

LEADERS IN URBAN TRANSPORT PLANNING (LUTP)



ANNUAL MEETING

JANUARY 14TH, 2020

MOLO - MULTI DONOR TRUST FUND



I. Background

In 2012, the World Bank started, with the support of Harvard University, to deliver a knowledge-sharing innovation program called “Leaders in Urban Transport Planning” (LUTP). The focus of the program is to promote sustainable transport, to improve accessibility, efficiency, safety, equity, and green transport. LUTP also aims to facilitate networking between TTLs and the city counterparts working on projects and among alumni. Over the years, the program has evolved to include new trends in transport, to focus more in promoting capacity building in African cities and to support projects. LUTP is moving towards LUTP2.0 by adding new presentations and case studies on e-mobility, climate change, sustainable urban planning... The first delivery of LUTP2.0 took place in Seoul in November 2019.

As of December 2019, 64 sessions had been completed since the program started in Singapore in 2012 and 2133 participants from 92 countries trained in workshops held in 4 different languages.

From May 2011 to December 2019	Language of the session				Total
	English	French	Spanish	Chinese	
Number of sessions	38	11	12	3	64
Number of participants	1311	347	382	93	2133
Number of nationalities represented					92

Table 1 - Sessions and attendees from May 2011 to December 2019

II. Objectives and training approach

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:

1. **Develop leadership capabilities in urban mobility planning, implementation, management, and operations.** The program aims to equip non-urban transport specialists and deciders with a holistic view of the components of urban transport and their linkages: transport and energy, transport and urban planning, transport and climate change,... The focus is on building urban transport leadership that: (i) understand the complex urban transport problems and provide context sensitive solutions; and (ii) use lessons learned from cities and cases for better decision making.
2. **Create a network among the participants and the organizers so that best practices can be shared in the future.** During the training participants work in groups on a city-case. Groups intentionally include individuals from different backgrounds and organizations with the idea to get them in the habit of working

- together in a holistic approach. After the training the LUTP team share with alumni the toolkits that were designed by the WB and partner institutions and the link to the World Bank platform, thus alumni can stay in contact with each other and with the World Bank through the Collaboration for Development Urban Transport community of practice platform. The knowledge-sharing platform offers the access to the LUTP material, the urban transport toolkits and blogs related to transport.
3. **Support project preparation by introducing TTLs colleagues to LUTP participant and alumni.** More and more LUTP sessions are organized upon the requests of TTLs on the field, who offer the capacity building training to local partners in order to foster the dialogue and improve the effectiveness of project design and implementation.
 4. **WB colleagues taking a position on a country,** can use the LUTP alumni database (which include alumni coming from 92 countries) to initiate contact with counterparts working in the transport sector and/or at the government/municipal level.

The LUTP was initially designed for high policy officials and senior managers of urban transport agencies at all levels of government (national, provincial/state, and municipal) and for operators of the sector. The program is designed for this audience with a “learning by doing” approach and comprises two phases: a self-learning period and a workshop.

- **The self-learning phase (one month):** Participants are required to study the material developed by the WB. The 500 pages of study material covers topics ranging from land use and transport planning to environmental, climate, gender and social issues in urban transport planning. The self-study material is ideally sent to participants a month before the program.
- **On-site “hands on” workshops (five, six days):** During the workshops, extensive use is made of case studies, group exercises and site visits. All the main cities issues related to transport are dealt with: diagnosing the key problems; integration of land use and transport planning, multimodal integration, climate, gender, the sharing economy, corridor management, public transport management and regulation, governance, financing...

Each offering of the LUTP is customized to fulfill the specific needs of the country and region where it is organized as well as the urban transport knowledge needs of the audience. The customization is done through the choice of case studies and presentations.

III. Activities in 2019

More sessions requested by TTLs

In 2019, 8 sessions of the training program (i.e. Burkina Faso, Dubai, India, Kuwait, Mexico, Korea, Singapore, Zambia) were offered and a total of 244 participants coming from 38 countries attended them. Three sessions were specifically requested by TTLs to support projects: Burkina Faso, Mexico and Zambia. The table below gives the breakout of the attendees by language.

LUTP 2019	Language of the session			Total
	English	French	Spanish	
Number of sessions	6	1	1	8
Number of participants	163	41	40	244
Number of nationalities represented	29	5	4	38

Table 2 - LUTP 2019 Sessions and attendees by language

Moving towards LUTP2.0

In order to update the course, the following were done:

- Development of new materials on given topics: A module on climate and green growth is about to be finalized. An updated module on gender and transport was drafted and is to be finalized.
- The case study “Ojek: Regulating Online Motorcycle Taxis in Jakarta” was finalized.
- A proposal for LUTP2.0 was made to the KGGTF but it was unsuccessful. The proposal was made to (i) overhaul the program and give it a strong analytical focus on Green Growth to support policy makers and practitioners to approach the New Mobility era, (ii) integrate the New Mobility developments based on the Korean experience of Green Growth and the energy nexus of the 4th industrial revolution, (iii) improve the program’s relevance to strengthen capacity and improve urban transport project identification and preparation, reduce greenhouse emissions and make cities more resilient.

Preparing for sessions in new regions:

- The LUTP existing materials are in the process of being translated into Arabic and Russian.
- The group exercise on Beirut was translated into Spanish and French.

More support to the WB projects and objectives

The increased demand for LUTP sessions comes from client countries and World Bank colleagues on the field asking the program to be organized to support projects. For 2020, sessions have been so far requested in Lebanon, Cameroun, The Philippines and Saudi Arabia.

Sessions are a way for TTLs to enlarge the scope of their counterparts in the country, sometimes outside transport, as they can meet representatives from other Ministries or agencies interested in the efficiency of cities: Ministries of urban planning, Finances, Infrastructure, Health, Education,... and stakeholders from the private sector (transport operators, ...) and make them interact with each other together during the group exercises.

More focus on Africa

Before 2017, francophone participants from Africa attended LUTP sessions in Marseille or Rabat, while for the English speakers, the option was to attend the session in Dubai, Singapore or Seoul. Since 2017, 2 sessions have been organized every year in Sub Saharan Africa with the support of SSATP. In 2017 the sessions were hosted in Ethiopia (Addis Ababa) and Kenya (Nairobi). In 2018, sessions were hosted in Ivory Coast (Abidjan) and

Addis Ababa. In 2019, 2 sessions were organized: one in Zambia (Livingstone) which was customized to intermediate cities and case studies were written purposely for it and another one in Burkina Faso (Ouagadougou).

Consolidating the partnerships with ADB

In 2018, the LUTP started a collaboration with the Asian Development Bank (ADB) to deliver sessions in Asia. The collaboration was renewed for Seoul 2019 and expanded to Singapore. Further, in 2019, ADB drafted the case study for LUTP titled: *“Pakistan - Peshawar and Karachi BRT Projects: Holistic and Innovative Approach for Sustainable Urban Transport”*. The case was presented in Seoul. In both the Seoul and the Singapore sessions ADB contributed to the success of the deliveries by making presentations on the topic of e-mobility or the Public Private Partnership (PPP) for public transport in Asia.

Delivery of the training “case teaching and writing”

In July 2019, the workshop “case studies teaching and writing” was delivered in collaboration with Toni Gomez Ibanez from Harvard University. The purpose of the workshop is to train new staff and colleagues from partner institutions to deliver case studies. The workshop was attended by 18 people from the WB staff and LUTP counterparts involved in the presentations of case studies during the LUTP sessions.

Positive feedback from TTLs

Six months after the delivery of the training sessions, TTLs who requested and/or collaborated to the delivery, were asked by the LUTP team to provide a written feedback on the impact of the course.

TTLs in Livingstone reported LUTP helped for business development while TTLs in Ouagadougou found the program useful to initiate the dialogue and develop business at the local level.

The feedback from the TTLs in Kuwait was that the program was well received and that *“The material covered during the subject training filled a huge gap in the expertise, knowledge and understanding of all those who attended and across all the disciplines they represented - i.e. engineering, finance, administration, municipalities, etc.”* (From the feedback of the TTL in Kuwait). Further, it was highlighted that the training was an opportunity for WB staff to connect with some GCC counterparts including; the Kuwait Public Authority for Roads and Transportation (PART) who requested a follow up meeting.

The TTL involved in LUTP Guadalajara mentioned that delivery was a success attended mostly by high-ranking government officials involved in urban transport mobility (i.e. State Undersecretaries, State General Directors, a State Congressional Representative as well as representatives from the private sector, NGOs and private bus operators). *“The Minister saw hosting the event as an opportunity for the State of Jalisco to improve the state’s capacity and introduce participants to recently completed interventions in Jalisco’s transport system. (Including the LRT-1 extension).*

A TTL in Seoul mentioned the program is important to build capacity which might help to reduce the number of project restructuring.

In some instances, TTLs suggested to include in the program the new topics on transport for instance e-mobility or, discuss cases on gender and transport. Others indicated that the

purpose of some site visit was not explained enough. Additionally, some presentations were criticized for being too technical for the audience and not in line with the philosophy of LUTP.

Many the TTLs who provided feedback reported the program is beneficial for the image of the WB and a good way to connect with counterpart and government at the local level.

IV. Financing LUTP

The main components that require financing are:

1. Faculty delivery and travel. WB colleagues delivering the sessions are sponsored by projects or LUTP trust fund when there were available;
2. Development of new material and updating the existing ones. LUTP is the process of renovating (refer point 1 on moving forwards towards LUTP2.0);
3. Logistics and lodging for the participants. Participants are charged a fee by the LUTP local counterparts who manages the logistics. The local counterpart is responsible of booking the venues like meetings rooms, hotel rooms, meals etc.
4. Case teaching and writing workshop. In order to present cases at the LUTP training sessions, WB colleagues and counterparts are required to attend the case teaching and writing workshop . The workshop is organized once a year in Washington DC.

For the first 8 years LUTP was financed thanks to PPIAF, ESMAP and KGGTF and the BB budget. In the past two years, the Mobility and Logistics multidoor trust fund (MOLO) and Center for Mediterranean Integration (CMI) contributed to finance the program.

The original LUTP trust funds (PPIAF, ESMAP and the KGGTF) came to an end in June 2019 leaving only MOLO trust funds and the BB budget. Today more and more sessions are financed by projects. In order to get new sources of funding, the LUTP team drafted a call for proposal to seek sponsorship for 2020-2021. The call for proposal is currently under review.

V. The plan for LUTP in 2020

The plan for 2020 include three main objectives: (I.) The finalization of LUTP2.0 which includes a module on e-mobility and sharing economy, new cases on climate change, road safety and gender, presentation on climate change (...), 3 case studies on Korea committed by KOTI, and completing the translations of material in Russian and Arabic to be able to reach a broader audience. For 2020 the goal is to deliver one session in a Russian Speaking country. (II.) Seeking new sources of funding: a call for proposal for sponsorship for 2020-2021. (III.) The delivery of 7 training sessions.

#	Date	Location	Language
1.	February	10-15 Singapore	English

2.	April-May	27-2	Beirut	English
3.	June	TBD	Douala (Cameroon)	English
4.	TBD		Mombasa (Kenya)	English
5.	TBD		Indonesia	English
6.	TBD		Latin America session TBD	Spanish
7.	TBD		Manila	English
8.	TBD		Tunis	French

Table 3 - LUTP 2020 tentative calendar

VIII. Alumni evaluations of 2019 LUTP sessions

At the end of the workshop participants are required to complete an overall course evaluation which is used to improve the program and future activities. Below is the summary of the alumni's feedback of the 8 sessions delivered in 2019.

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.

Participant's Profile – 16% senior Program Managers

Participants were asked to describe the primary function of their positions. Table 4 shows the results of the 244 participants who completed the survey upon attending one of the LUTP sessions in 2019.

16% of the participants were senior program managers. The second largest segment (13%) of the LUTP population were juniors working on a technical field followed by Seniors and Juniors decision makers. The smallest segment of the LUTP population covers mid-level program managers and mid-level working in a technical field (5% each).

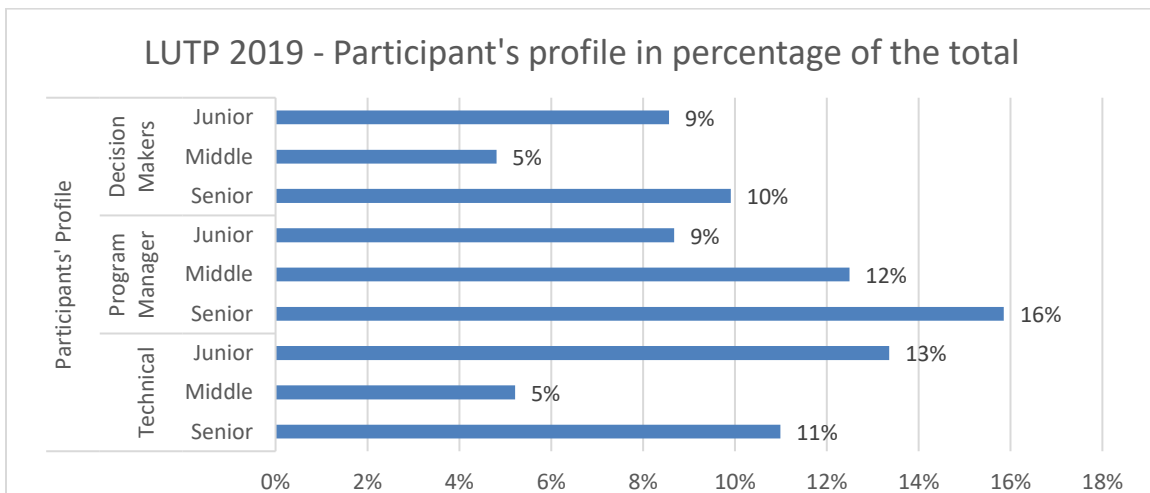


Table 4 - Participant's profile (LUTP 2019)

Engineering background prevail among participants

As shown in Table 5, 54% of participants have a background in engineering or a technical training. 27% of the participants have a background in public administration or

policy. 10% in urban design and 9% of the participants have a background in economics or finance, while less than 13% have a background in Urban design. 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.

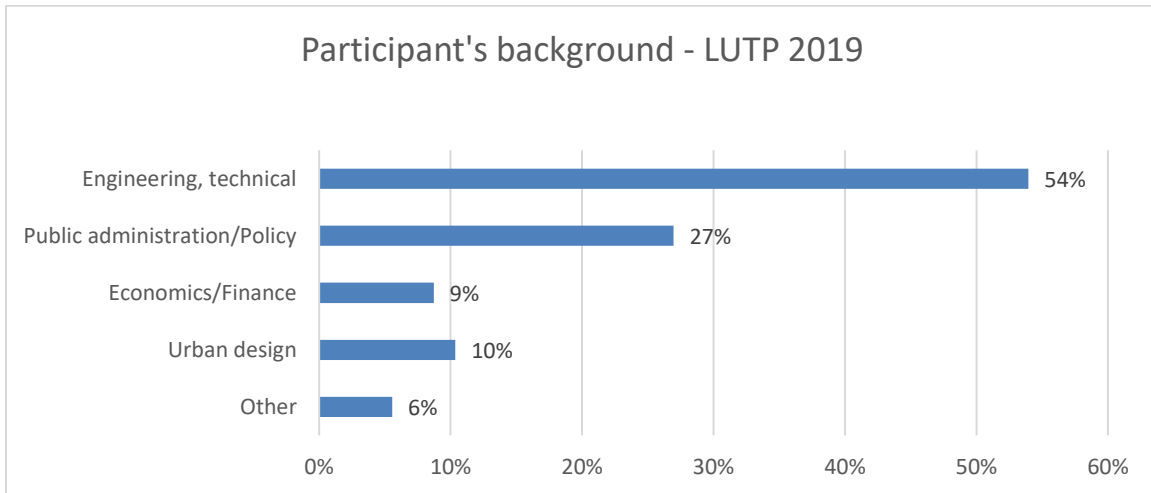


Table 5 - Participant's background classified by area of expertise - LUTP 2019

Overall positive participant's feedback on the course and the material presented

In all the LUTP workshops hosted in 2019, the evaluations of the components of the program were very positive. Table 6 shows that 49% of the attendees considered the organization of the training session very good (Table 6)

The 8 sessions of the workshop were successful and well received. A recurring comment was that the course was useful and well delivered. 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 as well as their supervisors. Most participants would share the material and experience with their political leaders, city officials, and policy makers with a view to influence decision making in future.

Recurring comments include the usefulness of the case studies, and group exercises, while too technical presentations were not appreciated in full. In some instances, the site visits were criticized as not relevant/ or that they could be improved: in some instances, the hosting city could not provide a meaningful visit and in some other cases the visit could have been more in line with the workshop. Finally, participants were hoping to have a session delivered in their own country/city.

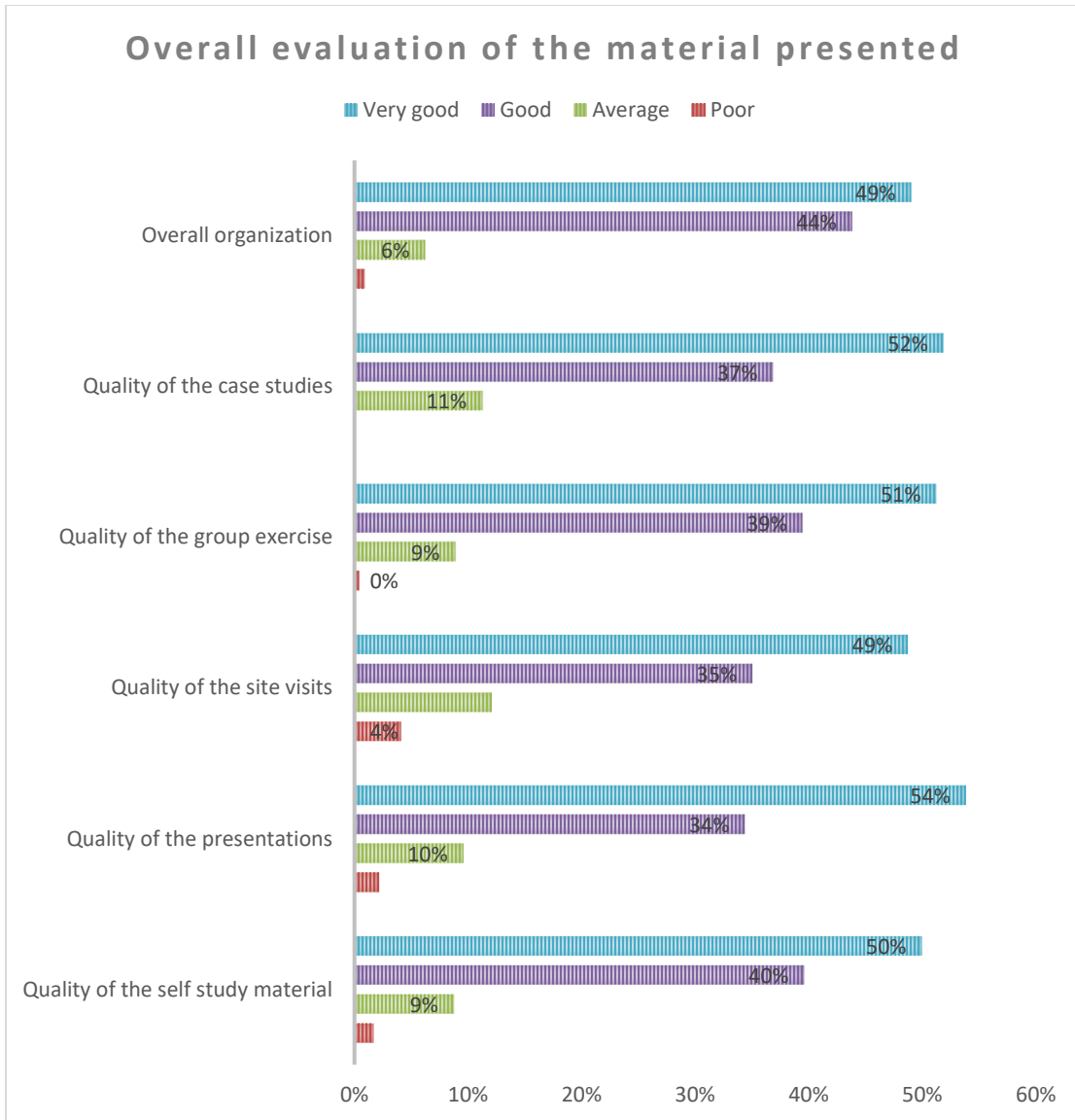


Table 6 - Participant's feedback on the material presented in 2019

Case studies – an effective learning tool

The response 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. The case studies were very participative.

A recurring suggestion from participants is for the presenter to disclose how the problem within the case study was solved in real life. Case studies were much appreciated by most of the participants: 52% stated they were very good learning tools, 37% rated them good and 11% graded them average. (Table 6)

Group exercises - important to gain leadership skills

The participants found the group exercises to be an effective learning tool due to the hands-on approach. Attendees considered useful the direct involvement in with the

challenge proposed on the group exercise as it helped them develop a vision to resolve long term transport problems. Sometimes, working in groups with participants from different background and expertise made it difficult to reach an agreement on the decisions. The diagnostic tool used for this exercise was appreciated to compare similar cities. The time allotted to the group exercise and the size of the group were considered fair.

The group exercises were considered very good by 51% of the LUTP 2019 population, 39% considered good and 9% average. A small percentage (1%) considered this exercise poor. (Table 6)

Site visits - a positive impact on participants

Many of the participants found the site visits interesting, well organized and an important component of the program. Site visits helped participants to understand the realities on the ground and suggested to allot more time for this activity. A recurring comment from participants was that each visit could go more into depth by discussing the implementation issues and other challenges or link them better to the workshop. A suggestion was to make the visits more informative by having a technical person accompany the visits to provide more in-depth explanations.

The site visits were rated very good by 49% of the attendees, while 35% considered it good, 12% averages and 4% of the attendees considered the site visits poor. The purpose of the site visit is to show good practices in urban transport and in 2019 the LUTP sessions were not always hosted in places that could showcase good urban transport facilities. (Table 6)

Presentations - appreciated by the participants

Most of the participants considered the presentations informative and a great complement to the case studies read during the self-learning phase. The interactive approach of this exercise kept the subject alive and the result was valuable.

The presentations were rated very good by 54% of the LUTP 2019 attendees, 34% rated them good and 10% average. (Table 6)

Self-study material – many of the topics were appreciated

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, in some others, participants stated that the time allocated to self-study was inadequate. This is a practical problem as the participants' names are sometimes finalized late by the sponsoring authorities and often participants keep changing. The material is sent to participants a month prior the beginning of the training session, however participants register close to the beginning of the training session and this gives them less time to prepare.

With regards to the quality of the self-study material, 50% of the 2019 LUTP attendees considered the self-study material very good and 40% good. 9% considered it to be of average quality. (Table 6)

The topics appreciated the most were: TOD, financing, Governance Other modules that were mentioned as useful included: “transport and land use system” and “public transport management”. Suggestions included adding more details, experiences, and challenges to the self-learning material.

LUTP meets alumni’s expectations

The general impression is that the program met the attendee’s expectations in terms of quality of the material presented and in depth contents. The program was considered valuable and relevant to the participants’ work. In some instances, some attendees requested for more technical information possibly because participants have different training backgrounds. There is a growing need for material for secondary cities.

ANNEX 1. LUTP session from May 2011 to December 2019

Location	Dates		# of participants	# of countries	Language
Lagos	2011	May/June	80	14	English
Singapore	2012	January	70	13	English
Marseille	2012	June	26	12	French
Fuzhou	2012	June	34	1	Chinese
Ahmedabad	2012	July	33	1	English
Beijing	2012	September	28	1	Chinese
Seoul	2012	October	27	8	English
Buenos Aires	2012	November	15	5	Spanish
Singapore	2013	Jan/Feb	25	7	English
Mexico	2013	May/June	56	5	Spanish
Marseille	2013	June	25	8	French
Xining	2013	June	31	7	Chinese
Ahmedabad	2013	August	39	1	English
Rabat	2013	September	45	9	French
Seoul	2013	October	35	7	English
Singapore	2014	January	33	8	English
Mexico	2014	May	29	2	Spanish
Marseille	2014	June	18	8	French
Dubai	2014	June	40	6	English
Ahmedabad	2014	August	39	1	English
Seoul	2014	September	45	7	English
Ifrane/Rabat	2014	October	42	13	French
Singapore	2015	January	21	4	English
Bogota	2015	February	28	2	Spanish
Dubai	2015	April	38	11	English
Mexico	2015	May	29	2	Spanish
Marseille	2015	June	16	8	French
Ahmedabad	2015	July	47	1	English
Seoul	2015	October	28	7	English
Singapore	2016	January	27	3	English
Dubai	2016	March	20	4	English
Dakar	2016	may	23	4	French
Riyadh	2016	May	48	1	English
Mexico	2016	May	20	1	Spanish
Panama	2016	June	32	3	Spanish
Ahmedabad	2016	August	42	1	English
Seoul	2016	October	19	3	English
Johannesburg	2016	October	22	1	English

Singapore	2017	January	28	5	English
Washington, DC	2017	March	64	1	English
Dubai	2017	April	26	4	English
Nairobi	2017	April	28	12	English
Mexico	2017	May	25	3	Spanish
Ahmedabad	2017	August	30	1	English
Delhi	2017	August	24	1	English
Bogotá	2017	September	29	1	Spanish
Seoul	2017	September	24	8	English
Marseille	2017	September	22	11	French
Addis Ababa	2017	November	43	1	English
Singapore	2018	January	34	3	English
Dubai	2018	February	45	7	English
Abidjan	2018	March	49	19	French
Mexico	2018	September	40	2	Spanish
Seoul	2018	October	24	8	English
Sousse	2018	October	40	6	French
Medellin	2018	December	39	5	Spanish
Singapore	2019	January	31	7	English
Zambia	2019	May	30	7	English
Burkina Faso	2019	June	41	5	French
Ahmedabad	2019	July	38	1	English
Guadalajara	2019	August	40	4	English
Kuwait	2019	October	24	6	English
Dubai	2019	November	11	4	English
Seoul	2019	November	29	7	English

Sessions break through rom May 2011 to August 2019	
Total offerings	64
Total participants	2133
Sessions in English	38
Sessions in French	11
Sessions in Spanish	12
Sessions in Chinese	3
Number of nationalities represented	92

ANNEX 2. Delivery partners

LUTP is delivered in collaboration with local counterparts such as the Asian Development Bank (ADB), the African Development Bank (AfDB), the Agence Française de Développement (AFD), the Centre for Environmental Planning and Technology (CEPT University India), the Korea Transport Institute (KOTI), the Land Transport Academy of Singapore (LTA), the Sub-Saharan African Transport Policy Programme (SSATP), the International Association of Public Transport (UITP), the World Resources Institute (WRI). For the first time in 2019 a session was hosted in collaboration with the IMF-Middle East Center for Economics and Finance (CEF). (Annex 2 – complete list of counterparts).

The delivery partners for the LUTP program have been:

- ADB - Asian Development Bank (session in English)
- AFD - Agence Française de Développement - CODATU (session in French)
- AfDB - African Development Bank
- CEF - IMF-Middle East Center for Economics and Finance
- CEPT University - Centre for Environmental Planning and Technology (session in English)
- CODATU (session in French)
- CMI Center for Mediterranean Integration
- KOTI - Korea Transport Institute (session in English)
- LTA - Land Transport Academy of Singapore (session in English)
- Ministry of Interior of Morocco along with the Universities of Rabat and Ifrane (session in French)
- NAMC - National Academy of Mayors in China (session in Chinese)
- SSATP - Sub-Saharan African Transport Policy Programme (session in English).
- UITP - International Association of Public Transport (session in English)
- WRI - World Resources Institute (session in Spanish)
- Technical University of Panama

ANNEX 3. LUTP 2019 – Number of alumni based on the country of origin

#	Nationality	Number of Alumni	#	Nationality	Number of Alumni
1.	Afghanistan	4	21.	Malawi	6
2.	Algeria	6	22.	Mali	2
3.	Bangladesh	2	23.	Mexico	34
4.	Bolivia	1	24.	Morocco	2
5.	Botswana	3	25.	Myanmar	5
6.	Burkina Faso	33	26.	Namibia	2
7.	Cambodia	2	27.	Niger	1
8.	Colombia	3	28.	Oman	2
9.	Djibouti	2	29.	Russia	6
10.	Egypt	11	30.	Saudi Arabia	8
11.	Fiji	2	31.	Senegal	2
12.	Germany	1	32.	Singapore	15
13.	Guinea	2	33.	Timor-Leste	2
14.	India	42	34.	Togo	2
15.	Indonesia	2	35.	Uganda	3
16.	Kenya	1	36.	UAE	4
17.	Kuwait	2	37.	Zimbabwe	5
18.	Honduras	2	38.	Zambia	6
19.	Laos	2	39.	World Bank Staff	9
20.	Lesotho	5			

