

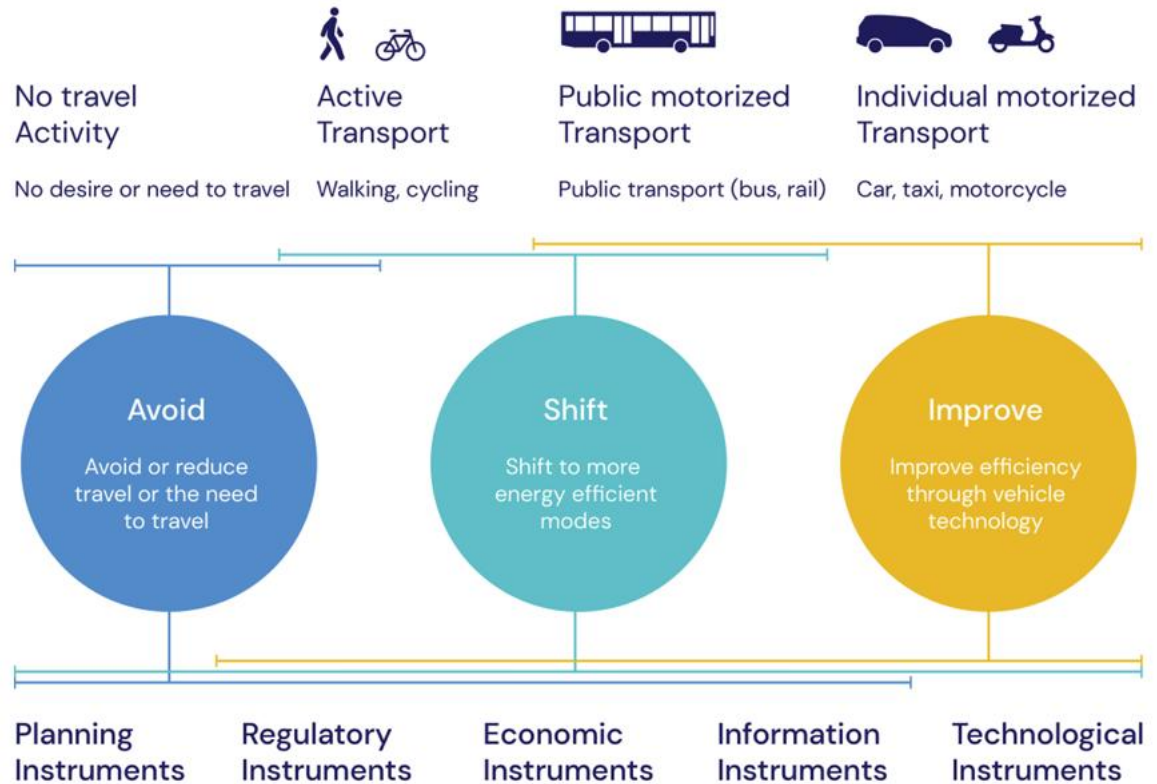


From Service Quality to Governance: Examples from GIZ's Public Transport Portfolio

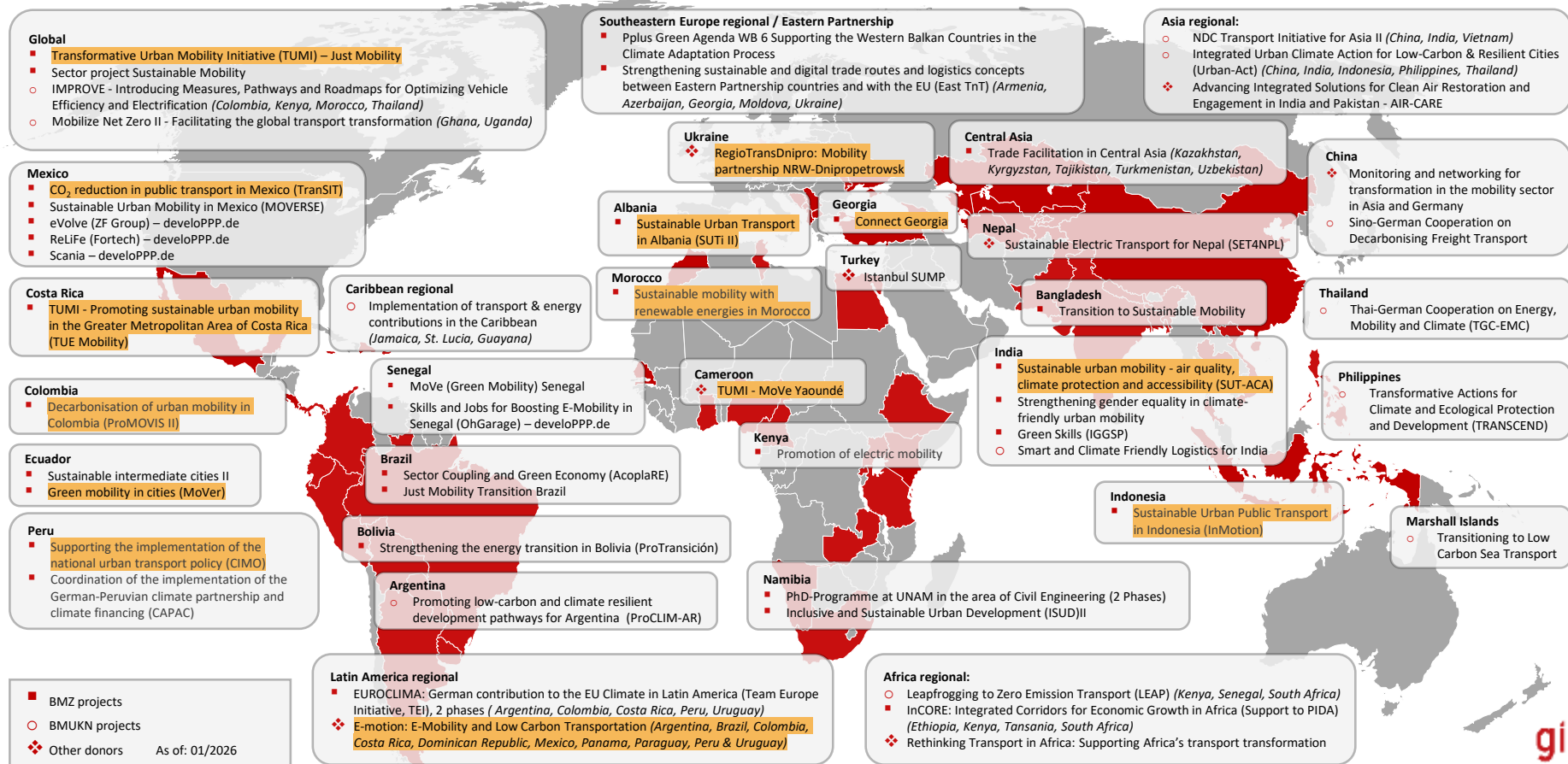
Mathias Merforth, Transport & Climate Change Week, October 2026

Avoid – Shift – Improve

We apply the Avoid–Shift–Improve (ASI) framework as the foundation for sustainable urban mobility. The framework recognizes that lasting mobility transformation requires more than technological improvements: it combines integrated urban and transport planning to avoid unnecessary travel, promotes a shift toward public transport, walking, cycling, and sustainable freight, and improves transport systems through cleaner technologies, digitalization, and resilient infrastructure. This integrated approach enables cities to achieve climate, accessibility, economic, and social objectives simultaneously.



GIZ is implementing **(public) transport projects** in more than **50** countries



What we're doing in our Public Transport projects?

Focus area 1: Policy & Regulatory Frameworks	Focus area 2: Project Preparation & Planning	Focus area 3: Demonstration Projects	Focus area 4: Capacity Development & Exchange
✓ National urban mobility policies (NUMPs) ✓ Sustainable Urban Mobility Plans (SUMPs) ✓ Local Public Transport Plans ✓ Governance reforms & PT regulation ✓ Transit-oriented development (TOD)	✓ E-bus & BRT feasibility studies ✓ Public transport corridor design ✓ Investment and financing concepts ✓ Procurement support for public fleets ✓ Traffic modelling and multimodal integration	✓ Smart ticketing demonstrations ✓ Digital mobility data platforms and dashboards ✓ Smart bus stops and intermodal hubs	✓ Participatory processes for PT reforms ✓ Training & advisory services for authorities and operators ✓ E-bus maintenance and operations training ✓ Peer-to-peer exchange between cities

Cross-cutting: Gender & Inclusion, Digitalisation, Business Dialogue

From
**NO Bus Network Map,
NO schedules and NO
bus tracking**

To
**Bus Real-Time
information (GTFS-RT)**

Example: Sustainable Urban
Transport in Albania (SUTi)

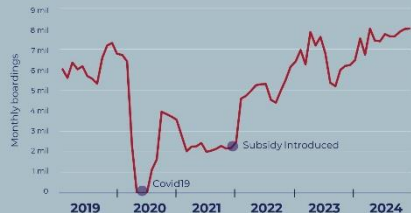
How do we measure success in public transport?

Tirana Bus Ridership increased by 54% since 2021

Ridership (reported):

2021: 48,404,221
2022: 60,690,749
2023: 66,489,316
2024: 74,468,033

Passengers
increase since 2021
+54%



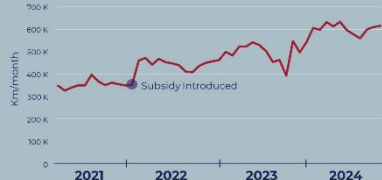
Tirana Bus Service increased by 60% since 2021

Planned Bus Kilometers:

2021: 5,293,670 km
2022: 7,538,388 km
2023: 7,772,041 km
2024: 8,750,655 km

Bus Kilometers
increase since 2021
+60%

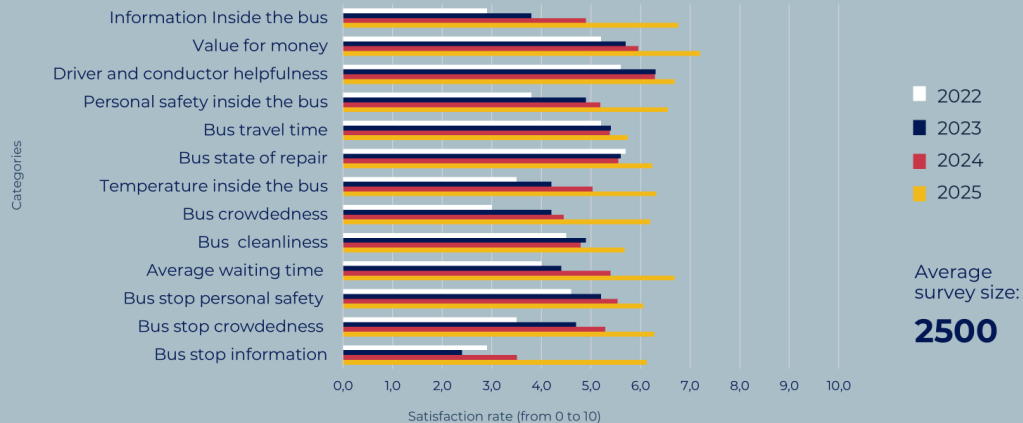
Performed Bus Kilometers:



We look at a combination of satisfaction levels and what matters most to passengers.

Tirana Bus Satisfaction continues to improve gradually, from low levels

Satisfaction surveys trends in Tirana through the years



How do we work?

Strategy

All steps taken are guided by actionable information derived from data.



Bus Network Planning Data

Approach 2025

Core

Extension

1. BUS SERVICES DATA

- Existing Schedules
 - Frequency Specifications
 - Stop Sequences
 - Schedules

2. BUS CONTRACTS DATA

- Sched-km
- Reliability minimum standards
- Vehicles / capacity

3. BUS OPERATIONS DATA

- Km-operated vs scheduled
- Ticket sales – manual
- Future:
 - Reliability (On-time / EWT)
 - Ticket validations

4. Commercial Data

- Contracted & modelled operating cost
- Estimated revenue
- Subsidy payments

5. BUS SURVEY DATA

- On/Off-bus Loadings
- Ticket-type split
- Customer Satisfaction

6. WIDER PLANNING DATA

- Other Transport Networks
- Census Data
- Location / scale of existing and proposed development

A1. Bus
Services Data
Upload

A2. Bus
Contracts Data
Upload

A3. Bus
Operations
Data Upload

A4.
Commercial
Data Upload

A5. Survey
Data Upload

A6. Wider
Planning Data
Upload

C. Network
Management
Exports and Reports

C1. GTFS EDITOR

- GTFS uploads
- Maps for publication

C2. PERFORMANCE REPORTS

- Operated vs sched. km
- Actual vs scheduled speed
- Actual vs contracted reliability.

B.
Integration,
Analysis,
Scenario
Developmen
t & Reporting
Tool

D1. CHANGE IN COSTS

- Gross Operating Cost
- Peak Vehicle Requirement
- Scheduled-km
- Scheduled bus-hours

D2. CHANGE IN BENEFITS

- Coverage (residents within X m).
- Catchment (residents / jobs)
- Travel-time isochrones
- Accessibility indices

D3. ENGAGEMENT MATERIALS

- Maps
- Statistics

D4. IMPLEMENTATION MATERIALS

- List of service changes
- List of bus stop changes

D5. CHANGE IN DEMAND

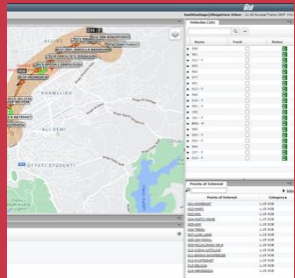
- Travel time changes
- Generalised cost changes
- Demand changes
- Revenue changes

D6. NEW SCHEDULES

- Travel time changes
- Generalised cost changes
- Demand changes
- Revenue changes

D. Network
Planning Exports
and Reports

Bus and Data – selected milestones



GPS Implementation,
2021



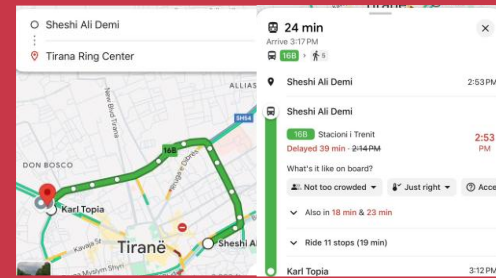
Bus Network Map and Info Launched,
03.2023



Customer Feedback Launched,
03.2024



First Mapping of Bus Network in Vlora,
04.2025



GTFS-Real Time published, 08.2025

2022

2023

2024

2025

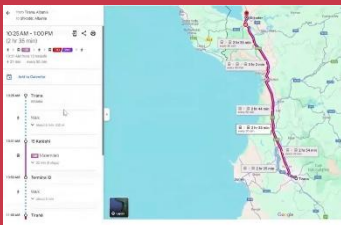
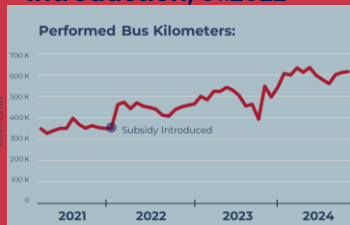
First Subsidy Mechanism Introduction, 01.2022

Data Integration for Bus Management - Launch
06.2024

First Route Maps Inside the Buses Launched, 2024

GTFS for Tirana and inter-city bus lines in Albania published, 2024

New Bus Stop Standard Implemented, 01.2025



33 external consultants

delivered knowledge and
expertise to our partners from
2020-2025.



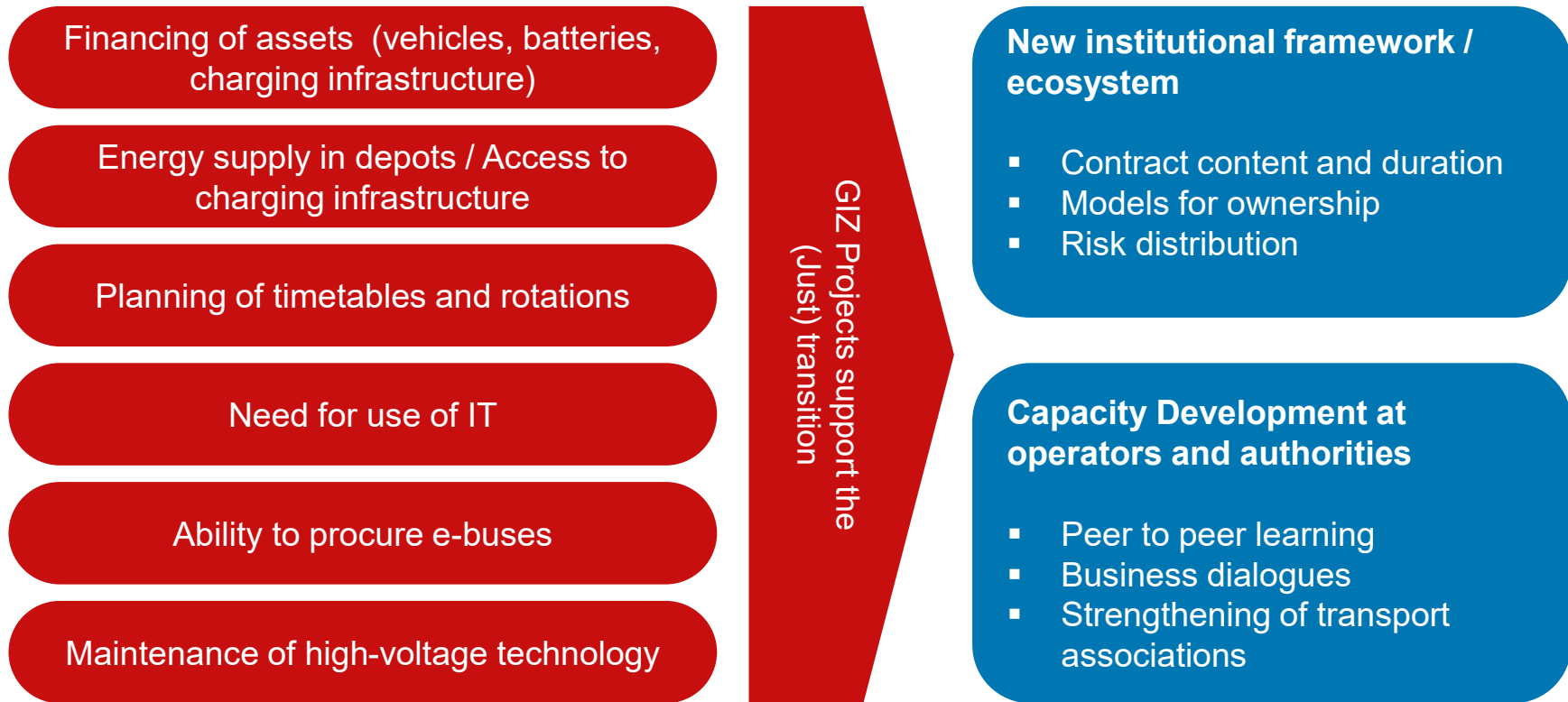
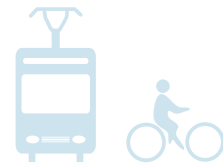
74

MEMOS

For high-level decision making
developed and presented from
2020-2025.



What changes when modernizing and electrifying bus transport?



TUMI E-Bus mission (2021-2025)

Context

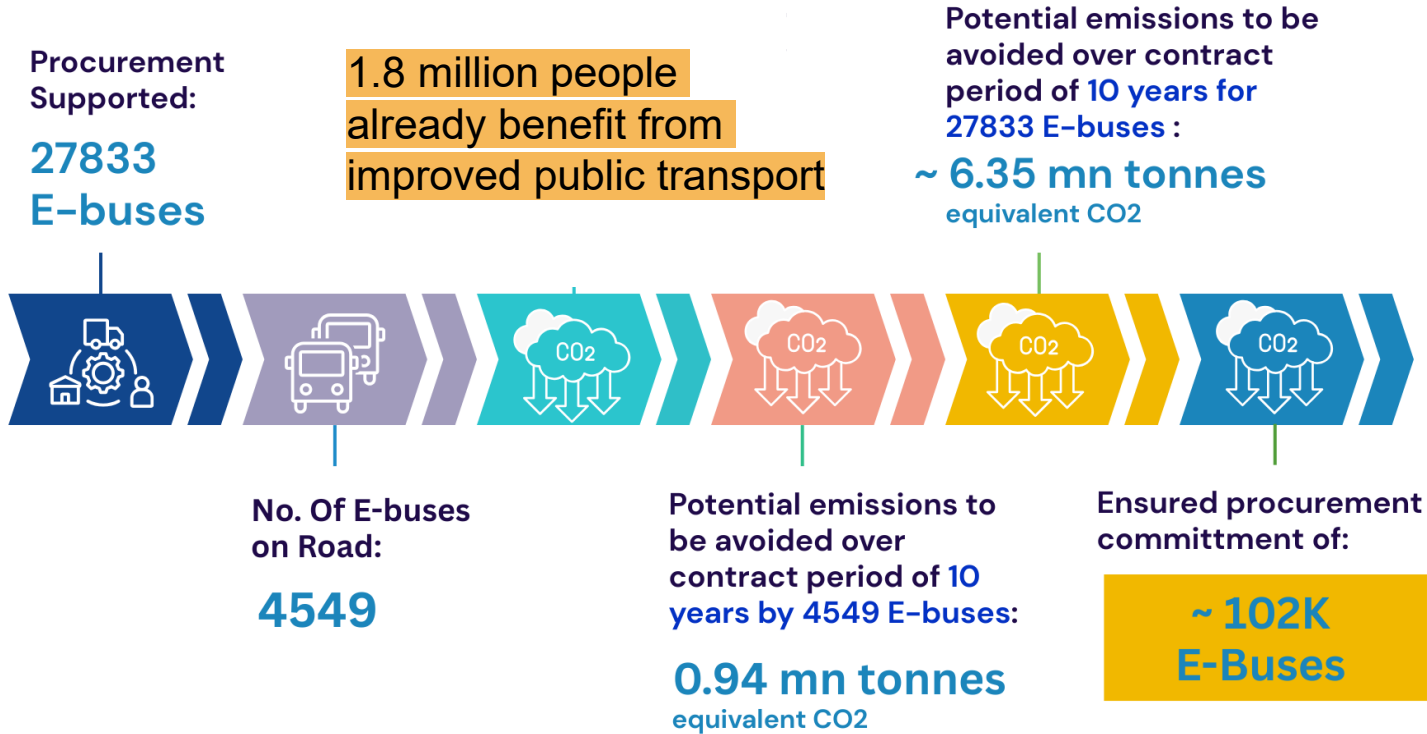
- Implementation in partnership with C40, ICCT, ICLEI, ITDP, UITP and WRI
- Scaling e-bus implementation in **20 deep-dive cities** and a broader **network of more than 100 cities**
- Brazil, Colombia, Mexico, Kenya, South Africa, Uganda, India, Indonesia, Vietnam

Key Components

- Building national, regional and city-level coalitions to establish **roadmaps** and to set **bus electrification targets**
- Providing **tailored technical assistance to 20 deep dive cities for planning, tendering, piloting and monitoring e-buses**
- Facilitating interaction between city administrations and private sector
- Organizing more than **60 learning expeditions** (workshops, site visits, training sessions, study tours)
- Sharing **knowledge resources** and access to industry experts and technical resources

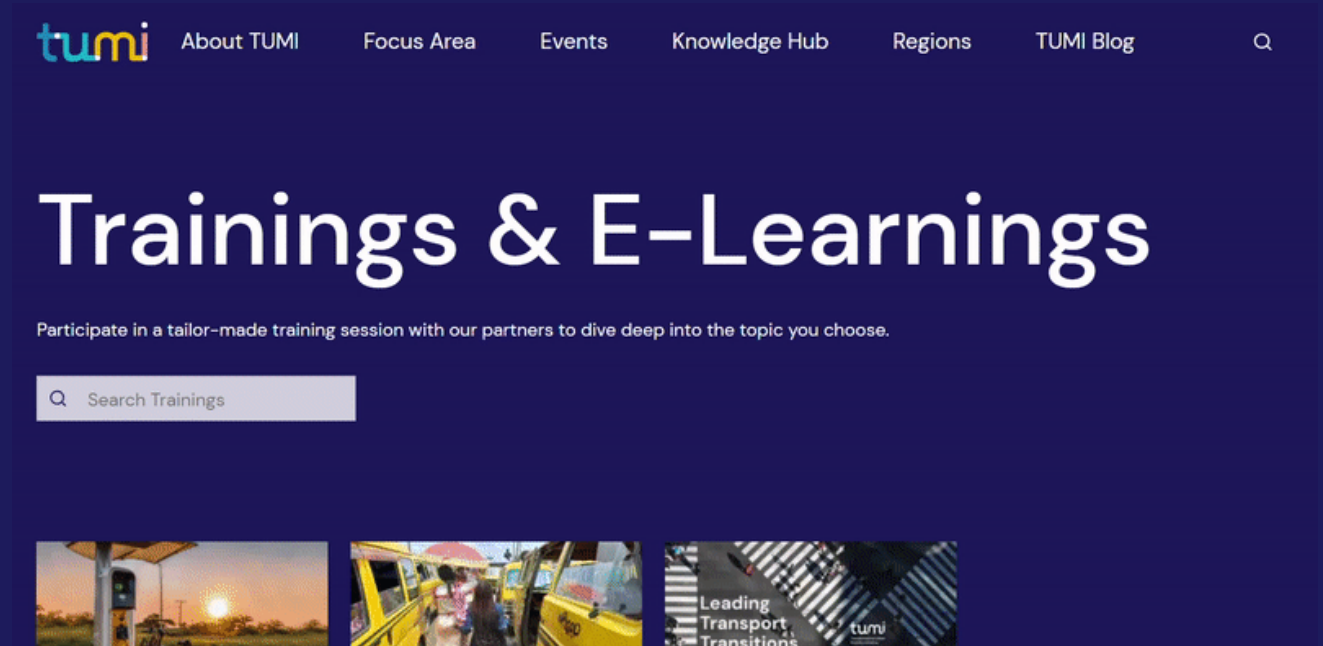


TUMI E-Bus mission



TUMI Learning Platform

Our e-learning page features courses from TUMI, GIZ and our partner organizations





Exploring the World of Electric Buses: Advancing Zero-Emission Public Transport

INTRO-LEVEL

- Building on the introductory course on e-mobility this course specifically focuses on key aspects of e-bus projects
- Find out how best to introduce electric buses as a clean and efficient public transport solution in your city
- The 6-week course best suits policy and decision-makers and practitioners working on public transport
- Sign up [here](#).

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RWTHAACHEN
UNIVERSITY



Next course run: TBA

Duration: 6 weeks (3 hours/week)

Language: English and Spanish



Data Fundamentals for Sustainable Mobility

- “What gets measured gets managed,” the curriculum **focuses on both the measurement and management of transport data**
- You will gain insights into collecting data for transport **planning, traffic engineering, street design, and transport operations**, utilising diverse tools and techniques for processing, analysis, visualization, and governance
- The course comprehensively covers **traditional and innovative data measurement and management methods** applicable to both private and public transport

[Click here for all details and inscription](#)



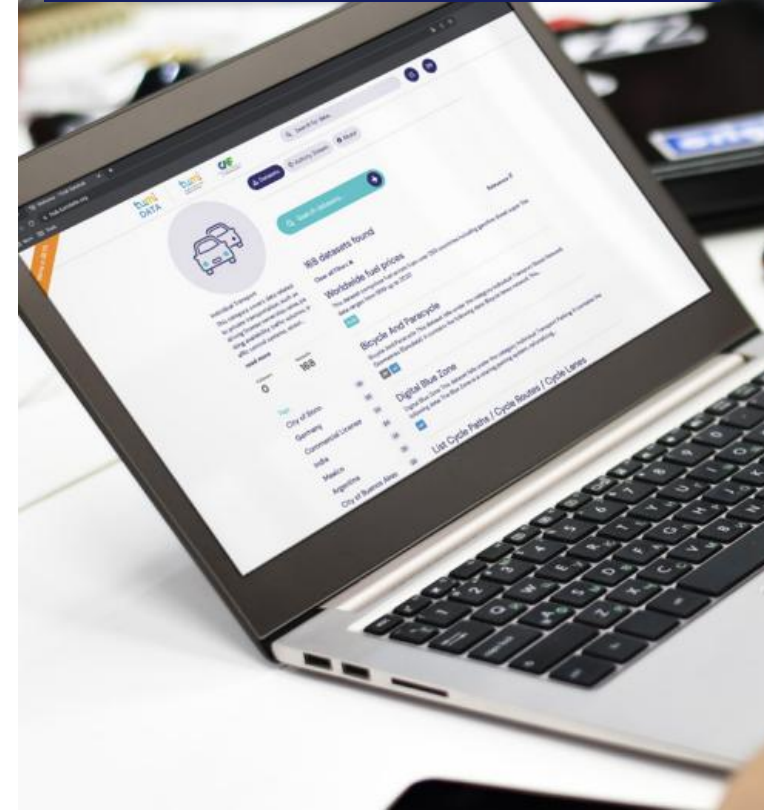
For ALLROUDNERS

Starting Date: TBA
Duration: 5 weeks
Weekly study: 2 – 3 hours
Language: English



More than 2000 learners in the first runs can't be wrong...

Don't miss out your next chance!





Digitalizing E-Bus Projects

- 11-week course on implementing future-ready e-bus projects covering basics, scheduling, depot management, control systems, and operations assessment; includes a virtual study tour
- Focus on digital tools at three stages: planning, operations monitoring, and project evaluation
- Addresses data sharing challenges between transit agencies and operators

[Click here for all details and inscription](#)

TOP-NODGE

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IVU TRAFFIC
TECHNOLOGIES

ebusplan
Solutions for Clean Transportation

RUPPRECHT CONSULT
Forschung & Beratung GmbH

EvoBus



Starting Date: ANYTIME

Duration: 11 weeks (3,5 hours/week)
Language: English, Portuguese, Spanish



Paratransit Toolkit



Paratransit Toolkit

Paratransit

Paratransit is a set of mobility services operated by a large number of small entrepreneurs and using a wide range of transport modes: buses, minibuses, taxis, private cars, three and two-wheelers, and boats. The paratransit sector thus brings together a range of transport services, more or less collective, offering particularly varied transport solutions, generally very flexible but sometimes also more conventional. The word 'artisanal' is used in the French term because it refers to a sector characterised by individual entrepreneurship, most often by the absence of subsidies and public intervention, and by a commercial operation that is primarily profit-driven.

On this page

- Guidelines and methodologies
- Tools to operationalise
- Training materials
- Case studies
- Paratransit Decarbonisation

Guidelines and methodologies

From the onset of a paratransit reform process, mobility practitioners require a good understanding of the sector. This includes an accurate definition of these services and their overall characteristics, as well as a comprehensive assessment of the local situation. MobiliseYourCity provides methodological guidance on how to conduct a diagnosis of the paratransit sector, as well as guidance on the possible contractual arrangements available to public authorities to regulate and define their relationship vis-à-vis operators.



Tool I | Understanding Paratransit

The toolkit now consists of 4 documents. The first document provides the main keys to understanding the sector, in particular...

[Read More](#)


Tool II | Conducting a paratransit diagnosis

The second document proposes a diagnostic framework, based on six major questions that place the analysis of the...

[Read More](#)


Topic guide - Paratransit contracting options

This topic guide has been developed as part of a broader initiative offering light technical and advisory support. Available in...

[Read More](#)
[Load more](#)

[Paratransit Toolkit](#) | [MobiliseYourCity](#)

Public Transport Integration and Transit Alliances

Module 3f
Sustainable Transport: A Sourcebook for Policy-makers in Developing Cities

Published by

[SUTP Module 3f – Public Transport Integration and Transit Alliances](#)

Check out our knowledge platforms:

- [Transformative Urban Mobility Initiative](#)
- [Changing Transport](#)
- [MobiliseYourCity](#)

Transit Alliances

iNUA #5: Transit Alliances

"We will promote access for all to safe, age- and gender-responsive, affordable, accessible and sustainable urban mobility and land and sea transport systems, enabling meaningful participation in social and economic activities in cities and human settlements, by integrating transport and mobility plans into overall urban and territorial plans and promoting a wider range of transport and mobility options, in particular through supporting:

(a) A significant increase in accessible, safe, efficient, affordable and sustainable infrastructure for public transport, as well as non-motorised options such as walking and cycling, prioritising them over private motorised transportation"

New Urban Agenda #1246

Transit Alliances can be understood as an umbrella for public transport in the form of a legal entity, administrative and/or association - which aims to integrate all public transport services and modes in a city, metropolitan area or wider region into one attractive and easy to use system with major benefits for users. Individual operators may still keep their independent status.

It is proven fact that through the creation of Transit Alliances (in Germany since 1980) the attractiveness of public transport rises as well as the amount of people using it. The Transit Alliances incorporate multiple operators into one system with the aim to make the system attractive and above all user friendly.

Transit Alliances provide coverage of an entire region through:

- coordinated timetables
- integrated ticketing with through going traveling (i.e. a single ticket from origin to destination, independent from the number of operators involved)
- intermodal stations

This standardisation provides quality for the users and encourages public transport use.

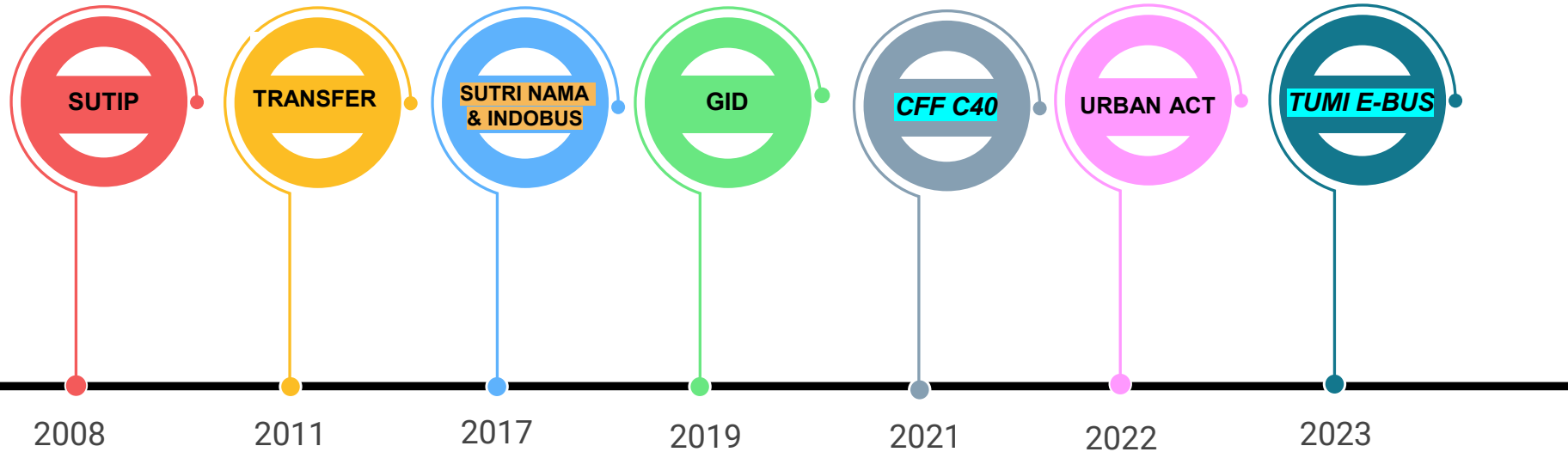
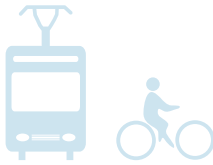
[iNUA #5: Transit Alliances](#)

However: Change has to take place “on the ground”



- Limited **capacities at city and regional level** to plan and provide modern public transport (strategic & tactical levels)
- High **dependence on national funds** (and local fiscal capacity), limited exploration of additional funding sources
- Despite comprehensive studies, **no implementation or even resistance** against PT reforms

GIZ Indonesia's Urban Mobility Initiatives

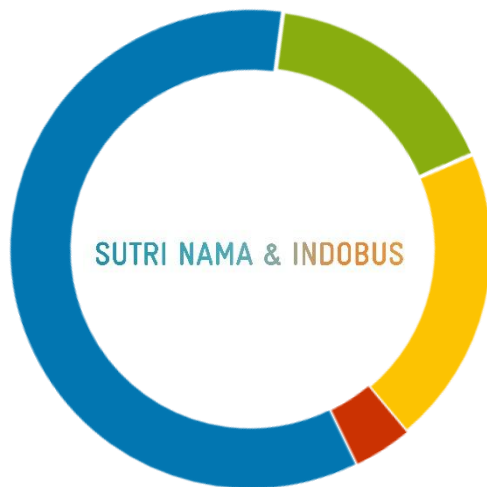


Since 2024/25: Sustainable Urban Public Transport in Indonesia (IN-MOTION), funded by BMZ + SECO

Project can start from elaborated basis from SUTRI NAMA & INDOBUS projects

61 studies developed, including:

- 3 Pre-Feasibility Studies
- 5 Feasibility Studies of BRT Development
- 5 Potential GHG Emission Reduction Studies
- 2 Technical Studies on *Angkot* Reform
- Basic Engineering Design BRT Depot in BBMA
- Guideline for Wayfinding and Passenger Information System on Urban Public Transport
- Institutional Arrangement Development in BBMA
- BRT Business Model Development in BBMA
- Feasibility Study on Integrated Ticket and Tariff Framework Development,
- Recapitulation of Funding and Financing Instrument for Urban Mass Public Transport, etc



17 regulatory frameworks supported, including:

- 5 MoUs on SUTRI NAMA & INDOBUS Pilot Project signed
- 3 Working Groups on BRT Development established
- Cooperation Agreement on BRT Development Cooperation in BBMA signed
- 4 Director General Land Transportation Regulation on Buy The Service, etc

21 capacity development conducted, including:

- 5 Capacity Development Trainings for national and sub-national government personnels
- 5 Capacity Development Trainings and Certification for Bus Drivers under BTS Programme
- Smart Transportation Forum 2021 Makassar
- Sustainable Transport Forum 2022 Bali, etc

4 knowledge management products , including:

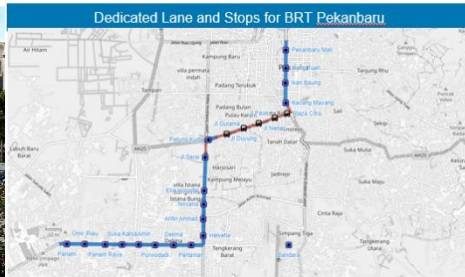
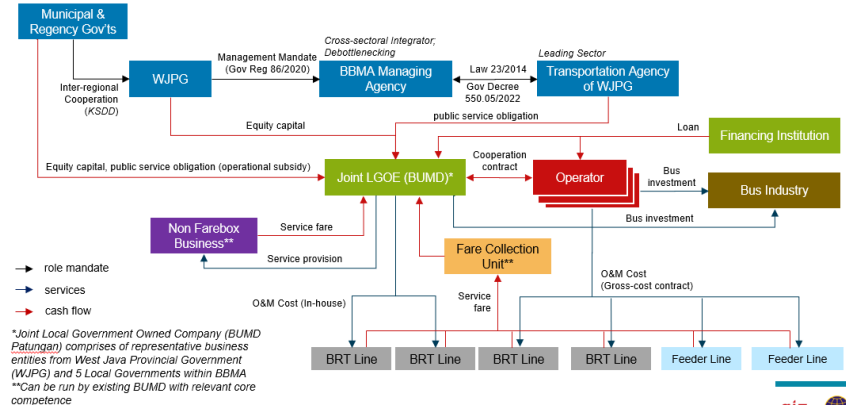
- 2 Promotional Videos on FS BRT Development
- Factsheets on SUTRI NAMA & INDOBUS's studies
- Microsite SUSTRA developed, etc

Many concepts are ready to be implemented, but need further engagement



PROPOSED BRT MANAGEMENT & OPERATION SCHEME: JOINT LGOE (BUMD Gabungan)

Targeted to be established within 2-3 years



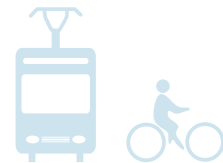
Building on the successes of SUTRI NAMA & INDOBUS

- The project's FSs for BRT in Bandung City helped **secure funding** from the World Bank and AFD, in Surabaya and Semarang from KfW.
- **Bappenas** endorsed the institutional set-up for Bandung as the **national model for PT governance**.
- The project's guidelines on bus operation have been formalized into **four ministerial regulations** for a nationwide bus subsidy program (BTS).
- **Pekanbaru allocated 5% of budget for public transport** through the project technical assistance.

Proposed reasonable continuation

- Installing new institutional frameworks
- Development of new business cases with stakeholder
- Noticeable improvements for passengers

Technical disruptions open window of opportunity to modernize institutional setting of public transport



- Diverse operator structure (°formalisation & professionalisation)
- Modernization backlog
- Outdated customer experience
- Low reliability and quality
- Declining market share
- Low level of integration

- New forms of funding
- Change of business models
- models for ownership
- Need for co-operation
- Need for digital tools
- Changing Job profiles



Key-Approach (IN-MOTION): Bottom-up-Design allows aligned prototyping in cities while feedback loop to national level is maintained



Examples for
Intervention / Output

Institutional
framework

Capacity
building

Regional
transport
cooperation

City A

City B

City ...

**Ecosystem for
tendering &
contracting** (incl.
asset/ownership)

**Local transport
plans** as steering
tool for PT
procurement

Peer-2-Peer-learning with national & international
partners

Establishment of
a **Data-Hub** for
real-time
passenger
information

Charter for a
regional **joint
ticketing & fare
distribution
entity**

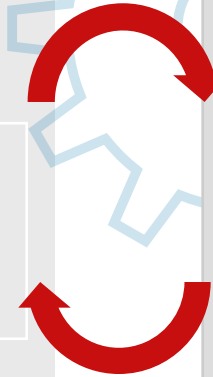
National Level

Guidance, tools
and training
offers promoted
by MoT

National
conferences

Academic
exchange

Business
Dialogues





ASÍ SERÁ EL NUEVO SISTEMA DE BUSES EN TRUJILLO

BRT - TRUJILLO

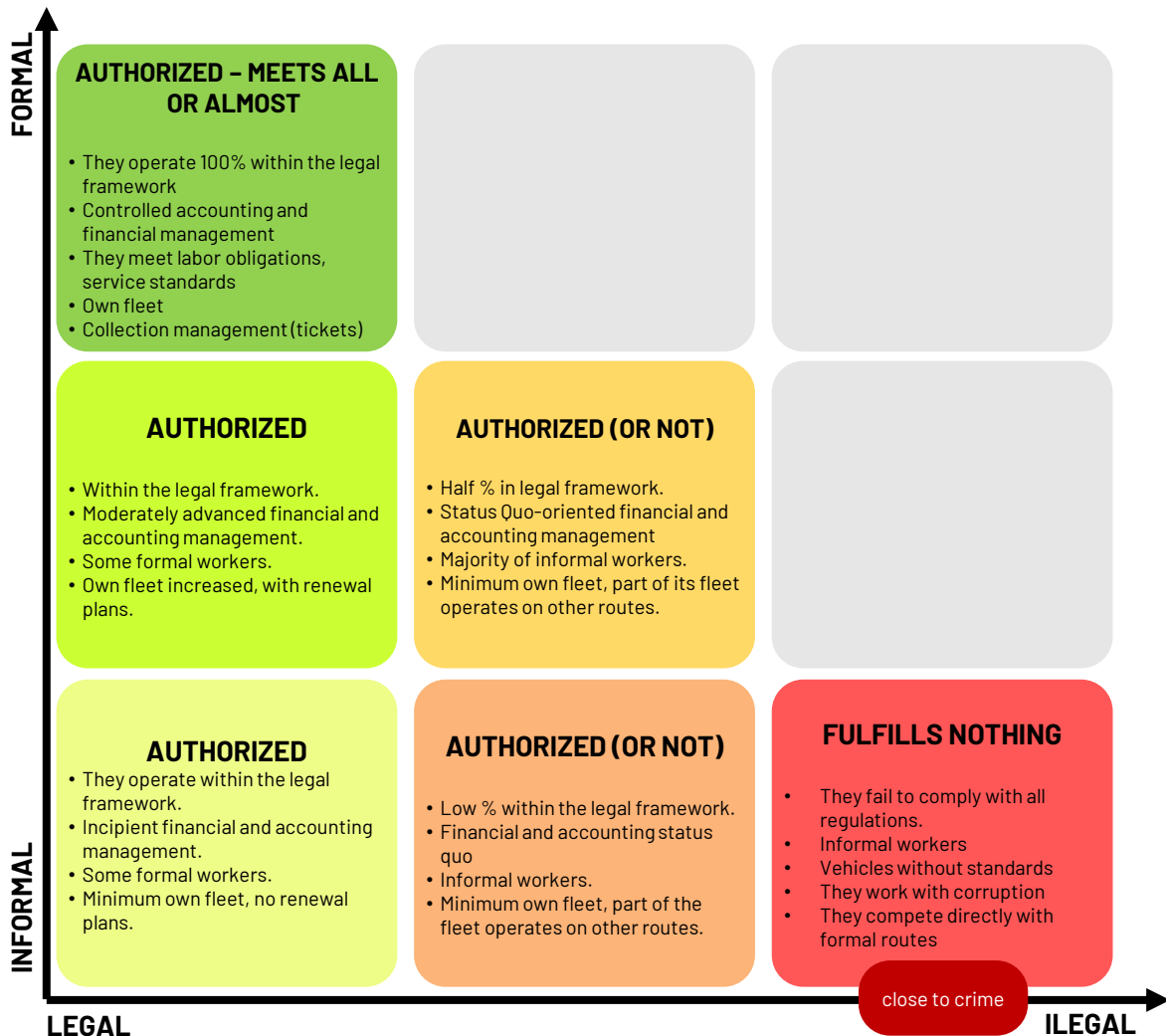


Transportes Metropolitanos de Trujillo
Embajada Alemana en el Perú, GIZ y KfW visitan Trujillo para conocer avances en movilidad urbana sostenible y gestión de residuos sólidos
Nota de prensa
Esta reunión técnica se desarrolló en el marco de la agenda de reforma para la mejora del transporte urbano, a través de la ejecución de los proyectos Ciudades en Movimiento (CIMO) y SDL

Cities in Motion (CIMO) Peru



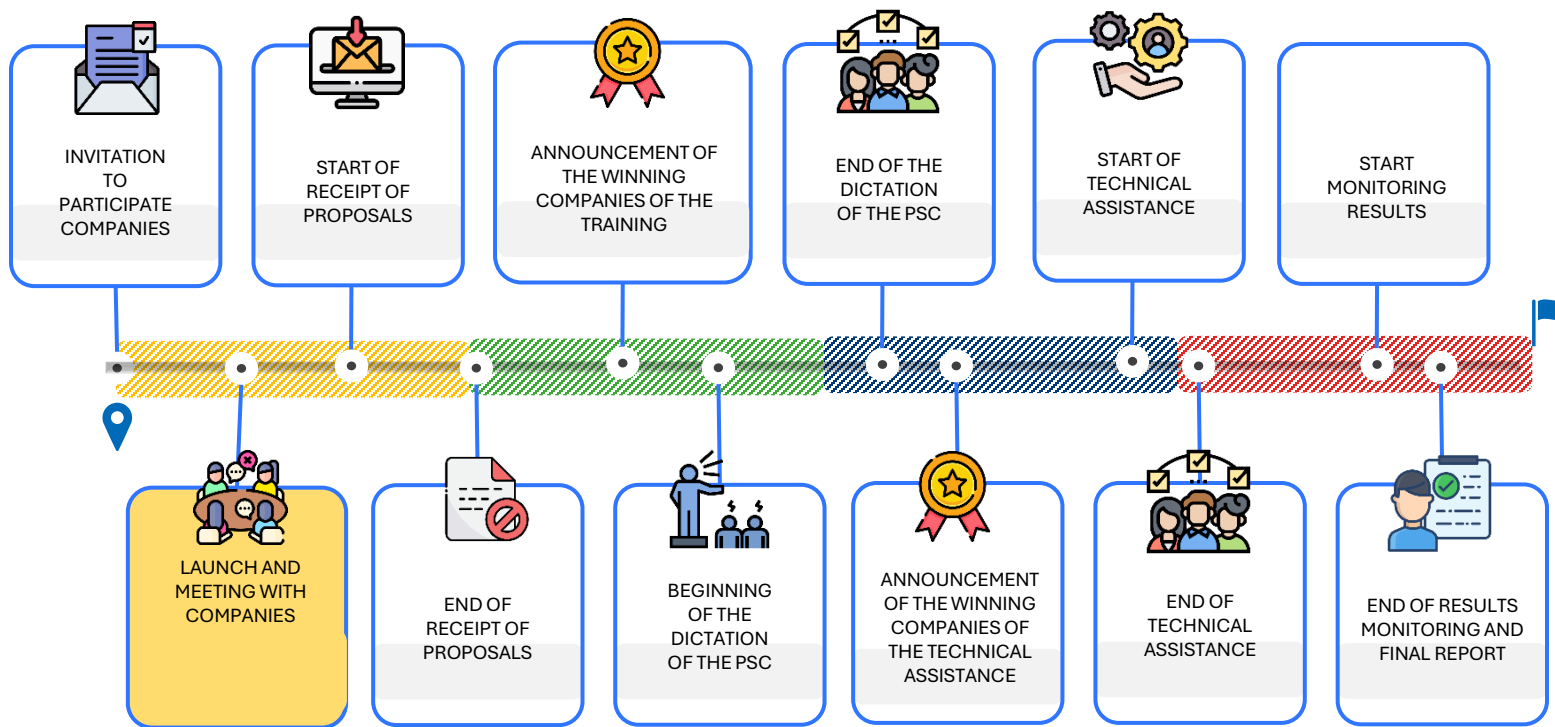
What are we talking about when we talk about **formal** and **informal**?



Milestones

Innovation Routes

The development of urban transport companies towards officially registered companies with sustainable business models has been strengthened in an exemplary way.



Training Modules

Innovation Routes

1



International trends and lessons learned

Objective: To offer participants the opportunity to learn about the international context in relation to the organisation and formalisation of public transport, concepts of mobility and public transport, and fundamentals of the business model associated with it. The knowledge acquired in this module will be the basis for a better understanding of the following modules.

2



Managerial and strategic

Objective: To provide training on managerial and managerial aspects necessary for companies, based on the fundamental concepts of strategic planning and formal management of human resources. Likewise, introductory topics on innovation and revenue management will be presented that offer bases for business decision-making.

3



Operational

Objective: To introduce participants to fundamental concepts about transport planning processes, efficient management of the public transport fleet, as well as technological tools that facilitate the management and monitoring of the operation. Likewise, general concepts on service quality and management will be presented.

4



Financial

Objective: To provide participants with relevant knowledge for the effective and efficient financial management of companies. Topics of tariff and non-tariff revenues, cost basket, financing mechanisms and the financial evaluation of projects will be addressed.

Protocol against sexual harassment in public transport

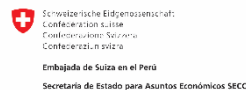


MARIO REYNA
ALCALDE



PERÚ

Ministerio de Transportes y Comunicaciones



Governance in Public Transport:

(Regional) Transport associations / Transit Alliances

... is a platform established to coordinate and carry out integrated planning, organization, and management of public transportation

Benefits from transport association establishment:



Integrated Regional Public Transport System

Dnipropetrovsk Oblast

We are supporting Dnipropetrovsk Oblast in developing a **framework for integrated regional public transport**, including the establishment of a Regional Transport Association and a roadmap for coordinated, accessible, and sustainable mobility services.

Key Activities:

- Analysis of transport demand, connectivity, and service quality
- Development of a regional **transport database** and evidence base
- **Stakeholder engagement** and institutional assessment
- Design of **proposed governance and implementation models** for a Regional Transport Association

Expected Impact:

- Improved coordination of regional public transport services
- Better accessibility and connectivity across the oblast
- Foundation for modern, integrated regional mobility governance aligned with European practices.

Funded by:

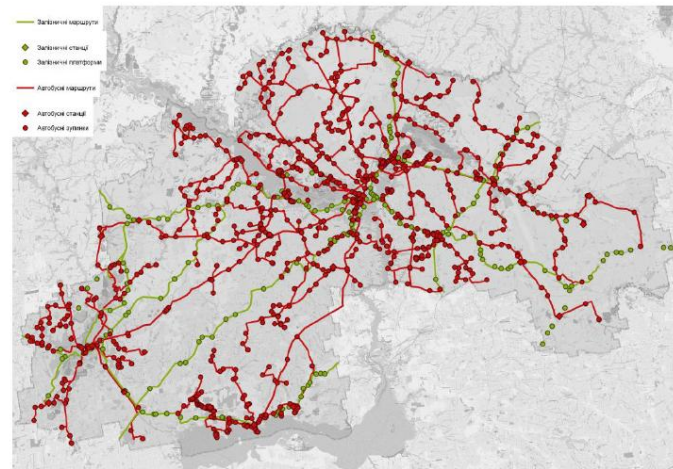
**Ministerium für Umwelt,
Naturschutz und Verkehr
des Landes Nordrhein-Westfalen**



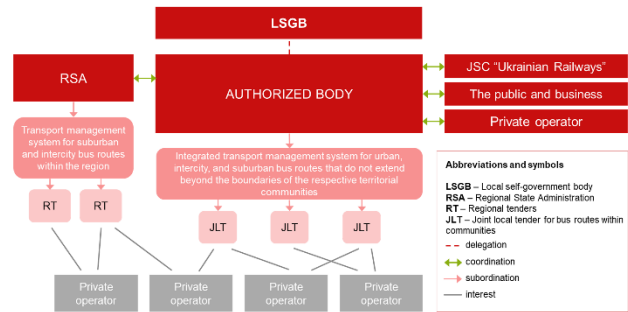
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Маршрути та інфраструктура громадського транспорту



Proposed distribution of responsibilities in the passenger transport sector



Connect Georgia

Objective: Support the development and piloting of formalized and **integrated regional passenger transport system**

Partners: Ministry of Finance and Economy of Adjara; Municipalities of Adjara

Components (finished) :

- Optimized network based on data
- Legal-institutional model
- Financial model

Next steps

- Investment Pipeline
- Financial landscape analysis

Approach:

- Ensure **participatory process** of both population and the informal operators;
- Develop a strategic vision; **staged implementation plan**
- Support the **piloting** of the components



Contact



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[Changing Transport](#) | [Transformative Urban Mobility Initiative](#) | [MobiliseYourCity](#)