



Webinar

Tuesday, January 10, 2023

# LESSONS FROM EXPERIENCES BUILDING THE CAPACITY OF PARATRANSIT OPERATORS IN AFRICAN CITIES



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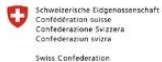


CAPE TOWN



KAMPALA

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## A perspective on how to address the capacity needs of the paratransit industry in African cities

Presentation by Nico McLachlan : ODA Cape Town, South Africa : 10 January 2023

# Purpose of this input

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To provide a framework for today's discussion on paratransit capacity building

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To illustrate how this framework has been applied in Cape Town and Kampala

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To reflect on the learnings emanating from the 7<sup>th</sup> Ave TOC pilot project as an example of a systemically design capacity building and learning intervention

# Towards a generally accepted definition of capacity building

*In the global context, capacity refers to the ability of individuals and institutions to make and implement decisions and perform functions in an effective, efficient and sustainable manner.*

*(UNDP)*

# Unpacking this definition

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*At the **individual level**, capacity building refers to the process of **changing attitudes and behaviours**-imparting knowledge and developing skills while maximizing the benefits of participation, knowledge exchange and ownership.*

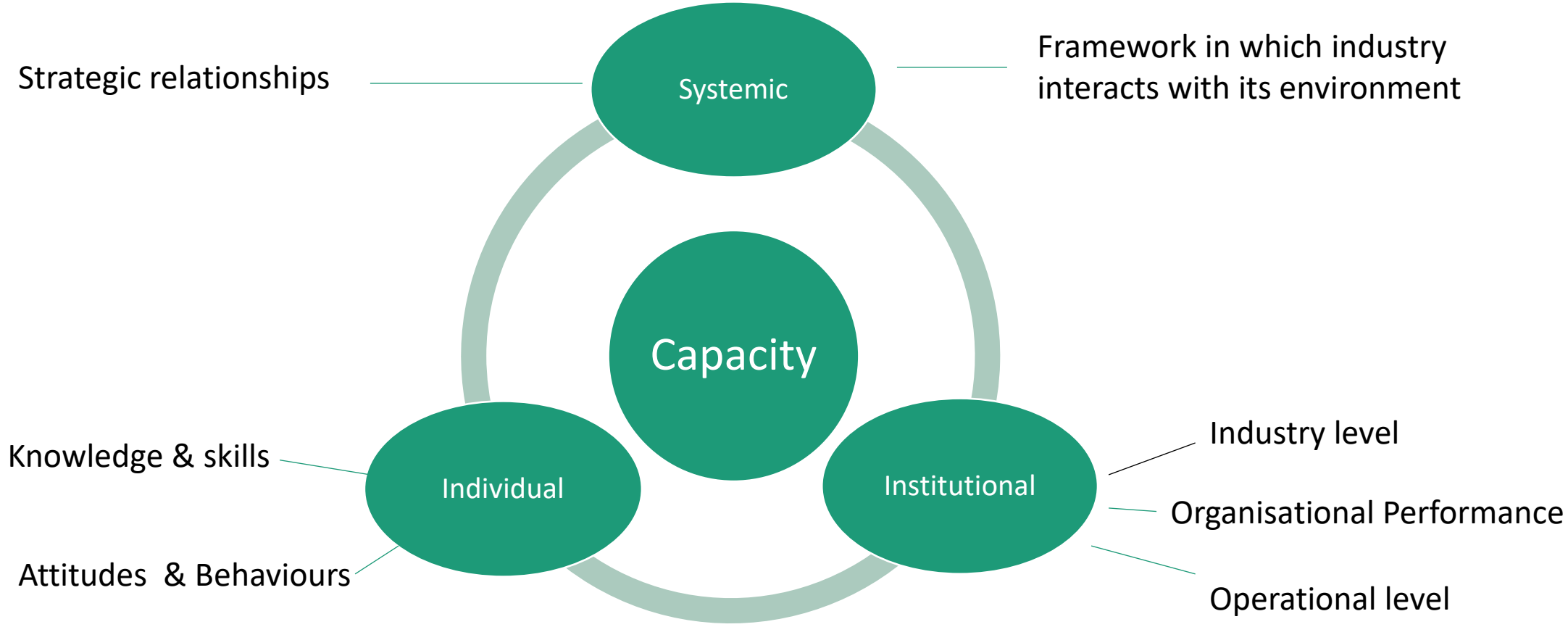
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*At the **institutional level** it focuses on the overall **organizational performance** and functioning capabilities, as well as the ability of an organization to adapt to change.*

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*At the **systemic level** it emphasizes the overall policy **framework** in which individuals and organizations **operate and interact** with the external environment.”  
(UNDP)*

# A perspective on paratransit capacity needs



# A perspective on paratransit capacity needs & how to address them

## Systemic

- Network development, advocacy, collaboration & co- production
- Consultations, opening dialogues, initiating reforms, leadership development, industry unification

## Institutional

- Organisational-, systems- and procedural restructuring
- Internal policy development

## Individual

- Generic and industry – specific knowledge & skills development
- Business development activities, encouraging experimenting

# Logic of the Burke- Litwin model

1. **Transformational change** happens in **response to external environment** – which directly affects the mission, strategy, culture and leadership of the organisation
2. In turn the **transactional factors** that are affected includes the structure, systems, management practices and work climate
3. The transformational and transactional factors working together affect **motivation and** therefore performance
4. The **feedback loop** functions on the basis that organisational performance is likely to impact the external environment

# Application of a systemic approach to paratransit capacity building in two African cities

City	Forces for change	Capacity Needs	Intervention focus
Cape Town	BRT roll out (N2 Express)	Regional – level corporatisation	Companies Act training, shareholder education, legal and financial support
	Impact – based paratransit replacement	Association – level corporatisation & negotiation	Business valuation training & assisted negotiations
	Shareholding in VOC	Corporate Governance & accountability	Fiduciary duties training and assisted reporting
	Future TOC feeder and or VOC trunk operator	Contract negotiation & operations management	Contracting & transport operations training, In – service training for directors and selected Ops mgt candidates, TOC pilot project
	A new PT vision	Shared City – Industry vision	Strategy retreats with expanded leadership group



# Application of a systemic approach to paratransit capacity building in two African cities ...

City	Forces for change	Capacity Needs	Intervention focus
Kampala	Need for Regulatory Reform	Understanding the place & role of regulation in a PT system	Establishing a multi-party consultative mechanism Agenda setting Bi- lateral work sessions
	Planned large scale Public Transport improvements	Understanding multi-modality, route typology, operational efficiency, risk sharing & contracting models	Workshop – style “education” sessions Practical assignments Bi- lateral sessions on BRT plans, etc
	Chronic dysfunctionality of the <i>de facto</i> Public Transport system	Industry unification PT infrastructure improvement Paratransit operations improvement	Addressing forces of divergence in industry Demonstrating benefits of unified front Encouraging experimentation

The mix of transformational and transactional factors that produced a successful pilot project

1. External Environment

2. The (business) case for change

3. The role of Leadership

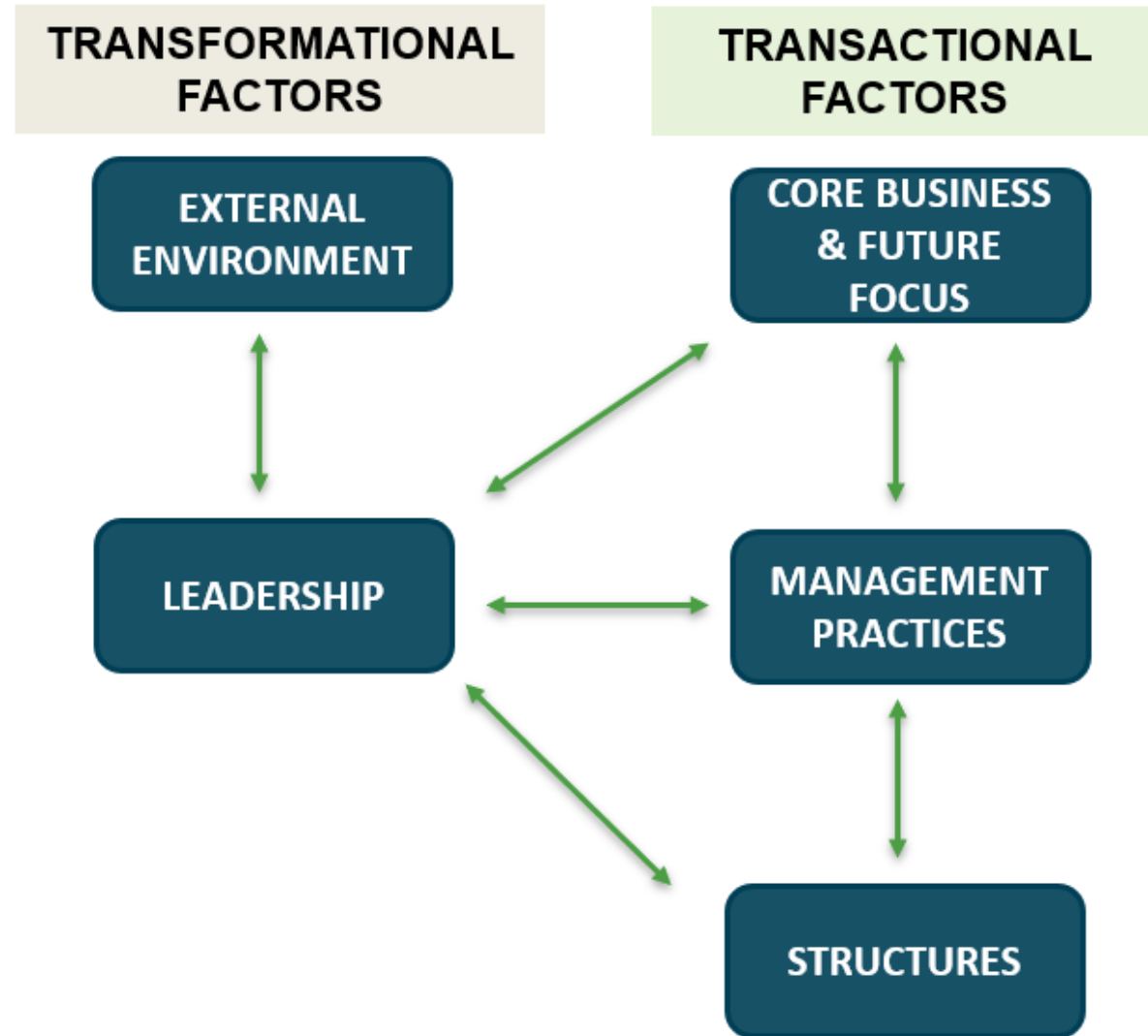
4. Structures (Internal Organisational arrangements)

5 Management Practices

The Burke – Litwin model as a pathway to paratransit capacity building –

Lessons from the 7<sup>th</sup> Ave TOC pilot project

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# The mix of transformational and transactional factors that produced the preconditions for a successful pilot project

The transformational and transactional factors that provided the momentum to sustain the 7 <sup>th</sup> Ave pilot	
<b>1. Forces in the External Environment</b>	Introduction of BRT, Overtrading, Socio-econ profile of captive market – squeeze on margin
<b>2. The case for change (in the business model)</b>	Redundancy of owner – target model, understanding of benefits of collectivisation
<b>3. Visionary leadership</b>	Group leadership culture, ability to articulate an alternative future, highly accountable, ability to master and impart tech skills, ability to mobilise energy
<b>4. Appropriate structures</b>	Clear roles & responsibilities, culture of mutual accountability
<b>5. Management practices</b>	Shift from command and control to participation and empowerment

# What does this tell us about capacity needs in the paratransit industry?

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Transformational forces in the external environment of the paratransit industry **play a major role in defining capacity needs** – an outside –in view in respect of capacity needs is therefore an essential starting point

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The inadequacy of **the conventional (owner-target) business model is a slumbering, yet potentially powerful driver of change in the industry** – exploration of alternative business models is therefore a big-ticket capacity issue

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The role of **visionary, articulate and accountable leadership in the industry is a *sine qua non*** – developing incumbent and future leaders must feature high on the capacity building agenda for the paratransit in African cities