

A Manual for Motorcycle and Three-Wheeler Taxi Associations:

Guidance on Setting-Up an Association and the Association's Responsibilities to its Members



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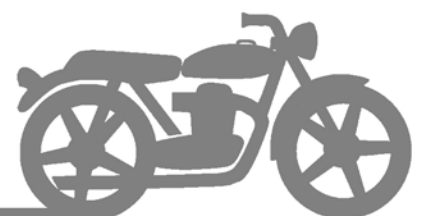


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ACRONYMS

AGM	Annual General Meeting
DFID	Department for International Development (UK Aid)
KPH	Kilometres per Hour
NGO	Non-Governmental Organisation
OEM	Original Equipment Manufacturer
PPE	Personal Protective Equipment
PSV	Public Service Vehicle
PVC	Polyvinyl Chloride
ReCAP	Research for Community Access Partnership
SACCOS	Savings and Credit Cooperative Society
SUMATRA	Surface and Marine Transport Regulatory Authority (Tanzania)
UK	United Kingdom



1. INTRODUCTION

Since the lifting of trade restrictions in the 1990s, which led to an increase in the import of motorcycle spare parts, motorcycle taxis and three-wheelers have emerged as the dominant means of transport in many sub-Saharan African countries in both low and high demand settings. They play an important role in helping men, women and children overcome the everyday challenges to accessing vital services such as healthcare, markets and education, and meet the demands of door to door travel that other transport services cannot.

This rapid growth in the use of motorcycles and three-wheelers has in part been due to the lack of adequate minimum standards in many countries in sub-Saharan Africa. In some cases Governments have been slow to respond with the adoption of road safety regulations and effective enforcement is often not possible due to limited resources, which is particularly the case in rural areas.

Even in countries where bans on the use of motorcycles and three-wheelers carrying fare-paying passengers exist, such as in Ghana¹, the lack of capacity to enforce such bans often means that these modes of transport flourish and provide a necessary service to communities, particularly in a rural context. Where bans do not exist, motorcycles and three-wheelers are often the predominant means of transport in rural areas, particularly where terrain, or seasonal variations in accessibility preclude the use of other transportation modes. While their popularity continues to grow, attention has increasingly shifted to the regulation of this industry, as well as the need to improve its safety record.

In 2018, research into enhancing the understanding on safe motorcycle and three-wheeler use in a rural transport context, and the implications of an increasingly popular means of rural transport on appropriate training and regulatory frameworks was carried out in Ghana, Kenya, Tanzania and Uganda. This research was led by international NGOs, Transaid and Amend, supported by the Transport Research Laboratory in the UK, and was funded by DFID, as part of the Research for Community Access Partnership Programme (ReCAP).

The overall aim of this research was to improve knowledge and understanding concerning effective ways of enabling rural people to benefit from the safe use of motorcycles and three-wheelers, with an emphasis on rider training, appropriate regulatory frameworks and realistic enforcement methods.

This manual is a direct output of this research and offers guidance to motorcycle and three-wheeler associations and their members with a view to influencing the effectiveness and efficiency of their operations. It covers the set up and structure of an association, vehicle maintenance, customer care, rider training, legislation, and safety and security. The content of this manual is based on a significant input from key stakeholders from all four target countries. Whilst originally developed for use in Tanzania, this version of the manual has been adapted for more general application.

¹ Correct at time of writing



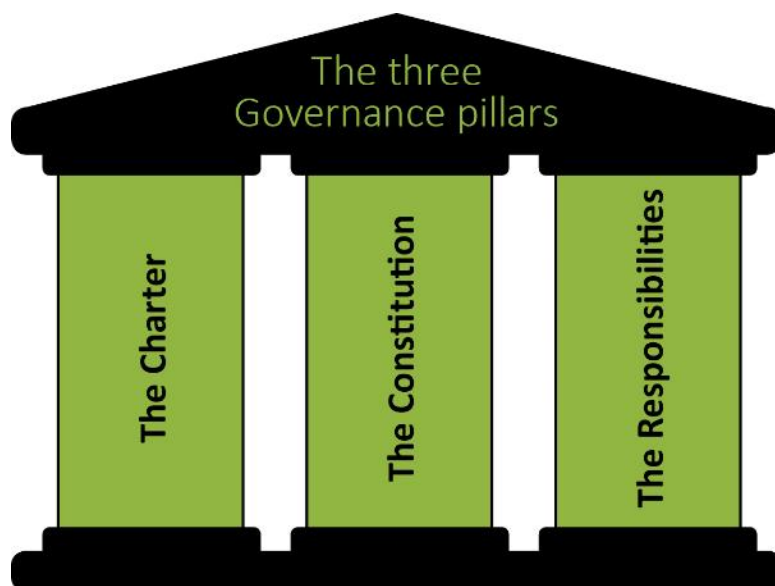
2. ASSOCIATION MEMBERSHIP

The motivation for joining an association varies. The most obvious motivation is that it provides a forum for its members to come together to share experiences, strengthen alliances, and provide support. Associations often hold events such as seminars or workshops to give members the opportunity to develop their skills. The larger the association, generally, the greater influence it has, bringing together the combined resources of its members to represent their interests. Many of the benefits of being part of an association are specific to a particular association, but each one should be clear on the benefits they offer members.

2.1 The Governance Pillars

A motorcycle and three-wheeler association should have a charter. This charter will outline a specific association's mission, its internal management structure, and the various criteria for membership. It should include a constitution which states the various rules and regulations that must be adhered to by members, as well as the responsibility the association has to its members. The charter is an association's principal governing document.

Figure 1 – The three governance pillars



As a promoter of best practice, a code of conduct is commonplace in most association charters each of which will set its own conditions, fees and rules for members. However, the following standard rules generally apply to most motorcycle and three-wheeler association members.

MEMBERS:

- Agree not to carry more than one passenger at a time on a motorcycle²
- Must own two motorcycle helmets – one for themselves and one for their passenger – and ensure that they are worn (applicable to riders of motorcycle taxis)

²A possible exception may be when transporting a passenger who needs urgent medical care. This may require a second passenger to travel on the motorcycle to provide physical support, ensuring that the person needing medical assistance does not fall off.



- Must possess a valid riding licence
- Must possess valid insurance
- Agree to ride safely (no speeding, or use of drink and drugs when riding) It is recommended that the association develop a defined list of 'safe behaviours' with their members so there is a shared understanding
- Commit to treating passengers fairly
- Must operate from a designated stand
- Must pay a joining fee and an agreed periodic subscription.

2.2 The Benefits of Association Membership

While riders of motorcycles and three-wheelers may decide to become a member of a particular association because of one benefit in particular, it is often the case that members have the opportunity to take advantage of a wider set of benefits. These benefits could include:

- Financial support in the case of injury or illness – either from a central pot of funds used for the purpose, or via contributions made by other members. Large associations may set up a Savings and Credit Cooperative Society (SACCOS) for the purpose of providing financial support. This support may extend to assisting riders in purchasing their own motorcycle or three-wheeler.
- Rider training
- Assistance with Traffic Police or other regulatory issues
- Mediation of disputes between different riders and different motorcycle or three-wheeler stands
- Access to health insurance through the National Health Insurance Fund³ as well as assistance with obtaining bank loans, by the association acting as a guarantor
- Short term access to replacement vehicles when serious repairs and maintenance mean that a rider's current motorcycle is not in working order
- Advice for members on joining social security schemes such as the National Social Security Fund⁴
- Assistance with recovering a stolen motorcycle in the event of theft

Whilst this list of benefits is not exhaustive and depends on the size of a particular association and the resources to hand, in return for access to the above-mentioned benefits, members can expect punitive action if they fail to adhere to the rules and regulations of the association as set out in the constitution. In fact authorities see self-regulation as being a key function of any association whereby motorcycle and three-wheeler associations are required to shoulder some of the responsibility in making sure that its own members adhere to, and comply with, legislative requirements. It is therefore in their interest to promote the adoption of good practice amongst its subscribers and to be given the means to do so. Punitive action may result in:

- The suspension or revocation of a rider's membership
- Punitive fines for non-compliance

³ The presence of a National Health Insurance Fund will vary from country to country

⁴ The presence of a National Social Security Fund will vary from country to country



- Reporting serious legal infractions to the Police.

All members should have the right to raise a grievance against anyone else in the association. If a grievance is found to be valid then the committee should be empowered to take punitive action against the person in the wrong.

To ensure that the benefits are distributed fairly amongst an association's members, and likewise that due process is adhered to if punitive action is required, a motorcycle and three-wheeler association requires a clearly defined management structure with strong leadership.



3. MANAGEMENT STRUCTURE

The management structure within an association provides clarity as to the roles and responsibilities of the individual members of that association. Whilst the structure within public membership bodies is similar, there is flexibility within the positions that people hold to ensure that the structure is appropriate to a particular association.

The following section provides a guide to establishing such a structure within a motorcycle and three-wheeler association.

3.1 Management Structure

The management structure and the distribution of roles and responsibilities within that structure must be supported by clear rules which define election procedures, ethical behaviour and constructive member input, often known as a constitution.

Individuals that take up defined roles within the management structure are elected by the general membership at an Annual General Meeting (AGM) of the association. The holders of defined roles make up the management committee which is an elected group of individual members responsible for the overall governance of the association.

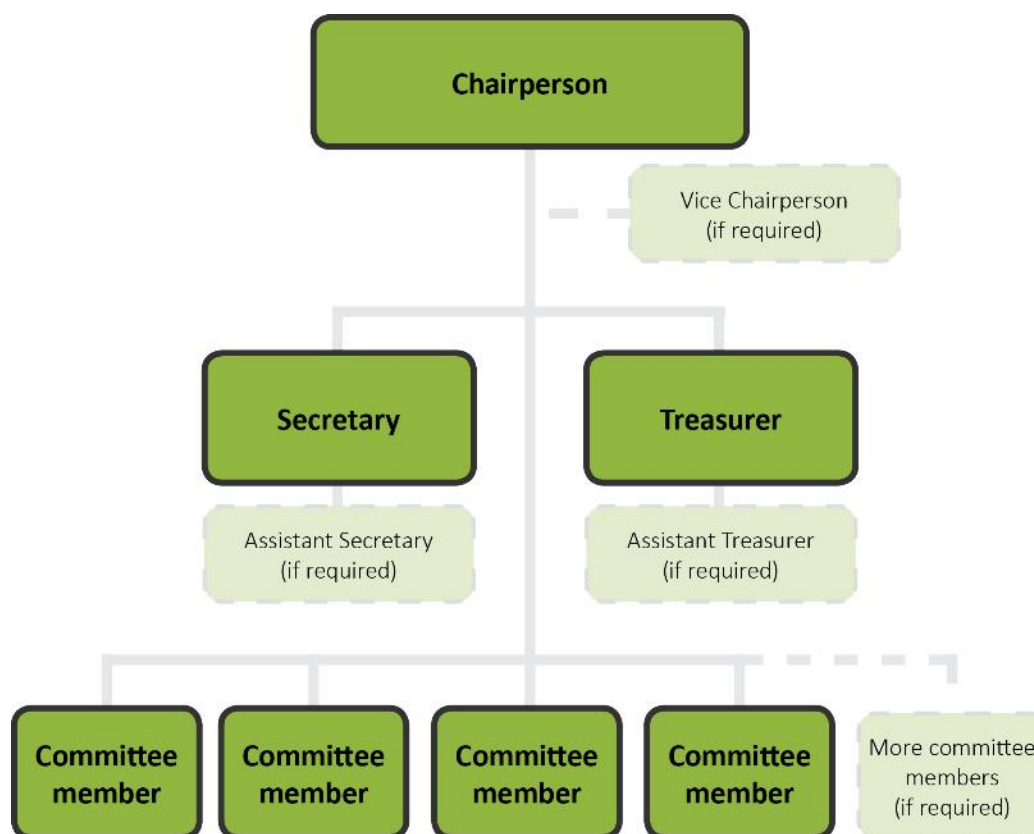
The number of members that a management committee has, often depends on the size of the association. Generally it should consist of between 6 and 12 members including a **Chairperson**, a **Secretary** and a **Treasurer**. One person should not hold more than one position.

For larger committees, associations may wish to introduce additional positions within the committee such as a **Vice Chairperson**, an **Assistant Secretary**, a **Training Coordinator**, and so on. The flexibility exists here for the association to create roles appropriate to its individual needs.

For small associations, the above roles would be anticipated to be unpaid; with only a basic stipend which is well within the means of the association. For association with a membership numbering in the hundreds, these roles may be full or part time positions for which a salary may be paid. Larger associations could benefit from having a separate disciplinary committee for dealing with disputes and disciplinary issues as there can be conflicts of interest when senior leadership are also involved in these functions.



Figure 2 – Example organisational chart



3.2 Leadership

It is important that the association has strong leadership. In an effort to continue the association's growth and vitality, it is suggested that there be a continual process of renewal among the leadership. It is recommended that there be fixed terms of office for every member of the management committee and clearly defined roles within the committee.

Leaders should operate honestly and transparently, remembering that they are accountable to the members. Procedures should be well documented, the minutes of meetings recorded and finances should be managed in a transparent manner.

If members are unhappy with the leadership within their association, there should be a means for them to communicate their concerns and if necessary, activate the process by which a new leadership is elected. This process should be clearly defined in the association's constitution.

3.2.1 The Election Process

Associations should have meetings to which all members should be invited at least annually. These meetings are generally referred to as Annual General Meetings (AGMs) and every effort should be made to maximise the attendance of members at AGMs.

Notice of the date, time and place of the AGM should be distributed to all members at least 30 days prior to the AGM. This timeframe is particularly necessary for large associations to ensure all members have sufficient time to make the necessary arrangements to attend.



The holders of defined roles within the management committee (such as the Chairperson) are generally referred to as Officers. Each Officer should be elected annually at an AGM.

Any active member in good standing shall be eligible to be nominated for and hold an Officer role if they fulfil the following criteria:

- The member has been an active member in good standing of the association and has not been the subject of a disciplinary procedure for at least two (2) years prior to the date of nomination
- The member has maintained his or her good-standing continuously during the two (2) years immediately preceding the nomination
- The member has served as an Officer for two (2) years with a good record.

Once a management committee has been convened to the satisfaction of the association's members, the Officers of the committee should meet frequently, preferably on a monthly basis. Special meetings of the committee may be called at any time by the Chairperson, or if the Chairperson is absent, or unable to act, by the Vice Chairperson, or by any two Committee Officers. Written notice of the time and place of special meetings should be delivered to members of the committee in advance.

3.3 The Management Committee

3.3.1 Roles and Responsibilities

The management committee takes on a governance role within the association and Officers within the management committee should expect to fulfil the following roles and responsibilities:

- To ensure that the association complies with its constitution and/or rules and regulations
- To act honestly, and in the best interests of the association
- To exercise care, skill and diligence and carry out its role to the best of everybody's ability
- To ensure that a Chairperson, Secretary and Treasurer is appointed
- To conduct the business of the association
- To prepare and report on the association's finances (at AGMs and where expected to do so otherwise)
- To support the decisions made in meetings of the association, through consensus.

3.3.2 The Chairperson

The Chairperson is the Chief Officer of the association and is responsible for upholding the association's constitution as well as external relations with the authorities within a particular country. It is important that the Chairperson is sensitive to the needs of individual members and to the association as a whole. The Chairperson should be well organised, able to delegate responsibility, and should be a good communicator. It is expected that the Chairperson should fulfil the following roles and responsibilities:

- To ensure the management committee communicates with the association's members clearly and effectively, and that Officers carry out their roles to the best of their ability



- To ensure the smooth running of the association, exploring new ways of overcoming challenges
- To chair committee meetings and AGMs
- To act as a spokesperson for the association
- To establish strong professional networks for the benefit of the association's members.

3.3.3 The Secretary

The Secretary is the principal administrative officer. Existing and potential members of the association should be able to contact the Secretary for information or details about membership, training, meetings, events and activities. The roles and responsibilities carried out by the Secretary should be as follows:

- To organise the agenda for committee meetings and AGMs, circulate it to the appropriate members and record the minutes of each meeting
- To publicise and make the necessary arrangements for the association's meetings and events
- To compile the association's annual report
- To inform members of decisions and to make sure that tasks have been carried out
- To receive, record and respond to all association correspondence.

3.3.4 The Treasurer

The Treasurer's role is ideally carried out by an individual with some experience of managing finances. This position is likely to be scrutinised and therefore the holder of this position should be trusted by the association's members. The Treasurer's roles and responsibilities should be as follows:

- To oversee association's finances and the maintenance of accounts, keeping detailed records of income and expenditure
- To provide reports to the committee on the financial standing of the association and a detailed report of the association's financial status at the AGM
- To prepare and monitor the association's annual budget
- To compile an end of year financial report to be submitted along with the Secretary's annual report, prior to each AGM
- To determine the cost of membership subscriptions and to administer these subscriptions
- Where management committee roles are paid positions (such as in larger associations where these roles are full time) make and keep records of the necessary payments.

3.4 Financial Structure and Management

While the most important aspect of leadership is promoting safety, financial management is critical to the viability of the association. Therefore, an association's finances should be managed responsibly and transparently.



People will join an association when they recognise that its benefits to them personally outweigh its costs to them personally. When they join, they should fully understand both the costs and the benefits.

If an association forms without charging members registration fees or issuing fines from the start, leaders will find it very difficult to introduce these at a later date, and attempting to do so may cause the association to fail.

3.4.1 Ensure Finances are Well-managed

A minimum amount should be kept in the association's account at all times, to ensure that money is available in case of an emergency. It will be for the individual association to establish what this minimum amount should be.

If funds are used for emergency situations, e.g. paying a member's medical fees in the event of a crash; as well as to fund motorcycle loans or training etc. for members, then a minimum amount sufficient to cover at least two members' medical bills should form the basic minimum reserve and should not be used to fund less critical activities. Larger associations may require a much larger reserve to cover multiple members' emergency costs as well as three months' association's operating costs.

Each association will need to set requirements and limitations for payments to members in the event of a medical emergency related to commercial motorcycle operations, such as:

- Not paying out for medical expenses if the rider is at fault e.g. drink driving or prosecuted for dangerous driving
- Limiting payments for medical expenses to a certain amount per member per year with the amount being based on the revenue of the association. This figure will need to reflect what membership fees will permit.
- Limiting pay outs to a specific number of members/incidents in a given year. This will cap the maximum paid out annually, and the association can then ensure that that amount of money is ring fenced and always available.
- When providing loans to members to buy a motorcycle ensure the association has title (ownership) to the motorcycle until it is fully paid off.

Financial Security

Only small amounts of money should be kept in an account (bank or mobile money) that is solely controlled and accessible by one person.

Larger sums should be in an account which requires a minimum of two signatories to gain access.



4. MOTORCYCLE AND THREE-WHEELER MAINTENANCE

Properly executed planned preventative maintenance minimises the vehicle's total operating cost, optimises its reliability and enhances its roadworthiness and safety. The maintenance costs of motorcycles and three-wheelers operating in challenging conditions can be high, however the cost of premature replacement of parts due to lack of maintenance can be significantly higher. Without proper maintenance the lifespan of a motorcycle can be relatively short. This is why associations should encourage riders to follow a planned preventative maintenance regime. A poor maintenance regime often stems from riders planning only for today and not for tomorrow.

The primary source of information for a particular motorcycle model, including specifications, how it should be operated, and suggested maintenance, is the owner's manual. It is important for riders who are members of the association to read and understand all of the information that the motorcycle manual contains. The lifespan of a motorcycle or three-wheeler can be significantly extended if properly maintained. It is recommended that the association keep copies of manuals (hard or soft copy) which can then be used by riders who acquire a similar second-hand motorcycle that does not have a manual.

Even with good riding techniques, the extreme conditions experienced in rural areas (heat, dust, mud and vibration) can contribute to high levels of mechanical failure. The successful use of motorcycles and three-wheelers under these conditions is greatly dependent on the quality of the vehicle itself. While the initial capital cost of a quality vehicle is high, they tend to have lower operating costs than their cheaper equivalents. Maintenance activities should be appropriate to the environment in which the motorcycle or three-wheeler is operating. For example, in rural areas with unsurfaced roads, air filters would require more frequent cleaning or replacement, tyres and suspension (springs and shock absorbers) would wear out or fail more often.

It is recommended that associations have meetings with members where they demonstrate how to perform basic checks on their motorcycles and three-wheelers and give simple lessons on maintenance and efficient riding techniques to optimise fuel consumption.

4.1 Proper Maintenance

Proper maintenance involves four basic activities:

- The inspection of components for wear or damage
- Changing oils (and other fluids)
- Replacing certain components (such as filters)
- Adjusting mechanisms to compensate for wear and tear.

4.1.1 Inspecting the Motorcycle and Three-Wheeler

A motorcycle or three-wheeler needs to be inspected or checked regularly in order to ensure it remains safe and efficient to use at all times. Things break or wear out and they need to be identified and the necessary action taken.

The rider should conduct basic pre-ride inspections each day to ensure everything operates correctly, wear and tear is monitored and parts are replaced at the appropriate time.

An inspection only takes a few minutes and should be conducted daily.

Table 1 provides guidance on carrying out daily inspections. A full tool is located in Tool 1.



Table 1. Guidance on carrying out daily inspections

Area of Inspection	
Fuel	Ensure there is enough fuel for planned distance of travel. Also check whether there is any fuel leakage from the fuel lines.
Tyres	Check for and remove foreign material lodged in the tyres. The tyre tread on each wheel should be the depth of at least 2 mm. Check that the tyres' air pressure is correct as recommended in the vehicle manual.
Wheels	Ensure that the axle nuts are in place and properly secured and that the cotter pin is in place.
Cables and Controls	The throttle cable should have play of 3-4 mm. Confirm that the throttle is fully functional and do the same with the gear shift pedal.
Lights & Mirrors (Incl. turning signals)	Check these are in good working condition and positioned correctly.
Engine oil	The engine oil level should be checked, and the engine inspected for leakages and general condition.
Suspension	Suspension should be functional to ensure a smooth ride for rider and passenger, make adjustments if necessary and check for leaks.
Stands	Check that the stand retracts securely, that the cut-out switch operates and that the spring is intact.
Brakes	Check there is wheel movement when the brake lever is fully pulled in or depressed. The brake fluid level should be as per recommended in the vehicle manual. There should be 15-20 mm play on the brake pedal. Also check that the brakes are binding.
Drive Chain	Ensure that the drive chain is slack (25-30 mm) and is well lubricated.
Battery	The terminals should be clean and the cables tight. The battery must be secure and the vent tube clear.
Clutch	Clutch lever play should be 2-3 mm, and the clutch fluids level should be checked.
Steering	Ensure that the steering is fully functional and aligned correctly.

If any irregularities are found that are too complicated for the individual rider to rectify, a competent technician should be tasked to return the motorcycle or three-wheeler to a safe condition.

WARNING: Failure to perform these checks every day before you ride may result in serious damage to the motorcycle or three-wheeler or severe injury to the rider and passenger(s).



4.1.2 Changing Oils (and other fluids)

Engine oil performs the following functions:

- Reduces friction
- Cleans the moving components to remove carbon, dirt and dust
- Cools moving components
- Provides a seal between piston rings and cylinder walls
- Coats the components with residue oil to prevent rust.

Oil deteriorates over a period of time; therefore it is very important to change the oil as per the manufacturer's recommendations. As a guide, engine oil should be changed every 5,000 km travelled.



CAUTION: It is most important to adhere to manufacturer's recommended oil grade and frequency of oil change to prolong the life of critical engine components.

4.1.3 Component Replacement

Replacing certain components should be done in accordance with the manufacturer's recommendations. These components are to be replaced before failure in order to enhance safety. For example, oil filters should be replaced after every 5,000 km and fuel pipes replaced after every 10,000 km.

4.1.4 Adjustment of Mechanisms

Adjustment of mechanisms is performed in order to compensate for wear. Examples of mechanisms that need regular adjustment are brakes and the clutch. As pads are worn down there needs to be adjustment to account for this wear. Without adjustment, the brakes and clutch will cease to operate effectively and so the vehicle will become unsafe and dangerous to use. However making adjustments will only go so far. Once the mechanisms parts, such as brake pads and discs, have worn down to near minimum levels then replacement is required.



ATTENTION: More frequent cleaning may be required when riding in dusty conditions.



4.1.5 Running-in

Proper running-in is important for the better life and trouble free performance of the motorcycle.

Table 2. Guidance on recommended speed limits when running in a vehicle

Km	Gear				Vehicle type
	1st	2nd	3rd	4th	
0 – 1,000	15	30	45	55	Motorcycle
1,000– 2,000	20	40	60	70	
0 – 2,000	10	15	30	35	Three-Wheelers

- a) During the first 2,000 km running-in period, do not exceed the above speed limits
- b) Always keep within the specified running-in speeds
- c) Do not rev the engine excessively.

Do not start moving or rev the engine immediately after ignition. Run the engine for a minute at idle speed to give the oil a chance to work up into the engine.

4.2 Sourcing of Spare Parts

Spare parts are used to replace old parts that are worn, broken or otherwise damaged. The quality of spare parts is very important when replacing older parts. The total operating costs of a motorcycle or three-wheeler are made up of a number of different elements including repairs and maintenance. Poor maintenance is often believed to result from a shortage of, or use of, inferior replacement parts. Therefore in order to achieve the greatest motorcycle/three-wheeler reliability, minimise the vehicle operating costs and prevent premature failure, genuine spare parts must be used.





KEY CONSIDERATIONS FOR PURCHASE OF MOTORCYCLE OR THREE-WHEELER

A. Motorcycles and Three-Wheeler Duties and Capability Requirements

Should meet the requirements of intended use (passengers only or passengers and freight for example). Motorcycles and three-wheelers intended for rural areas should be of sufficient power, have good ground clearance and robustness to withstand the demands of off-road use.

B. Availability of Motorcycles and Three-Wheelers

Any motorcycle or three-wheeler purchased should be available through the manufacturers' agent in the country of purchase and be of the appropriate specification for conditions in the country/region. Purchasing a vehicle that is not to the specification of the country/region is likely to result in premature failure of components due to the adverse road conditions in rural areas, and the inability to obtain the necessary spare parts.

Some parts may be available second-hand, but their quality and remaining life expectancy will be less than new Original Equipment Manufacturer (OEM) parts. Also, a significant issue is the prevalence of counterfeit parts passed off as OEM parts, which are inferior and of sub-standard quality, and will therefore compromise expected lifespan and safety. Cheaper is not always better!

C. Availability of Spare Parts

Adequate spare parts support for motorcycles and three-wheelers is a prerequisite during the selection of vehicle type, make and model.



Tool 1: Daily Inspection Checklist

Area of Inspection		Safe to operate	
		YES	NO
Fuel	▪ Enough fuel level for planned distance of journey(s)		
	▪ Check no fuel leakage in fuel lines		
Tyres and Wheels	▪ Foreign material, damage/wear to tyre tread, side wall and general tyres condition		
	▪ Air pressure		
	▪ Axle nut in place and secured, cotter pin in place		
	▪ Wheels, spokes tight		
Cables and Controls	▪ Adjustment and operation		
	▪ Throttle cable play of 3 - 4 mm. operation		
	▪ Gear shift lever operation		
Lights and Mirrors	▪ Working condition and adjustment		
Turning signals	▪ Flashing		
Engine oil	▪ Engine oil level		
	▪ Leakages and cleanliness		
Suspension	▪ Suspension movement, adjustment and leaks		
Stands	▪ Retracts firmly, no damage, cut-out switch operates, spring intact		
Brakes	▪ Wheel movement when a lever is fully pulled in or depressed		
	▪ Brake fluids level		
	▪ Wear lining Indicator		
	▪ Brake pedal play 15 to 20 mm		
	▪ Brakes binding		
Drive Chain	▪ Drive chain slack of 25 to 30 mm, and lubrication		
Battery	▪ Terminals clean and cables tight, battery secure, vent tube clear		
Clutch	▪ Clutch lever play - 2 to 3 mm		
	▪ Clutch fluids level		
Steering	▪ Steering Lock lever obstructed		



5. RIDER SAFETY

Motorcycle and three-wheeler riders face risk in different and more significant ways than drivers of four-wheeled vehicles. Traction, weather and potential road hazards all combine to pose considerable challenges to riders that drivers don't often face. Adding to these increased risks are factors related to:

Protection: A lack of safety protection features built into two and three-wheeled vehicles, such as no seatbelts, air bags or steel roll cages.

Stability: The difference in stability and balance when compared to four-wheeled vehicles.

Traction: Two- and three-wheeled vehicles are far more affected by surface hazards such as uneven and unpaved surfaces, a factor which is likely to be enhanced in rural areas.

Comfort: Riders are more exposed to external conditions, such as bad weather, than drivers of four-wheeled vehicles.

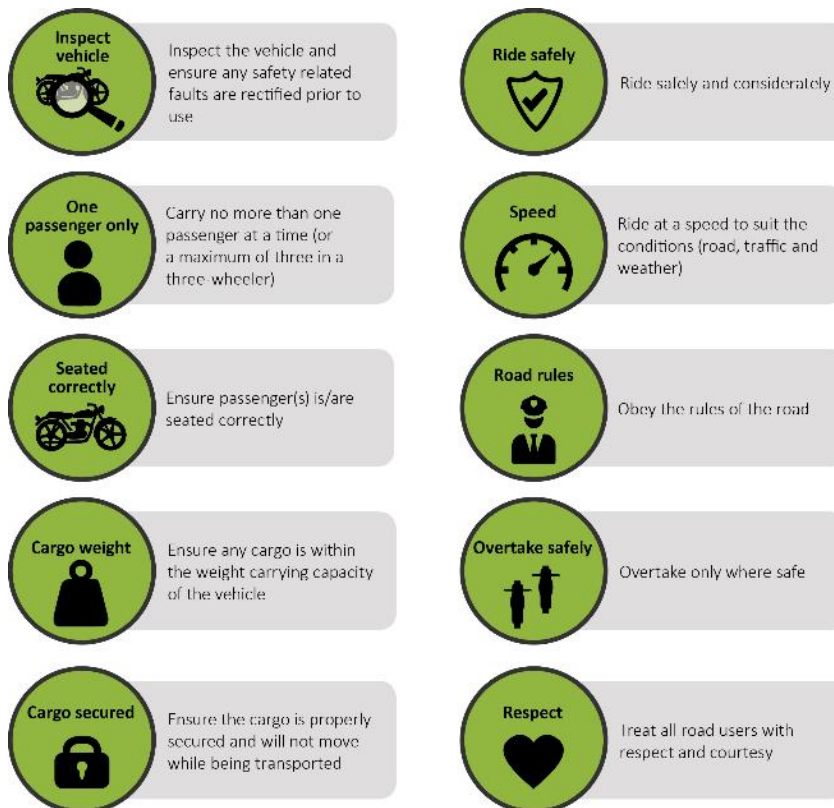
Visibility: Smaller vehicles such as motorcycles and three-wheelers are harder to see than larger vehicles.

This section offers guidance on reducing the risk that the abovementioned factors pose the rider and his or her passengers.

5.1 Safe Riding Behaviour

While a significant amount of risk is independent of the rider, there are many actions a rider can take to mitigate these risks. See Figure 3 for examples of rider behaviour which, while not a definitive list, show many of the crucial factors that will reduce the risk of crashes and injury.

Figure 3 – Key considerations for riders



The rider should at no time compromise safety by overloading the vehicle with passengers and/or freight that would force them to sit in a position, such as atop the fuel tank, so as not to be able to steer or brake properly and safely.

By taking the above safe riding behaviours seriously, the rider will minimise many of the risks they are likely to encounter.

5.2 Personal Protective Equipment

However, some risks may not be avoided and could result in possible injury to the rider.

Personal Protective Equipment (PPE) is equipment that protects the rider against safety risks whilst riding. It includes items such as helmets, gloves, eye protection, high-visibility clothing, appropriate footwear and other safety clothing.

Ideally, PPE should fulfil all of the requirements listed below, thereby reducing the risk of serious injury or death to the rider and their passengers.

PROTECTION against abrasion and impact

COMFORT to assist the rider in maintaining focus on the road

VISIBILITY to assist other road users to see the rider

Properly fitting PPE helps a rider stay comfortable and visible regardless of riding conditions. In the event of a crash, PPE will also reduce the severity of injuries.

Table 3. The benefits of wearing PPE⁵

Part of Body	PPE	Relative Reduction in Risk of	
		Any Injury	Open Wound Injury
Feet & Ankles	Non-motorcycle boots	53%	76%
Hand & Wrist	Motorcycle gloves	45%	73%
Feet & Ankles	Motorcycle boots (armoured)	45%	90%
Legs only	Motorcycle trousers (including body armour)	39%	59%
Upper body	Motorcycle jacket (including body armour)	23%	63%

The benefits of wearing any type of boot are evident from Table 3 and on average result in a 53% reduction in risk of any foot or ankle injury when compared to not wearing boots at all. However, armoured motorcycle boots offer a more effective solution to reducing the risk of injury to riders of motorcycles or three-wheelers particularly with regards to the risk of open wound injuries.

⁵deRome, L., et al. Motorcycle protective clothing: Protection from injury or just the weather? *Accid. Anal. Prev.* (2011), doi:10.1016/j.aap.2011.04.027



5.2.1 Helmets

Considerable research has established that helmets save lives by reducing the occurrence of head injuries, and wearing a helmet does not reduce essential vision or hearing.

The World Health Organization has found that; ‘Helmets do not affect peripheral vision or contribute to crashes. Helmets may reduce the loudness of noises, but do not affect the ability of a rider to distinguish between sounds. Some studies have indicated that properly fitted helmets can actually improve the ability to hear by reducing the noise of the wind.’⁶

When purchasing a helmet, there is both shape and size to consider. The rider’s helmet should fit their head tightly, but also provide all-day comfort. There should be no pinches or pressure points. To see if a helmet is the correct size, the rider should put it on and try to move it around their head with their hands while holding the head still. If the helmet doesn’t rotate, it is the right size. The rider’s head shape and size varies so it may be necessary to try on a number of different helmets to find the correct size. Do not wear other headgear, such as woollen hats or peaked caps, underneath a helmet.

For a helmet to be effective it needs to be of sufficient quality to provide maximum protection to the head. Helmet standards are used as a regulatory measure to ensure a uniformly recognised safety level for helmets available on the market and used by riders. Use ONLY helmets that meet national standards. It is also essential that a helmet is securely fastened, so as to prevent it falling off during a crash, and therefore not then protecting the head from injury.

Particularly for passengers who would wear a shared helmet, concern about fungus or other infections are an issue. The rider should ensure that the helmet is regularly cleaned and disinfected.

Figure 4 – Helmet types




⁶Helmets: a road safety manual for decision-makers and practitioners. Geneva, World Health Organization, 2006.




Table 4. A summary of the effectiveness of motorcycle helmets⁷

<u>NOT WEARING A HELMET</u>	<u>WEARING A HELMET</u>
Increased risk of sustaining a head injury	Decreases the risk and severity of injuries by on average 72%
Increased severity of head injuries	Decreases the likelihood of death by up to 39% (key dependent = the speed at which the motorcycle is travelling)
Increased time spent in hospital	Decreases the costs of health care associated with crashes
Increased likelihood of dying from a head injury	Decreases the risk of death

The World Health Organization's report *Helmets: a road safety manual for decision-makers and practitioners* (2006), states the following important facts that highlight the importance of wearing helmets whilst operating a motorcycle or three-wheeler:

- 
- **Injuries to the head and neck** are the main causes of death, severe injury and disability among users of motorcycles and bicycles. In some countries head injuries are estimated to account for up to **88%** of such fatalities
 - **Helmets reduce the risk of serious head and brain injuries** by reducing the impact of a force or collision to the head
 - The correct use of a helmet considerably **decreases** the risk and severity of head injuries (this includes the proper fastening of the helmet)



Example from Tanzania - In a benefits and disbenefits survey carried out in rural settlements in Tanzania in 2018 under the ReCAP project, **19%** of commercial motorcycle riders admitted to NOT always wearing a helmet; citing cost, lack of availability and discomfort amongst the reasons.

For passengers, **45%** claim to always wear a helmet. For those who don't, **74%** of passengers state that this is because the rider does not have a helmet for them to wear or they have health/hygiene concerns around a shared helmet.

⁷Helmets: a road safety manual for decision-makers and practitioners. Geneva, World Health Organization, 2006.



5.2.2 Face Shields

Face shields come in a variety of designs to fit almost any helmet. Some flip up for convenience and some helmets have fixed types, such as the flat shield, that attaches directly to the helmet. If the rider selects a curved face shield (either a flip-up or a fixed style) ensure that it does not distort the rider's vision. When using a face shield, be sure that it is securely fastened to the helmet.

The shield should be impact-resistant and free from scratches. Scratches can refract light and blur the rider's vision. Face shields may be cleaned with a mild solution of soap and warm water or a good quality plastic cleaner. Tinted shields help avoid eye fatigue during daylight hours, but always use a clear shield at night.

Make sure the shield is designed for the helmet and does not prevent the rider wearing eyeglasses if needed.

5.2.3 Goggles

Goggles provide protection for the eyes, but not for other parts of the face. Goggles should be securely fastened over the helmet so they do not blow off. Most frames have a rubber/cotton-fibre strap that resists tearing and stretching. It should be noted that full-face helmets and face shields provide better protection for the entire face and would be preferable.

5.2.4 Gloves

Full-fingered motorcycle gloves protect hands from blisters, the sun and cold and will help prevent cuts, bruises and abrasions in day to day riding as well as in a crash. Seamless gloves or gloves with external seams will help prevent blisters.

Gloves that fit properly will improve your grip on the handlebars. If the gloves are too loose or bulky, the rider may have problems operating the controls of the motorcycle. Gauntlets (gloves with long cuffs) will prevent cold air from going up the sleeves.

Motorcycle gloves are available in many styles. Lightweight gloves may be more comfortable in warmer weather while heavier, lined and/or insulated gloves provide additional protection and warmth.

5.2.5 Footwear

Sturdy, over-the-ankle boots can protect the rider from a variety of riding hazards. In case of a crash, boots help provide valuable protection against foot and ankle injury. Appropriate boots will also protect against burns from hot exhaust pipes and against any injury to the foot or ankle from flying road debris. Boots with oil-resistant, rubber-based composite soles will give you a strong grip on the pavement and help you keep your feet on the pegs. If the boots have heels, they should be low and wide.

5.2.6 Waterproof Riding Suit

For riders, a waterproof riding suit is essential during the rainy season. A dry motorcyclist is more comfortable and alert than a rider who is wet and cold. One or two piece waterproof riding suits are available in a variety of different materials; the most common being polyvinyl chloride (PVC) and nylon.



Orange or yellow coloured suits increase the rider's visibility to other road users. The trousers should be elasticated at the waist and have stirrups to go under the foot or tie-strings on the legs to wrap around the rider's boots. The jacket should have a high collar that can be fastened tight below the chin. The front should zip up and there should be a wide flap which fastens across the zip opening to prevent water entering. The wrist openings should be elasticated and fit snugly.

The rider should also consider purchasing glove and boot covers. Most glove covers are large enough to fit over gauntlet type gloves without interfering with hand flexibility. The boot covers have tie-strings on top and should be worn under the trousers.

5.2.7 Hearing Protection

Long-term exposure to engine and wind noise can cause permanent hearing damage, even if the rider has a quiet motorcycle and wears a full-face helmet. Whether riders choose disposable foam plugs or reusable custom-moulded devices, properly worn hearing protection reduces noise, while allowing the rider to maintain the ability to hear important sounds like car horns and sirens.



6. OPERATING COSTS AND DETERMINING A MINIMUM CHARGEABLE FARE

It is essential that all motorcycle and three-wheeler taxi riders have some idea of the costs associated with operating their vehicle in order to determine a pricing structure for each journey travelled. This section offers guidance to riders and/or owners of motorcycles and three-wheelers, in what should be taken into account when determining operational costs.

The following costs should be taken into account when calculating the operating costs:

- Fixed costs – such as licence renewal, taxes and insurance
- Variable costs:
 - Running costs – which include fuel utilisation and maintenance
 - Indirect costs – for example fines, repairs needed as a result of a crash
- Human resources – salaries where this is applicable
- Depreciation – the cost of replacing the vehicle at the end of its viable life span

Tool 2 at the end of this section can be printed and used as a means of monitoring on-going operational costs or the information in the tool can be transferred to a notebook to serve the same purpose.

6.1 Calculating Operating Costs for Motorcycles and Three-Wheelers

So that the rider of a motorcycle or three-wheeler taxi can determine what fare she or he should charge the passenger, the operating cost per kilometre must be calculated.

The rider should first calculate the cost of operating his or her vehicle over a given period e.g. three months. As already mentioned, operating costs should include all fixed and variable costs as well as salaries (if applicable) and vehicle depreciation (see Tool 2 for guidance).

For the same three month period, the total number of kilometres travelled should be recorded.

$$\text{Operating cost per kilometre} = \frac{\text{Total operating costs (for three months)}}{\text{total kilometres travelled (during three months)}}$$

6.2 Calculating the Minimum Chargeable Fare

Keeping the operating costs low allows the rider to maximise his or her profit, and the best way to do this is to ensure efficient riding techniques are employed and that planned preventative maintenance takes place so that potential problems are spotted early.

WARNING: keeping operating costs low definitely does not mean compromising on repairs and maintenance at the expense of the safety of the rider and passenger. This strategy will cost far more in the longer term and could result in the loss of life.

The rider must consider what level of profit to make and should bear in mind that it should be fair to the passenger (customer). Excessive profits are likely to reduce the rider's customer base.



Minimum chargeable fare = Operating cost per kilometre + marginal profit

6.3 Optimising Motorcycle and Three-Wheeler Operating Costs

6.3.1 Fuel Utilisation

Optimising fuel utilisation avoids unnecessary waste and contributes significantly over time, to reducing operating costs. This can be done through improving riding efficiency and through regular servicing of the vehicle. Efficient riding also promotes the use of safer behaviour which in the long term reduces the risk of death or injury on the road.

Safe & Fuel Efficient Riding

Riders should adhere to the following principles:

- Ride smoothly and steadily at an optimum riding speed of 40 to 50 kph or slower as conditions and safety dictate;
- Change gear judiciously according to the speed and load requirement;
- Use the accelerator cautiously;
- Ensure choke lever is in 'OFF' position after engine gets warm;
- Switch off the engine if you intend to stop for more than two minutes;
- Avoid harsh braking;
- Don't overload the vehicle or exceed the specified payload;
- Avoid riding with partial disengaging of clutch (half clutch);
- Avoid over/under inflation of tyres.

Proper Maintenance

Riders should remember that, a defective motorcycle or three-wheeler consumes excessive fuel which will increase operating costs. To optimise fuel consumption riders should allow for planned preventive maintenance in line with the manufacturer's recommendations.

6.3.2 Spare Parts and Maintenance Costs

The following principles should be adhered to in order to minimise the cost of maintenance and the need to purchase spare parts, thereby contributing to reducing operating costs.

- Apply good riding habits;
- Carry out a daily vehicle check (see Tool 2);
- Follow the manufacturer's recommendations.



TOOL 2: Guidance on calculating operating costs

Daily Motorcycle / Three-Wheeler Kilometres Covered			
Registration Number: _____	A. Odometer Reading (Start of day): _____ km	C. Kilometres travelled: (B – A = C) _____ km	
Date: _____	B. Odometer Reading (End of day) _____ km		
Daily Motorcycle / Three-Wheeler Operating Costs			
S/N	Cost Component	Cost	Guidance
1	Licence renewal		Licence renewal is likely to be annual or bi-annual therefore to calculate daily cost: $\text{Cost of licence} \div \text{Number of days between renewal}$
2	Tax		Tax is general paid annually: $\text{Total annual tax} \div \text{Total number of working days per year}$
3	Insurance		Insurance is similarly an annual payment: $\text{Total paid for annual insurance} \div \text{Total number of working days per year}$
4	Fuel		Cost of fuel each day
5	Maintenance		A running total of maintenance (labour and parts) should be kept, however when integrating this into the daily operational costs it might be best to draw on historical maintenance costs: $\text{Historical maintenance costs for a given period} \div \text{number of days in that given period}$
6	Traffic fines		Also best to look at historical data and include traffic fines such as speeding penalties, parking infringements etc. for a given period for example: $\text{Cost of fines for previous year} \div \text{Total number of working days in a year}$
7	Replacement spare parts		$\text{Historical cost of spare parts for a given period} \div \text{number of days in that given period}$
8	Salaries		The daily cost of each employee including any contributions to pensions etc.
9	Depreciation		$\text{Vehicle replacement cost} \div \text{economically viable life (km travelled)} = \text{depreciation cost (per km)}$ Taking into account the increased running costs as the vehicle gets older (increased maintenance needs, decreased fuel efficiency) it is possible to calculate when the vehicle should be replaced



7. CUSTOMER CARE



YOUR PASSENGERS ARE YOUR CUSTOMERS

7.1 The Benefits of Good Customer Care

Good customer care can be described as meeting the needs and desires of any customer.

It is the act of taking care of the customer's needs by providing and delivering professional, helpful, high quality service and assistance before, during, and after the customer's requirements are met.



PROMPTNESS: Delivery of the requested service must be on time. Delays and cancellations of services should be avoided where possible.

POLITENESS: Saying 'hello,' 'good afternoon,' 'sir/madam', and 'thank you very much' are a part of good customer service. The use of good manners is appropriate at all times.

PROFESSIONALISM: All customers should be treated professionally. Professionalism shows the customer they're cared for.

Providing good customer care is vital, if a customer is treated well it increases the likelihood that they will use the service again. It can also have added effects that individuals who have had positive experiences are more likely to recommend the service to others and increase the demand for the service.

Other benefits of good customer care include:

- Continued business success
- Increased profits
- Job satisfaction
- High overall organisational morale
- Positive team working
- Organisational growth

7.1.1 First Impressions

In business it is important the first impression that the customer has is positive, if they have a negative first impression they will probably look at alternative providers for the service you are offering.



Some ways to provide a positive first impression are:

- Personal Appearance
- Professionalism
- Punctuality (reliability)
- Positive Body Language (Smile, Eye Contact, handshake – where culturally appropriate)
- Positive and Polite Attitude
- Good Manners
- Attentiveness and Good Active Listening Skills
- Knowledge of the service provided;
- Passionate about the job and the service provided

If a negative first impression is provided it could be very difficult to regain the custom in the future.



Cultural Differences: Different cultures have different expectations of what is considered polite and appropriate.

The rider must consider this in all actions they take with customers, particularly those of the opposite sex.

7.1.2 Clear Communication

When communicating with a customer the seven C's should be adopted to ensure that you are successful with the message you want to convey to the customer.

BE CLEAR: Information should be communicated in a simple way, where the meaning of the key message is strong and understandable. Ensure that the purpose of your communication is clearly identifiable. Where possible the communication should take place in the preferred language of the customer.

BE CONCISE: Do not use unnecessary long words or sentences if the context of the communication can be achieved in a much simpler form.

BE CONSISTENT: Ensure that the information you provide is reliably accurate based on facts, this will build trust and demonstrate good knowledge of the specific subject.

BE CORRECT: Speak the truth and the customer will respect the credibility of the information that you have to offer. Providing correct information helps to boost credibility and builds trust with the customer.

BE COHERENT: The information should be communicated in a logical and understandable manner. Where possible the communication should take place in the preferred language of the customer.

BE CONFIDENT: Be confident of the information that you are communicating, rely on the facts. If you demonstrate confidence the customer will be more likely to have the same confidence in you.



BE COURTEOUS/COMPASSIONATE: Use positive language and always remember to be polite and focused on using the best manners. Understand the needs of the customer and empathise where possible.

When a message is clearly, accurately and politely communicated to a customer they will feel valued and it will increase the possibility of them using the service again in the future.

7.1.3 Meeting Additional Customer Needs

When transporting passengers, specific groups of people may require additional assistance to ensure they receive an appropriate level of service. These include:

- Elderly Passengers
- Passengers with physical disabilities
- Passengers with communication problems
- Passengers with hearing impairments
- Passenger with visual impairments
- Passengers carrying large items / lots of luggage

The groups of people above may require additional assistance compared to the average passenger. It is important to ensure that patience and consideration is demonstrated when needed. It may also be appropriate to perform some of the following:

- Assistance to board the vehicle
- Assistance to carry luggage / big items
- Adaptation of communication style to ensure the passenger understands
 - Speak slow and clear, increase the volume of your voice if needed
 - Use appropriate language

Additionally; patience and consideration when moving off and stopping when carrying any of the listed groups of passengers may be needed to ensure that they have a pleasant journey.

Furthermore, when encountering passengers who have any cultural or gender specific needs, take into consideration any adaptations that may be needed from the usual service offered.

Research conducted by ReCAP in 2018 found that motorcycle taxi's play a vital role in connecting people living in rural communities to health care services, often in emergencies. Associations that bring riders or drivers together can help to ensure that transport is available for people when they need it most and that in an emergency transport is available and affordable. Associations can encourage their riders to support the vulnerable members of their communities and to avoid exploitative pricing strategies. Associations in Nigeria and Uganda have managed to do this successfully. For more information please see http://www.transaid.org/wp-content/uploads/2016/03/TechnicalCaseStudy_An-Emergency-Transport-Scheme-in-Rural-Uganda-that-Utilises-Informal-Transport-Services.pdf

7.1.4 Customer Engagement

Customer engagement is an important aspect of customer care, it ensures that the customer feels valued and has a positive experience throughout the service that is being provided.



Certain actions can change customer perceptions and ultimately affect the success of the efforts that are made, the rider should adhere to the following guidance when in contact with customers:



A rider can also provide good customer service by offering door to door journeys.

This is not only more convenient to the customer but also means that, as they are contacting the rider directly to come to their location, it is more likely to result in repeat business from that customer.

SMILING: Positive facial expressions can set the tone of a customer conversation, it can lead to the interaction being more relaxed and pleasant.

EYE CONTACT: Directly address customers when appropriate (Cultural customs may prevent this from being applicable in all situations).

HAND SHAKE: When appropriate.

APPEARANCE: Personal appearance is important. Things such as personal hygiene, appropriate, clean clothing and a professional manner will provide respect from the start of a customer interaction.

POSTURE: Your pose or posture should express attention, friendliness, and openness. Lean forward, face the customer and nod to let them know you are interested.

ATTENTIVENESS: Always be attentive to the customer, actively listen to them when they speak – this may include indications such as head nodding to assure them that you are listening and paying attention to any needs that they may have.

TONE OF VOICE: Always convey friendliness and amicability. Do not raise your voice in frustration or anger no matter how difficult or tiresome a customer may behave.

PERSONAL SPACE: Leave adequate distance between you and your customer. Personal space is important to making customers feel secure and unthreatened.

OBSERVATION: Observe the reactions of the customers in different scenarios and evaluate how to positively influence a situation to provide the best customer care.

7.1.5 Appropriate Riding

To provide good customer care the service that is delivered needs to be provided at a high level. To ensure that the service is appropriate, the following factors should be considered:



SPEED: What speed is appropriate for the journey that is being undertaken and is the passenger happy with travelling at this speed?

SAFE & COMFORTABLE: Is the rider being safety conscious and is the passenger comfortable? If the rider is carrying cargo, it should not compromise the comfort or safety of the passenger.

ADDITIONAL NEEDS: Have all of the needs of passengers been taken into consideration e.g. if the passenger is elderly or has a disability?



8. RIDER TRAINING AND EXPERIENCE

Whilst minimum standards vary in terms of the requirements for riders to gain their licence, it is recommended that every opportunity be given to riders to improve the way they ride, through additional rider training. As regulation increases in the motorcycle and three-wheeler sector, comprehensive rider training will likely become a requirement for all riders.

8.1 Rider Training

A rider training curriculum has been developed in Tanzania in conjunction with the Surface and Marine Transport Regulatory Authority (SUMATRA) and the traffic police, which is accompanied by a manual containing the key information that a safe rider will require.⁸ The curriculum and instructor's manual is likely to be relevant for use across the whole of sub-Saharan Africa as the majority of the context draws from global good practice. However, the application of the curriculum and the instructor's manual in countries outside Tanzania must be done carefully, with due consideration given to the local context as well as to local laws, customs and regulations.

Many riders have reduced access to training either because it is unaffordable or because there are limited formal training opportunities. Motorcycle and three-wheeler associations can take the lead in strengthening access to training for their members, utilising the above mentioned training manual. Associations could either deliver this training over a number of consecutive days, or in frequent 'bite sized portions' at motorcycle or three-wheeler taxi *stands* or *parks*. This should be seen, where possible, as in addition to formal training and should be a regular, on-going education process to help reinforce key information in the minds of the riders.

Training increases the levels of competency amongst motorcycle and three-wheeler riders for the following key reasons:

To improve road safety by reducing the number of road crashes involving motorcycles and three-wheelers, thereby reducing the number of fatalities and injuries on the road.

To enhance customer service by providing passengers with a safe and timely means of travelling to their required destination.

To reduce operating costs which in the long term will result in increased income for motorcycle and three-wheeler riders.

As a minimum, rider training should cover the following topics:

- Motorcycle or three-wheeler orientation and familiarisation
- Daily safety checks
- Use of helmets and other personal protective equipment
- Basic riding techniques
- Safe carriage of passengers and cargo
- Customer care
- Operational costing.

⁸Transaid, 2015. Tanzania motorcycle taxi rider training: assessment and development of appropriate training curriculum. AFCAP. Available at: <http://www.transaid.org/wp-content/uploads/2015/06/R53TRANSAID-2015-MotorcycleTaxi-Training-FinRept-AFCAP-TAN2015E-AnnexA-Curriculum-v150616.pdf>



One of the key objectives of rider training is to improve the safe riding behaviour of riders of motorcycles and three-wheelers to reduce death and injury to riders, their passengers and other users. High quality training should prepare the rider to adopt a more defensive approach to operating his or her vehicle, where the risks of road use are fully appreciated, anticipated, and avoided.

8.2 The Highway Code

All formal rider training demands that the trainee has a good knowledge of the rules and regulations applicable to vehicle users. Associations should make a copy of the Highway Code (or equivalent) available to its riders and provide encouragement to riders to ensure that they familiarise themselves with it.

Example from Tanzania

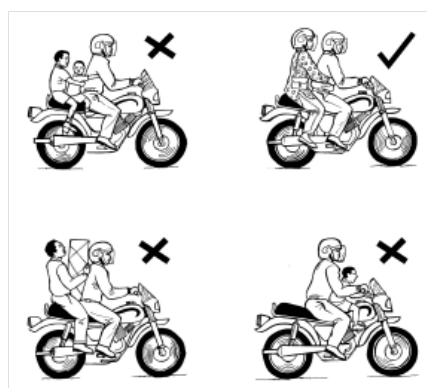
The Road Traffic Act [CAP 168 R.E. 2002] establishes the Highway Code as the official guide to using our roads safely and efficiently. It is for all those who travel on the road, including pedestrians, cyclists, motorcyclists and drivers. If everyone follows the Code there will be fewer crashes and less traffic congestion.

The Highway Code is a mixture of rules and advice. The rules are a simple interpretation of the complex provisions of the Road Traffic Act and associated Regulations. If you disobey them you are committing an offence, and, if caught and convicted, you may be fined and disqualified from driving. You can also be sent to prison for up to five years.”⁹

The Highway Code is clear on the regulations specific to motorcyclists in Tanzania:

“The rider of a motorcycle or scooter MUST wear an approved safety helmet that is fastened securely. It is strongly recommended that the pillion passenger also wears a helmet [this is compulsory for commercial motorcycle passengers]. You MUST NOT carry more than one passenger.”

Figure 5 – Riding safely with passengers



The Highway Code also offers guidance to motorcycle riders to improve safe riding behaviour, and compliance should be encouraged by the association.

⁹ Extract taken from the Tanzania Highway Code (2008). Ministry of Infrastructure Development.





“All riders are advised to wear eye protectors, and strong boots, gloves, and clothes that will help protect you if you fall off. Pillion passengers must sit astride the machine on a proper seat and keep both feet on the footrests. Always wear bright or light-coloured clothing, preferably a high-visibility yellow jacket with reflective strips. It is recommended that you use dipped headlights during the day, as this will make you much more visible.”

Riders should familiarise themselves with the meaning of all road signs and road markings to ensure maximum safety whilst riding.



All association members should familiarise themselves with the Highway Code applicable in their country



9. LICENCE ACQUISITION

9.1 Driving Licence Acquisition

Under the provisions of the Road Traffic Act (or equivalent) there may be a requirement to attend training. For example, in the Tanzania Road Traffic Act 1973, a person applying for a driving licence of any class is required to attend theoretical and practical driving instruction at any registered driving school conducted by certified driving instructors. After training, the applicant is required to undergo a medical examination to prove that he or she is both physically and mentally fit. Upon being cleared for the riding test, the applicant should present themselves to the vehicle inspector of the Traffic Police Unit to undergo a riding test. Upon passing the riding test, the applicant is issued with a certificate of competence that will enable the rider to acquire the riding licence of the specified class. This requirement will vary country to country.

The ReCAP survey on the benefits and disbenefits of motorcycle taxis, carried out in rural settlements of Uganda in 2018, found that **90%** of riders interviewed did NOT possess a valid driving licence.

9.2 Road Service Licence Acquisition

Riders of motorcycles and three-wheelers that operate their vehicles for 'hire or reward' will usually require a valid business licence. For example in Tanzania this is known as the Road Service Licence, where non-compliance can lead to a fine of up to Tsh100,000 (≈\$44) or imprisonment for up to two years.

The ReCAP survey on the benefits and disbenefits of motorcycle taxis, carried out in rural settlements of Kenya in 2018, found that **76%** of commercial motorcycle or three-wheeler riders admitted to **NOT** having the necessary business licence.

9.2.1 Application Procedure for a Road Service Licence

For the purposes of illustration, an example of the application procedure for a road service licence in Tanzania is outlined below.

When applying for a Road Service Licence, the following ORIGINAL documentation must accompany the completed application form:

- Motorcycle or three-wheeler registration certificate
- Valid insurance policy with minimum requirements for third party liability
- Motor vehicle inspection report.



Copies of the following documentation are also required:

- The riders membership card and an introduction letter from the registered association
- In the case of a company, association or cooperation, a copy of certificate of incorporation
- A certified copy of the rider's licence and recent photograph
- A copy of the employment contract between the owner and the rider of the motorcycle or three-wheeler.

Additionally, the vehicle must be certified as roadworthy by the relevant authority, and should meet the standards stipulated by the Bureau of Standards or equivalent body.

It is advisable therefore that the membership requirements for motorcycle and three-wheeler taxi riders be aligned with the requirements as stated for the Road Service Licence application procedure.

9.2.2 Conditions for the Road Service Licensee

For the purposes of illustration, an example of the conditions for the road service licence in Tanzania is outlined below.

The licensee shall comply with the following conditions:

- The motorcycle or three-wheeler shall be parked and operate in areas designated by the local government authority
- The rider of a motorcycle does not carry more than one passenger
- The rider of a three-wheeler does not carry more than three passengers
- The rider shall be in a clean and neat uniform with identity card visible to any person
- The rider shall, when riding, observe speed limits as prescribed by road signs and shall not exceed a speed of 50 kph
- The rider, while riding, shall wear a crash helmet printed with an area identification mark
- A passenger carried on a motorcycle shall wear a crash helmet at all times
- The rider, while riding, shall not use a hand-held mobile telephone or use any equipment with interactive communication features
- Where the owner is not the rider, he shall enter into an employment contract with a qualified rider to operate the passenger motorcycle or tricycle
- A licensed three-wheeler is fitted with safety belts for each passenger and door barriers on both sides of the passenger's compartment.

9.2.3 Restriction on Children

Countries have different legislation concerning restriction of children travelling on a motorcycle-taxi or three wheeler. For the purposes of illustration, examples for Tanzania and Uganda are outlined as follows.



Example from Tanzania – A child under the apparent age of nine years is not permitted by law to travel by motorcycle taxi.

So if a child looks to be under nine years of age they should not be carried on a motorcycle.

However, any child is permitted to travel in a three-wheeler taxi as long as those under the apparent age of nine years are accompanied by an adult.



Example from Uganda – a child of the apparent age of 12 years or below shall not be carried on a motorcycle unless he or she is accompanied by his or her parent or an adult.



9.2.4 Prohibited Conduct

Tanzania's Road Service Licence requirements stipulate specific prohibited conduct by riders and this may also be reflected in the regulations of other countries. The following behaviours are examples prohibited for licenced riders of motorcycle or three-wheeler taxis:

- Blocking or intentionally obstructing other service providers
- Riding above the maximum speed limits when competing to pick up passengers
- Riding under the influence of alcohol or any other narcotic drugs of any amount
- Riding in a careless or reckless manner or in a manner contrary to the provisions of the road traffic act and other laws
- Mistreating or harassing passengers and other road users.

There should be a **Zero Tolerance** policy within the association in regards to alcohol and drug use by riders.

This should be a rigorously enforced punishment for every infraction irrespective of who is involved.



9.3 Insurance Requirements

In most countries, it is a legal requirement that all riders of motorcycles and three-wheelers purchase a minimum of 'third party' insurance. It should be noted that this type of insurance covers only the legal financial liability of the rider for the death, injury or financial loss of a third party.



The first party is the person taking out the insurance; the second party is the provider of the insurance coverage and the third party is the person affected by the actions of the first party that then requires financial compensation for injury, death or loss due to the actions of the first party.

Types of insurance available are:

- Third Party – the minimum required by law
- Third Party, Fire & Theft – this provides the basic cover required by law, but also insures your own vehicle against fire, theft or damage caused by attempted theft
- Fully Comprehensive – covers the insured person’s loss, damage or injury as well as that of a third party.

The most basic insurance, third party only, is generally the cheapest and price increases with the greater coverage of the insurance.

It is advised that the small print or terms of the insurance is checked before purchase. Some insurance companies may exclude coverage for motorcycles or three-wheelers being used commercially as a passenger service vehicle (or in this case as a taxi). Specific public service vehicle (PSV) third party insurance may then be available from that insurer at a slightly higher cost.



In the benefits and disbenefits survey carried out in rural settlements in Kenya in 2018 under the ReCAP project **54%** of commercial motorcycle or three-wheeler riders admitted to NOT having insurance. The figure was even higher in Tanzania at **76%**.



10. MENTORING OF RIDERS

Mentoring schemes are commonly organised by associations, whereby experienced riders of motorcycles and three-wheelers that belong to the association, partner with less experienced riders to offer support through shared knowledge. Peer to peer learning is a common way to transfer skills and helps build confidence amongst members. Mentoring can also clarify the association's roles and responsibilities to each of its members as well as helping the association fulfil its own responsibilities, including its riders being compliant with national standards.

Associations should identify suitable riders from within their membership who could perform the role of mentor to younger/more junior riders.

Generally the role of a mentor would include the following:

- Managing the relationship between rider and association
- Offering encouragement
- Teach or transferring new skills based on previous experience
- Responding to the learner's specific needs.

Specifically in the context of motorcycle and three-wheeler riders, guidance provided could include the following:

- Developing riding skills
- Use of helmets for both the rider and passenger
- Number of passengers
- Standardised approach to the setting of fares (based on distance, weather, time of day, cargo etc.)
- Respecting passengers (customers)
- Repair and maintenance
- Interacting with authorities (police and regulatory authority)
- Riding licence acquisition
- Insurance and Road Service Licence requirements
- Personal safety
- Ensuring repeat business from customers
- Association internal rules
- Support available from the association.

Whilst mentors are generally not paid for carrying out this role, if a mentoring scheme is introduced within the association, it should be made clear to members what is expected of them right from the very beginning to avoid any concerns from riders.



11. PERSONAL SAFETY & SECURITY

An important concern communicated by the elderly, and people with a disability, and one that limits access to motorcycles and three-wheelers for vulnerable groups, is road safety, and confidence on the part of the passenger that the rider will act in a safe and responsible manner. A road traffic crash can lead to a lengthy period in which the rider is unable to work either due to injury or damage to the vehicle. This results in a loss of income and can have serious consequences to the rider's family. The rider has a responsibility to his or her passenger and the death or injury of a customer whilst in their care, can result in compensation claims or criminal charges and a long term loss of business.

Riders of motorcycles and three-wheelers commonly report additional external risks to their own personal safety and security, particularly when travelling to and from isolated locations, and at night. Incidents of theft and violence do occur and riders should prioritise their safety, and that of their passengers when considering carrying out a journey. There have been reports that the perpetrators are sometimes the passengers themselves, and therefore riders should remember that they have the right to refuse to take passengers that they suspect could be a threat. The association can play a role here in keeping members informed of any safety or security risks, such as high risk areas, routes or passengers.

There are various avoidance strategies employed by riders to maximise their safety. Whilst it is not recommended, and in many countries is against the law, some riders have reported feeling safer taking more than one passenger simultaneously to reduce the risk to them.

However there are strategies that riders can employ which comply with the law.



Figure 6 – Strategies that riders can employ to comply with the law

Increased Visibility

Increased Visibility – whether it is day or night, it is preferable for the rider to wear a hi-visibility vest or jacket with reflective strips to ensure that he or she is visible to other road users.

Ride in Groups

Ride in Groups – if a particular journey is absolutely required – for example if a passenger needs to travel to the health centre for an emergency – riders should consider travelling in pairs. This is a strategy that is often reported to be used at night.

Relationships with Authorities

Relationships with Authorities – while in rural areas, enforcement is often carried out at a reduced level, a relationship with local Traffic Police Officers is something that can be developed and nurtured over time.

Responsibility

The Association’s Responsibility to its Members – it should be remembered that a motorcycle and three-wheeler motorcycle association’s role is to represent its members. Riders should feel confident that action will be taken should they report concerns to the association to which they are a member.

If in doubt, the rider should decline to take the customer to their specified location or arrange for another rider to accompany you.



12. CONCLUSION

The authors sincerely hope that this manual will help both new associations in setting up and existing associations in restructuring to be more effective and provide greater support to their members. Associations provide members with the opportunity to share experiences, strengthen alliances, and gain support and knowledge. By coming together riders can improve their lives as commercial taxi providers, improve the services being offered to the public and through education and training help make the roads safer and reduce the number of deaths and injuries.

