. In some instances, participants felt that the mix of participants in their groups were not diverse enough to bring a broader perspective on views and cross learning. Positive feedback referred to the direct exposure attendees had to cities they did not know. Overall, participants found the assigned city exercise to be very valuable to understand the diverse characteristics and issues of a city. The diagnostic tool used for this exercise was particularly appreciated as it helped to understand the characteristics of the respective city, and compare it with similar cities. It was emphasized that the applicability of such exercises in the Indian context could have been explored and focused (Ahmedabad). The time allotted to the group exercise and the size of the group were considered fair. From the session held in Ahmedabad, participants expressed their desire to work on cases in the Indian context.

The two comment that best describe the overall experience with this activity are the following:

"The exercise in group was a great challenge, especially to reach agreements. It is important that the members of the group have different background so as to take greater advantage of different areas or points of view" (Panama)

"The diverse backgrounds of the members made the group exercises quite exciting" (Korea)

Site visits

Most of the participants found the site visits interesting, well organized and an important part of the program. This activity helped them understand the realities on the ground. However, some attendees mentioned that not enough time was allocated to each visit. Further, each visit could go more into depth and attendees suggested to make the site visits more informative by discussing the political challenges and implementation issues. Another suggestion was to have the visits guided by technical experts to support a more productive discussion. Participants commented that it would have been interesting during the visits to highlight the linkage between the theory in the workshop and the reality during the visits (Panama).

On a last note, participants suggested to improve the site visits by giving advanced briefing or even receive a short description of the visit to read beforehand (Dubai).

Presentations

Most of the participants considered the presentations well structured, informative, and a good complement to the material of the program and the case studies (Panama). The interactive approach of this exercise, kept the subject alive and the result was valuable. However, it was suggested that more data should be provided, and that hard copies should have been distributed prior to the presentation.

Attendees suggested to increase the time allotted for each presentation (Seoul). Others suggested to add time to the Q&A session of the presentations to be able to interact with the presenters a bit longer (Ahmedabad and Seoul).

Self-study material

There was mixed opinion on the time allotted to read the self-study material prior the beginning of the program. In some instances, the time was considered sufficient and participants reported that they could read the material in one and a half hour. Some other participants stated that that the time allocated to self-study was inadequate.

Despite the mixed opinions on the time allotted, there is a consensus on the excellent quality of the material. The topics that were considered most important were different based on where the session was held. Governance, TOD, financing, and land use were found useful in Panama. “Public transport management and regulation” was found useful from the participants in the session held in Seoul. Many participants were interested in the PPP and financing aspects and would have liked to have more detailed technical information (Singapore). Seoul transformation, financing PPP, governance framework, demand management, integrated planning were the answers collected from the Dubai session. Other modules that were mentioned as useful included: “transport and land use system”, “public transport management”, and ‘ITS applications”. Suggestions included adding more experiences and challenges as well as draw references from the World Bank publications.

Overall Assessment

The workshop was successful and very well received by the large majority of the participants. From the feedback received, the workshop met the expectations of the participants and help them better discharge their responsibilities.

Many participants commented that they would recommend this workshop to their colleagues who are working in this area and / or industry. Most participants would share the experience with their political leaders, city officials, and policy makers with a view to influence decision making in future. The specific areas that the participants expected to use the knowledge gained during the workshop related to: a) planning for an efficient public transport system; b) pedestrian management; c) motivate staff to conduct in-depth analysis; (Korea).

Did the course meet your expectations?

The general impression is that the program met the attendee’s expectations. When asked if more detailed and technical information was needed, attendees provided different answers. The modules that should have provided more detailed technical information were: alternative analysis, transport planning, MRTs and waterways, ITS (Dubai).

Length of the program

The duration of the workshop was considered perfect and the information very relevant and useful (Panama). In very few instances participants indicated that the program should be condensed, in other few instances that it was too intensive and therefore very stressful.

What other urban transport topics should be covered

Participants had suggestions for future offerings. Additional emphasis was suggested on transit oriented development (TOD), safety related issues and environmental impacts (Ahmedabad). Further suggestions on expanding the subject of financing and negotiation, risks and Public-Private participation (Panama). There was an overall interest in PPP and financing from the participants. One felt that governance module would need more technical details.

Amongst the topic to cover the suggestions were: financial sustainability of transport system; social issues, law enforcement, signalization, solutions for mid-size cities, road safety, fare control (Seoul). From Ahmedabad the suggestion was to implement cases of urban transport in hilly regions. Some participants were keen to have case studies for developed countries to learn how to get from status of urban transport to the next level (Singapore). Other topics that suggested for the workshop were: pedestrian management, cycle path management, accessibility, financing and negotiation, and public - private participation, handling cycle paths and pedestrian areas.

Next steps

- Identify new funding sources for the LUTP program.
- Organize more LUTP venues within the framework of WB projects.
- Design a two-day version of the Program will be designed for senior political leadership.
- The modules on climate change and environment are being reviewed to take care of recent evolutions (COP21, UN Habitat conference, in Quito, ...).
- Assess the efficiency of the program a few years after its delivery.

LUTP OFFERINGS
(as of November 2016)

Location	Dates	#of participants	# of countries	Language
Lagos	May/June 2011	80	14	English/French
Singapore	Jan-12	66	13	English
Marseille	Jun-12	30	9	French
Fuzhou	Jun-12	35	1	Chinese
Ahmedabad	Jul-12	33	1	English
Beijing	Sep-12	30	1	Chinese
Seoul	Oct-02	26	7	English
Buenos Aires	Nov-12	16	5	Spanish
Singapore	Jan/Feb 2013	25	6	English
Mexico	May-13	65	5	Spanish
Marseille	Jun-13	24	7	French
Xining	Jun-13	30	1	Chinese
Ahmedabad	Aug-13	39	1	English
Rabat	Sep-13	45	7	French
Seoul	Oct-13	39	7	English
Singapore	Jan-14	33	8	English
Mexico	May-14	35	3	Spanish
Marseille	Jun-14	23	8	French
Dubai	Jun-14	32	6	English
Ahmedabad	Aug-14	39	1	English
Seoul	Sep-14	31	6	English
Ifrane/Rabat	Oct-14	41	10	French
Singapore	Jan-15	20	4	English
Bogota	Feb-15	27	2	Spanish
Dubai	Apr-15	39	10	English
Mexico	May-15	32	2	Spanish
Marseille	Jun-15	16	8	French
Ahmedabad	Jul-15	39	1	English
Seoul	Oct-15	26	7	English
Singapore	Jan-16	26	3	English
Dubai	Mar-16	20	2	English
Dakar	May-16	24	4	French
Riyadh	May-16	35	1	English
Mexico	May-16	20	1	Spanish

Panama	Jun-16	32	3	Spanish
Ahmedabad	Aug-16	42	1	English
Seoul	Oct-16	17	3	English
Johannesburg	Oct-16	36	2	English

Annex 1: LUTP session from May 2011 to November 2016

Sessions break thus from May 2011 to November 2016	
Total offerings	38
Total participants	1268
Sessions in English	21
Sessions in French	8
Sessions in Spanish	7
Sessions in Chinese	3
Number of nationalities represented	57

Annex 2: Description of the sessions offered from May 2011 to November 2016

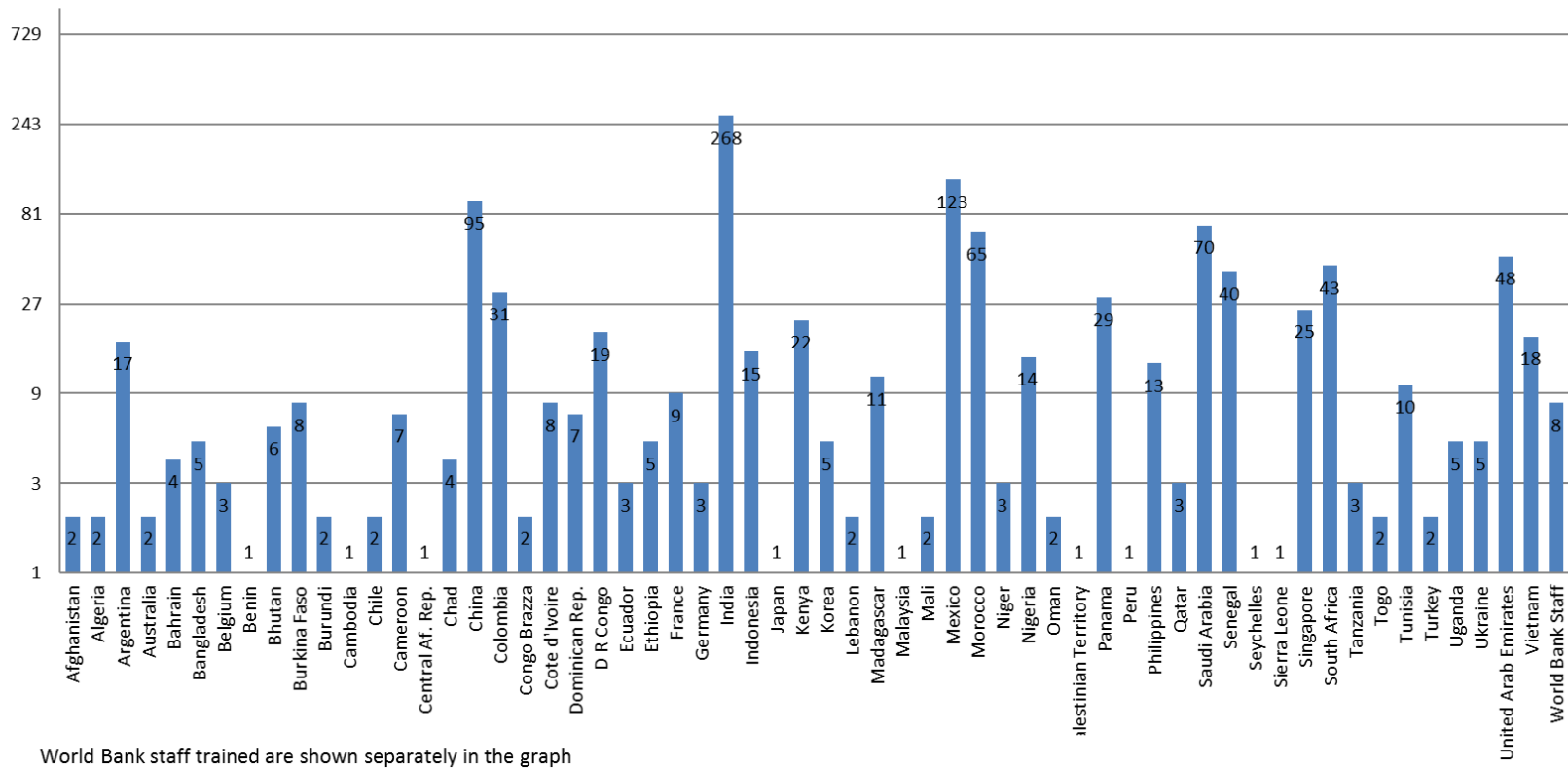
Sessions break thus for the year 2016	
Total offerings	9
Total participants	252
Sessions in English	6
Sessions in French	1
Sessions in Spanish	2
Number of nationalities represented	20

Annex 3: Description of the sessions offered in 2016

LUTP Participants

All countries

(as of January 2017)



Annex 4: Nationalities of the participants trained from May 2011 to November 2016