



## Context

Public transport in Ghana's capital city Accra is currently almost entirely provided by self-organized small scale private mini-bus operators. Though strongly demand driven, the system is inefficient and leads to permanent congestion of the city. Vehicles, so called '*Tro-Tros*', are second-hand minibuses, most of them far beyond their normal life-cycle and usually badly maintained. Questionable driving attitude among the operators leads to a high rate of accidents. Most commuters in Accra spend 3–4 hours daily in one of these '*Tro-Tros*' paying 10-20% of their income on transport but receiving an extremely low level of comfort, reliability, safety and security.



## Development Partnership with Scania, ZF, Bosch and WABCO: *West-African Transport Academy*

In order to change this situation, *Accra Metropolitan* and the *Ministry of Transport* commissioned a **Bus Rapid Transit System (BRT)** from the Swedish manufacturer **Scania**. The company does not only deliver 245 modern city buses but a whole package consisting of planning and management support, an electronic ticketing system, a financing model and capacity building for the operators. To support implementation and ensure the availability of qualified personnel, Scania formed a **Strategic Alliance with GIZ** under the **develoPPP.de Program**, commissioned by the *German Ministry for Economic Cooperation and Development BMZ*, providing **vocational training** for the **needed drivers and mechanics**. Public partner is the **Governmental Technical Training Center GTTC** in Accra under the *Ministry of Transport* which trains automechanics. Further partners are the German vehicle component manufacturers **Bosch** (automotive electronics), **ZF** (gear boxes, chassis parts) and **WABCO** (braking systems, suspension).

# The Project

The project focuses on three implementation areas:

## 1) Training of heavy-duty mechanics

GTTC students who are willing and capable of specializing in **heavy-duty vehicle mechanics** during their fourth year at the institute will be trained in a **state-of-the-art new training center** set-up by Scania next to their HQ in Tema. Since they will be the **first in Ghana** to receive such **specialized and intensive training** they will have **excellent opportunities for employment** even beyond the BRT and the Scania branch. The project also invests in **modernizing the automotive technology curriculum** at the GTTC, **capacity building for the instructors** especially in the field of modern automotive electronics and **upgrading** of the institute's **teaching facilities and equipment**.

## 2) Training and employment of bus-drivers for the Accra BRT

About **600 professional drivers** will have to be trained to **operate** the modern **BRT buses**. Since the majority of the bus-drivers are being recruited from the group of ex-'Tro-Tro' operators the main focus will be on **re-training** them as **responsible drivers** in contrast to the 'normal' often hazardous driving style of most 'Tro-Tro' drivers.

## 3) Provision of tailor-made training offers for the transport sector in Ghana

The '**West-African Transport Academy WATA**' will offer tailor-made courses to train drivers, **operators and mechanics** according to the specific **demand** of the **transport sector** as a sustainable **business model** in order to keep up operations after termination of the project.

### Objective:

The employability of mechanics and commercial drivers in the transport and logistics sector in Ghana is improved.

### Indicators:

- 1) At least 75 heavy duty-mechanics (25 per year) confirm that they are employed in that sector after receiving specific training
- 2) At least 600 (**at least 10% women**), mostly former informal drivers, confirm that they are employed as commercial drivers after receiving relevant skills upgrading.
- 3) Revenues of the Transport Academy in year 3 are sufficient to cover running costs on a self-sustaining basis

**The transport sector in Ghana is strongly male dominated.** It was a GIZ-initiative to insist on a ratio of at least 10% female bus-drivers (see indicator above). But we realized soon that, **without affirmative action**, we would **not reach this figure**. Among the 212 drivers trained and employed by the Accra BRT so far **only one is a woman**, Ms. Augustina Addo, the lady behind the wheel on page 1. Just **two girls** are currently trained in automotive technology at the GTTC; among some 80 boys (see picture below). **It became evident—we had to do something!**



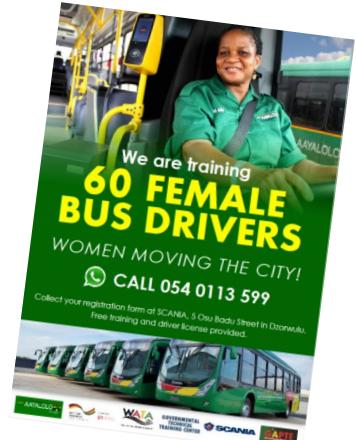


## The Gender Component

The BRT will create around **600 new jobs offering attractive conditions** like a clean working environment, **formal employment** and health insurance, regular working hours and a salary comparable to that of a teacher (about GHC 1.200 to 1.500 / € 250,- to 300,-). Most of these jobs are reserved for former ‚Tro-Tro‘-drivers who might lose their jobs due to the banning of ‚Tro-Tros‘ on the new BRT corridors; but we made sure that at least a **minimum of 10% would be available for women**.

With our special campaign ‚Women Moving the City‘ we started mobilizing **women** who were interested in becoming **professional bus-drivers** and were willing to join a 6-months **driver training course** free of charge.

The initiative started from a rather political and ethical background on the grounds of providing fair and **equal opportunities for formal employment for men and women alike**; but there are also **strong economical arguments to employ more women as bus drivers** in Accra which convinced the **Greater Accra Passenger Transport Executive GAPTE**, the operator of the BRT, to engage.



### Two Good Reasons to Raise the Number of Female Commercial Drivers in Ghana’s Transport Sector:

#### 1) Women are Better Drivers — and it Pays Off!

International experience shows that **women are less aggressive behind the wheel than men**. They generally **drive more carefully** which translates into **less wear on the vehicles** and **better fuel efficiency**—two **important economic factors** for a company running a fleet of a few hundred buses. They are also known to cause **less accidents**. This means that the **buses spend less time in the workshop producing costs** for maintenance and repair; but **more time on the road transporting passengers and creating income while consuming less fuel**.

#### 2) Men Shall Learn from Women!

„The effect of engaging female drivers will go beyond fuel and spare-parts saving on those particular buses driven by women,“ says Fredrik Morsing, Scania Director West-Africa. „**The BRT Management encourages the male drivers to learn from their female colleagues.**“ Since the whole fleet of buses is equipped with modern GPS tracking devices, experts back in the BRT dispatch control-room receive extensive real-time data for every vehicle on the road. The data can be compiled to reflect **individual driving profiles** which will serve as a **base for an incentive system rewarding defensive, resource-saving and moderate driving**. „This way,“ adds Mr. Morsing, „the BRT Management is sure that the **male drivers**, although in majority, will **adapt a more ‚feminine‘ driving style** with the effect of **significant cost reduction**“

## Implementation

Besides disseminating posters all over town the campaign partnered with Ms. Esenam Nyador who, as part of her thesis on gender imbalance in the Ghanaian transport sector, runs her own taxi company. As the **campaign's front role model**, "Miss Taxi Ghana", as Ms. Nyador is known in Accra, encouraged her fellow sisters in radio spots and on TV to join her in breaking gender barriers in the transport business and apply for the project.

The campaign proved very successful and a jury had to screen more than 380 applicants in order to short-list 150 candidates who were then invited for an Open Day to receive more information on what might be their future profession.

Out of these the 60 most dedicated and knowledgeable applicants made it to the final round after having passed an entrance test and an interview.

In cooperation with GTTC, Scania and DVLA, the Drivers and Vehicles Licensing Authority, we designed a special 6 months short-cut program for the group of women since not all of them had a driver's license for passenger cars (class B) as is normally required when applying for a bus license (class F). Six months of intensive training, in theory and practice, will prepare the 60 women from scratch to easily squeeze an 11m, 285HP giant through the chronically jammed Accra traffic while being responsible for up to 100 passengers sitting and standing in their back.

If this campaign proves successful — and we are sure it will — the project will run a second one, once the next corridor of the BRT is opened in 2018 and another 300 drivers are needed. By the end of the project we expect a ratio of 20% female drivers instead of only 10% as originally planned. But even more important is that these 20% will now act as role model for their 80% male colleagues!



In good spirits!

The 60 trainees prepare for practical driving lessons