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Exploring Knowledge, Attitudes, and Practices in Change Management and Service Delivery: A Case Study of the Boda Boda Industry in Kampala, Uganda

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Abstract

Purpose: This study explores the Knowledge, Attitudes, and Practices (KAP) of Boda Boda riders within the framework of ongoing reform and change management, employing insights from ADKAR and Kotter's 8-Step Change Model to evaluate their readiness and barriers to behavioural change.

Methodology: A mixed-methods, cross-sectional design was used, combining structured questionnaires (n = 475) with key informant interviews from stakeholders such as the Kampala Capital City Authority (KCCA), Ministry of Works and Transport (MoWT), and Boda Boda associations. Quantitative data were analysed using SPSS (version 20), employing descriptive statistics, Pearson correlation, and bivariate regression. Qualitative data were thematically coded using Atlas.ti (version 8). Methodological rigour was maintained through triangulation, with high reliability (Cronbach's alpha = 0.903) and content validity (CVI = 0.970) of the instruments.

Findings: Findings reveal that riders possess moderate *knowledge* (M = 3.021) and show openness to reform, yet actual safety and *service delivery* practices remain inconsistent. Helmet usage (M = 2.80), adherence to traffic laws (M = 2.83), and digital platform engagement are notably weak. KAP was found to be a weak but statistically significant predictor of *service delivery* outcomes ($r = 0.364$, $p < .001$; Adjusted $R^2 = 0.130$). Qualitative data highlighted institutional mistrust, financial constraints, and resistance to safety gear as persistent barriers.

Unique Contribution to Theory, Policy and Practice: The study concludes that closing the knowledge-practice gap requires more than just awareness. Change must be supported through participatory governance, behavioural nudges, and context-sensitive regulation. Future interventions should institutionalize peer-led mentorship, digital literacy programmes, and culturally responsive safety innovations. Further research is recommended to explore gendered KAP dynamics, longitudinal impacts of digital tools, and the role of informal associations in enabling sustainable reform.

Keywords: *Boda Boda Industry, Knowledge, Attitudes, and Practices, Change Management, Service Delivery, Urban Transport*

Introduction

The Boda Boda (motorcycle taxi) industry constitutes a vital segment of Kampala's *urban transport* ecosystem, providing accessible and cost-effective mobility solutions for commuters navigating the city's congested infrastructure. For many, especially the urban youth, this sector is not only a source of livelihood but also a gateway to economic inclusion in an otherwise restricted job market. The growing demand for last-mile connectivity, coupled with the flexibility that motorcycles offer in navigating narrow and unpaved roads, has reinforced the indispensability of Boda Bodas in Kampala's socio-economic landscape. Yet, despite its utility and economic contribution, the sector remains predominantly informal, characterized by poor enforcement of safety norms, regulatory gaps, and inconsistent *service delivery*.

Several empirical studies (Luwemba, 2017; Natebela, 2022) reveal that a significant proportion of riders are aware of traffic laws and the importance of safety *practices* such as helmet use and basic customer care. However, this cognitive awareness does not consistently translate into compliant behaviour. Riders frequently neglect traffic rules, forgo safety gear, and resist formal training, often prioritizing personal income and autonomy over regulated conduct. Divergence in riders' knowledge, perceptions of reform, and on-road behaviour reveals a persistent disconnect with direct implications for transport safety, commuter satisfaction, and sector-wide reform.

The central research problem explored in this study is the misalignment between the Knowledge, Attitudes, and Practices (KAP) of Boda Boda riders and the standards of service delivery expected in a formalised urban transport system. Although Kampala Capital City Authority (KCCA), the Ministry of Works and Transport (MoWT), and private digital platforms such as SafeBoda have introduced numerous reforms aimed at improving safety and professionalizing the sector, adoption remains uneven and limited. Institutional mistrust, low levels of digital literacy, fear of taxation, and concerns over autonomy have collectively hindered compliance and reform uptake. Consequently, regulatory and technological efforts have yielded only marginal gains in transforming sector behaviour and service outcomes.

This study aims to address a significant gap in the literature: the limited empirical application of the KAP framework to analyse behavioural aspects within informal transport systems in sub-Saharan Africa. While existing research has examined isolated elements such as rider behaviour, safety challenges, or resistance to regulation, few studies present a comprehensive model that links knowledge, perceptions, and practices to service delivery performance. Moreover, the study situates KAP within the wider context of organisational change management by employing theoretical frameworks like ADKAR (Awareness, Desire, Knowledge, Ability, Reinforcement) and Kotter's 8-Step Change Model. These frameworks provide a structured basis for understanding individual and organisational readiness for change and offer a theoretical foundation for interpreting behavioural gaps and intervention outcomes in the Boda Boda sector.

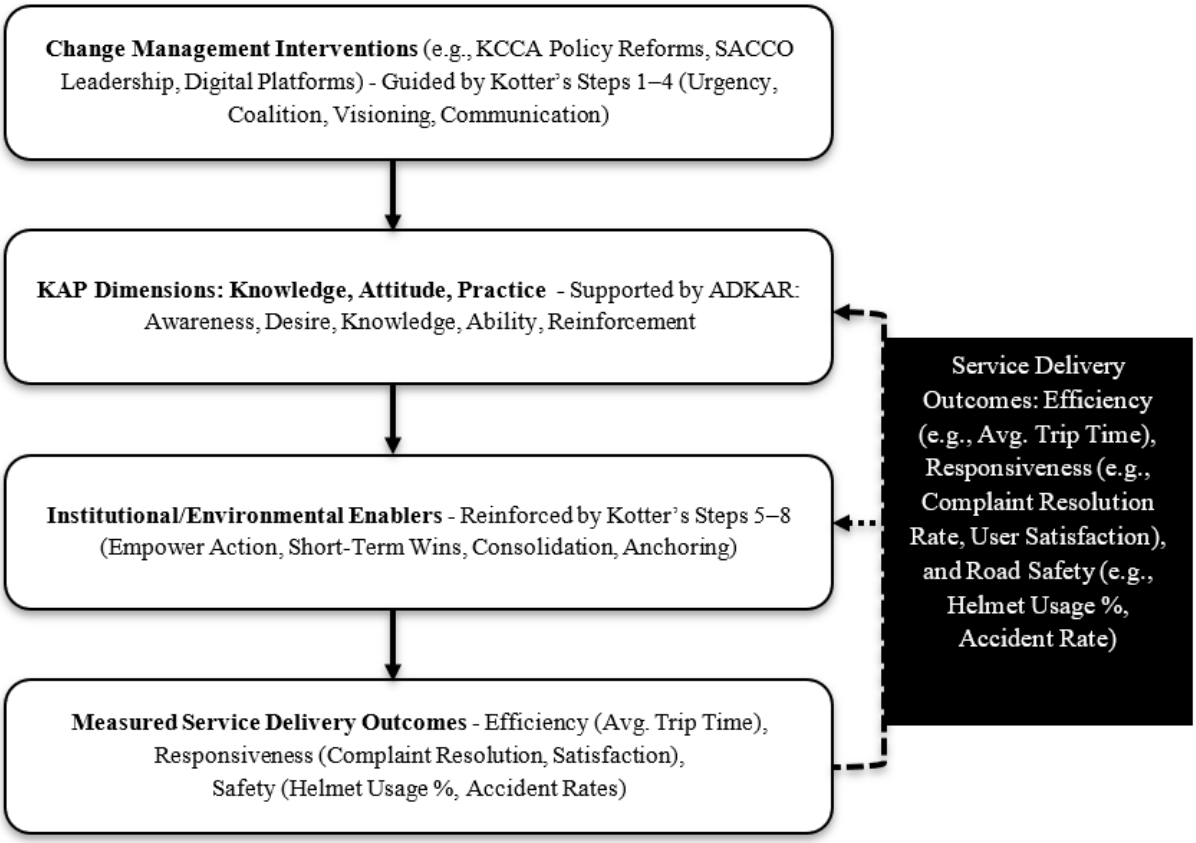
The application of the KAP framework in this study allows for a nuanced analysis of what Boda Boda riders know, how they interpret sector reforms, and how these translate into real-world *practices*. It enables an exploration of the interplay between behavioural intent and institutional

constraints, revealing critical leverage points for *change management*. Theoretically, the study extends behaviour-led change frameworks to informal transport economies. Practically, it offers evidence-based insights to policymakers, civil society actors, and private stakeholders seeking to strengthen safety, compliance, and professionalism in the industry.

The study was guided by the following objectives:

1. To assess the level of knowledge, Attitudes, and practices (KAP) among Boda Boda riders in relation to service delivery in Kampala.
2. To examine the relationship between KAP dimensions and the quality-of-service delivery.
3. To explore the key challenges that limit the alignment of rider behaviour with formal sector reforms.
4. To provide evidence-based recommendations for improving compliance, safety, and professionalism in the Boda Boda sector.

Integrated Framework for *Change Management* in the Boda Boda Sector



Source: Modified by the researcher, 2025

The integrated conceptual and theoretical framework presented in this study explains the link between change management interventions and measurable improvements in service delivery within Kampala's informal Boda Boda Transport Sector. It combines the Knowledge, Attitudes, and Practices (KAP) framework with two established models of change: the ADKAR model and

Kotter's 8-Step Change Model. This approach enables a multi-level understanding of how behavioural and institutional dynamics shape outcomes.

The framework begins with *change management* interventions initiated by regulatory and development actors, including the Kampala Capital City Authority (KCCA), Boda Boda SACCOs, and digital mobility platforms such as SafeBoda. These interventions correspond to the first four steps in Kotter's model, which involve creating a sense of urgency, forming strategic coalitions, articulating a compelling vision for reform, and effectively communicating that vision. These initial steps are designed to generate momentum, align stakeholders, and establish legitimacy for policy and regulatory shifts within a historically informal and loosely coordinated sector.

The behavioural aspect of change is captured through the KAP model, which traces the progression from *knowledge* acquisition to attitude formation and ultimately to practice adoption. This flow is further contextualised by the ADKAR model, which clarifies the individual change journey. Specifically, the *knowledge* component is linked to both awareness and technical understanding. Attitude is driven by desire and internal motivation to engage with reform. Practice is shaped by an individual's ability to act and the presence of consistent reinforcement mechanisms. By combining these models, the framework recognises that behavioural change is not merely a matter of awareness but requires enabling conditions, motivation, and sustained support.

Institutional and environmental enablers represent the structural context within which individual change takes place. These enablers include consistent policy frameworks, adequate infrastructure, trustworthy enforcement mechanisms, and inclusive governance. This layer aligns with Kotter's final four steps, which emphasize empowering stakeholders, generating short-term successes, consolidating progress, and embedding change within the culture of institutions. The institutional context serves as both a facilitator and a barrier, depending on how responsive and inclusive reform efforts are in practice.

At the base of the framework are the targeted *service delivery* outcomes. These include efficiency, measured by average trip duration and operational reliability. Responsiveness is reflected through mechanisms for complaint resolution and levels of user satisfaction. Safety is assessed through indicators such as helmet usage and the incidence of road traffic accidents. These outcomes serve as the ultimate indicators of reform effectiveness and generate valuable feedback. This feedback loop allows policymakers and practitioners to adjust strategies, re-engage communities, and reinforce the link between reform compliance and tangible benefits for both riders and passengers.

The framework makes a significant theoretical contribution by demonstrating that behavioural change must be understood within its institutional and environmental context. While models such as KAP and ADKAR help to explain how individuals internalise and act on change, institutional theories such as Kotter's emphasize the importance of leadership, accountability structures, and social legitimacy. The interaction between these layers shows that sustainable reform in informal transport is unlikely to succeed unless behavioural drivers are supported by credible and participatory governance systems.

In conclusion, the framework is not only a tool for empirical investigation but also a practical guide for designing and implementing reform strategies. It emphasises the need for integrated and context-sensitive approaches that prioritise behavioural readiness, institutional coherence, and feedback-driven adaptation. Its relevance extends beyond the Boda Boda sector and provides a scalable model for *change management* in other informal service domains across sub-Saharan Africa and similar developing contexts.

Literature Review

Theoretical Foundations: Behaviour Change and Informal Transport Reform

The analysis of *change management* in informal transport sectors requires a dual grounding in behavioral science and institutional reform theory. The *Knowledge, Attitudes,* and Practices (KAP) framework, rooted in behavioral epidemiology, posits that *knowledge* shapes *Attitudes,* which in turn inform practices (Launiala, 2009). However, its linear assumptions have been critiqued for oversimplifying the relationship between cognition and behavior, particularly in low-trust environments (Ajzen, 1991).

To expand the explanatory power of KAP, this study integrates ADKAR (Awareness, Desire, *Knowledge*, Ability, Reinforcement) and Kotter's 8-Step Change Model. ADKAR emphasizes individual transitions within change, particularly the necessity of reinforcement mechanisms to sustain behavior (Hiatt, 2006). Kotter's model, in contrast, focuses on institutional dynamics such as coalition building, strategic communication, and short-term wins as catalysts for structural change (Kotter, 1996). Together, these models provide a multi-level framework linking individual behavioral dynamics with organizational change processes, which is critical in addressing the deeply informal and fragmented structure of the *Boda Boda industry*.

Informal transport systems, as discussed by Behrens et al. (2016) and Gwilliam (2008), often emerge as responses to formal system deficits rather than mere regulatory defiance. Therefore, behavior change must be framed within broader socio-economic and governance contexts.

2. Rider *Knowledge* on Safety, Regulation, and Sector Reforms

Numerous empirical studies across East and West Africa suggest that Boda Boda riders have a basic understanding of road safety. Luwemba (2017) and Natebela (2022) found that over 80% of riders in Uganda acknowledged the importance of helmets. Yet, helmet ownership for passengers remained as low as 14.6%, revealing a substantial implementation gap. This inconsistency also appears in Kenya, where Bachani et al. (2017) observed that fewer than 40% of riders used helmets despite their reported awareness.

A critical limitation in past research lies in the over-reliance on self-reported data, which may overestimate actual compliance (Ochieng et al., 2019). Furthermore, few studies link *knowledge* to quantifiable *service delivery* outcomes such as response time, customer satisfaction, or accident reduction, limiting their utility for change-oriented interventions.

Digital literacy also emerges as a *knowledge* gap. Despite efforts by SafeBoda and other platforms to digitize services, many riders lack the skills or trust to engage with these technologies (Martin et al., 2023). This pattern is mirrored in Nigeria, where Sufiyan and Ahmad (2016) noted that over

89% of riders had minimal understanding of protective gear, often due to informal training routes and weak policy dissemination.

3. *Attitudes* toward Regulation and Reform

Riders' *Attitudes* often reflect ambivalence toward formalization. In Kampala, Natebela (2022) reported that 91.7% of riders viewed helmets as physically uncomfortable. Similarly, the Private Sector Foundation Uganda (2023) highlighted that riders perceived licensing as a mechanism for state control and taxation rather than professional development. In Ghana, Hope and Okyere (2021) observed similar resistance to reforms driven by perceptions of elite capture and institutional disinterest in rider welfare.

However, some scholars argue that these *Attitudes* are not inherently anti-regulation but stem from the exclusionary design of interventions. Nthoki (2024) found that helmet adoption improved when riders were engaged as co-designers of reform rather than passive recipients. This indicates a methodological gap in prior research. Few studies assess how participatory approaches influence attitude change.

4. *Practices* and *Service Delivery* Behavior

Behavioral inconsistency is a dominant theme. While many riders claim to value safety, their *practices* do not align. Afolabi et al. (2021) found that helmet usage in Lagos was influenced more by enforcement than personal belief. Rusetuka (2025) echoed these findings in Kampala, noting that financial hardship and enforcement selectivity drove non-compliance.

Existing literature tends to assess "practice" in binary terms, such as helmet used or not, ignoring the nuances of partial compliance or contextual drivers like peak-hour stress. Moreover, there is limited investigation into how these behaviors affect *service delivery* quality, such as timeliness, route reliability, or passenger experience.

Some studies highlight the role of structured platforms. Riders affiliated with SafeBoda reportedly demonstrate higher compliance, possibly due to financial incentives and continuous monitoring (EOI Boda, 2022). However, such platforms cover only a fraction of the total rider population, limiting scalability.

5. Institutional and Environmental Moderators

Reform success in informal transport depends heavily on institutional coherence. KCCA's helmet distribution programs have shown promise, but their implementation is fragmented and poorly evaluated (Martin et al., 2023). Mukwaya et al. (2022) argued that informal rider associations, while well-positioned to support compliance, are often weakened by internal politicization and lack of legal mandate.

Cross-regional comparisons show similar patterns. In Kenya, Ouma (2021) linked low compliance to perceived corruption among traffic officers. In Nigeria, public distrust in licensing authorities hampers reform uptake (Abiola & Oyetola, 2020). These findings suggest that trust-building, policy continuity, and grassroots legitimacy are prerequisites for sustainable change.

6. Synthesis and Research Gaps

This review reveals a consistent disconnect between what riders know, how they feel, and what they do. While the KAP model is useful in diagnosing individual behavior, it requires reinforcement through institutional reform strategies. Methodologically, most studies rely on surveys without triangulation or fail to link behavioral variables to concrete *service delivery* outcomes.

Few studies integrate behavior change models like ADKAR or Kotter into transport reform analysis. Additionally, there is a lack of cross-national, comparative studies that can contextualize findings and suggest scalable best *practices*.

This study addresses these gaps by combining KAP analysis with ADKAR and Kotter frameworks in a mixed-methods design to examine how behavioral and institutional factors jointly influence *service delivery* outcomes in Kampala's Boda Boda sector.

Methodology

This study adopted a mixed-methods cross-sectional design to investigate the relationship between *change management* and *service delivery* within Kampala's *Boda Boda* transport sector. By integrating both quantitative and qualitative approaches, the study achieved methodological triangulation, thereby enhancing the depth, validity, and credibility of the findings. Additionally, the study incorporated design-based research elements, allowing for iterative reflection and adaptation in response to contextual dynamics encountered during the fieldwork process.

Study Population and Sampling Techniques

The target population comprised approximately 150,091 individuals, including *Boda Boda* riders, association leaders, and key stakeholders from regulatory institutions such as the Kampala Capital City Authority (KCCA), the Ministry of Works and Transport (MoWT), and the Uganda Police. The sample size was determined using Krejcie and Morgan's (1970) sampling table, resulting in a statistically representative sample of 475 respondents.

A multi-stage sampling strategy was employed. Simple random sampling was used to select *Boda Boda* riders across different city divisions to ensure broad representation, while purposive sampling was applied to identify key informants such as regulatory officials and association chairpersons who could provide in-depth insights into sectoral *change management* dynamics.

Data Collection Methods

Primary data were collected using two main tools:

1. Structured questionnaires, administered to *Boda Boda* riders and association leaders, captured quantitative data on *knowledge*, *Attitudes*, *practices*, and *service delivery*. The instruments consisted of closed-ended items measured on a five-point Likert scale, allowing for standardized responses and statistical analysis.
2. Key informant interviews were conducted with regulatory stakeholders to capture qualitative perspectives on institutional frameworks, enforcement *practices*, and *change management* challenges. These interviews followed a semi-structured format to facilitate open-ended responses while ensuring thematic focus.

In addition, secondary data were gathered through a documentary checklist, which reviewed policy reports, sectoral guidelines, and relevant regulatory documents to support triangulation and contextual validation.

Data Analysis Procedures

Quantitative data were analyzed using Statistical Package for the Social Sciences (SPSS), version 20. The analysis included:

1. Descriptive statistics to summarize demographic and behavioral patterns.
2. Pearson correlation analysis to explore relationships between *Knowledge*, Attitude, Practice (KAP) dimensions and *service delivery*.
3. Bivariate linear regression to assess the predictive power of KAP variables on *service delivery* outcomes.

Qualitative data were analyzed using thematic analysis in Atlas.ti (version 8). The process involved open coding to identify recurring concepts, list-based coding for frequency analysis, and axial coding to establish relationships between emerging themes.

Validity, Reliability, and Data Quality Assurance

Instrument validity was established using a Content Validity Index (CVI) of 0.970, indicating strong agreement among expert reviewers on item relevance and clarity. Reliability was confirmed through Cronbach's alpha, which yielded a high internal consistency coefficient of 0.903 for the questionnaire.

For qualitative credibility, the study employed member checking, data saturation, and rich textual descriptions to ensure the trustworthiness and transferability of the findings.

Ethical Considerations

The research adhered strictly to ethical standards. All participants provided informed consent and were assured of anonymity and confidentiality. Participation was voluntary, and respondents had the right to withdraw at any stage. The study adhered to the principles of academic integrity and avoided plagiarism throughout the data collection and reporting processes. Ethical clearance was obtained prior to conducting the fieldwork, and the study was carried out in accordance with institutional research guidelines.

4.0 Results and Discussion

4.1 Overview: This section presents key findings on the *Knowledge*, *Attitudes,* and *Practices* (KAP) of Boda Boda riders in Kampala regarding *change management* and *service delivery*. Results are thematically organized into four subsections: (i) *knowledge* of safety and regulatory frameworks, (ii) *Attitudes* toward formalization and reform, (iii) *practices* in *service delivery* and compliance, and (iv) inferential analysis linking KAP dimensions to *service delivery* outcomes. The discussion integrates ADKAR and Kotter's change models to highlight readiness, resistance, and institutional gaps.

4.2 *Knowledge* of Safety and Regulatory Frameworks: Descriptive statistics indicate that riders possess a foundational awareness of safety and regulatory measures. The mean scores for helmet use *knowledge* (M = 3.12), understanding of traffic laws (M = 3.02), and licensing requirements

(M = 3.21) suggest that most riders possess a baseline level of *knowledge.* However, high standard deviations (SD > 1.00) reflect wide variations, indicating unequal access to information.

These disparities align with the "Awareness" stage in ADKAR, where *knowledge* of rules exists but lacks uniform depth or application. Interviews confirmed that riders often rely on peer-based *knowledge* rather than structured civic education. These findings are consistent with past studies (e.g., Natebela, 2022; Luwemba, 2017), which highlight the gap between regulatory *knowledge* and behavioral compliance.

Table 1: Knowledge, attitude, and practices (KAP) of managing change in the Boda Boda Industry

Statement	Mean	SD
I know how to use safety protective gear.	3.12	1.309
I understand the traffic laws of Uganda.	3.02	1.357
I need a riding permit to start riding in the city.	3.21	1.204
Mean of mean 3.021		

Source: Primary data, 2024

4.3 *Attitudes* toward Regulation and Reform: Riders' *Attitudes* demonstrate ambivalence. While 46.4% supported change efforts and 45.3% agreed on the need for permits, only 38.8% endorsed formal associations, and 36.9% reported collaborating with authorities. Discomfort with helmets (35.7%) and reliance on police presence for safety gear use (32.5%) suggest passive compliance driven more by fear of enforcement than intrinsic motivation.

This reflects the "Desire" stage in ADKAR, where behavioural intention remains weak. From Kotter's lens, the absence of a compelling vision and short-term incentives undermines the urgency for change. Cultural norms and mistrust further limit attitudinal shifts.

Table 2: Attitudes toward Managing Change in the Boda Boda Industry

Statement	SA	A	NS	DA	SDA
I find it disturbing to put on safety gear.	42	81	92	94	36
	12.2%	23.5%	26.7%	27.2%	10.4%
I need a riding permit to start riding in the city.	54	102	78	83	28
	15.7%	29.6%	22.6%	24.1%	8.1%
Riding training and lessons on traffic laws are essential.	45	85	112	55	48
	13%	24.6%	32.5%	15.9%	13.9%
It is essential to be a member of a formally registered Boda Boda association.	61	73	74	88	49
	17.7%	21.2%	21.4%	25.5%	14.2%
It is suitable for the Boda Boda industry to be managed by KCCA.	40	94	87	90	34
	11.6%	27.2%	25.2%	26.1%	9.9%
Protective gear should only be worn when riding in areas where there are traffic police.	54	58	81	93	59
	15.7%	16.8%	23.5%	27%	17.1%

SA=strongly agree, A= agree, NS= Not sure, DA= disagree, SDA= strongly disagree

Source: Primary data, 2024

4.4 *Practices* in *Service Delivery* and Compliance Rider *practices* were grouped into three categories:

- **Safety compliance**: Only 27.8% consistently adhered to safety regulations. Gaps included inconsistent helmet use and poor motorcycle maintenance. Financial strain and equipment discomfort were key constraints, reflecting the "Ability" gap in the ADKAR model.
- **Customer service**: Qualitative insights showed limited commitment to passenger service standards. Riders lacked formal service training and customer feedback systems.
- **Institutional engagement**: While membership in associations (M = 3.04) and engagement with authorities (M = 3.18) suggest moderate interaction, weak leadership structures hinder *institutional trust* and coordination.

Table 3: Attitude of Managing Change in the Boda Boda Industry

Statement	SA	A	NS	DA	SDA
I follow safety *practices*.	39	57	88	119	42
	11.3%	16.5%	25.5%	34.5%	12.2%
I observe road traffic laws.	37	70	90	95	53
	10.7%	20.3%	26.1%	27.5%	15.4%
I put on safety gear before starting any ride.	60	86	53	91	55
	17.4%	24.9%	15.4%	26.4%	15.9%
I am a member of a formally registered Boda Boda association.	64	84	55	85	57
	18.6%	24.3%	15.9%	24.6%	16.5%
I have a riding permit.	58	87	52	97	51
	16.5%	25.2%	15.1%	28.1%	14.8%
I work with those in authority to implement the proposed changes in the Boda Boda industry.	73	54	98	102	18
	21.2%	15.7%	28.4%	29.6%	5.2%

SA=strongly agree, A= agree, NS= Not sure, DA= disagree, SDA= strongly disagree

Source: Primary data, 2024

Table 4: Knowledge, attitude, and practices (KAP) of managing change in the Boda Boda Industry

Statement	Mean	SD
I am a member of a formally registered Boda Boda association.	3.04	1.377
I work with those in authority to implement the proposed changes in the Boda Boda industry.	3.18	1.216

Source: Primary data, 2024

4.5 Inferential Analysis: Linking KAP to *Service Delivery* Pearson correlation results revealed a weak but statistically significant relationship between composite KAP scores and *service delivery* ($r = 0.364$, $p < .001$). Regression analysis confirmed that KAP dimensions accounted for

13% of the variance in service outcomes (Adjusted $R^2 = 0.130$), indicating a partial but meaningful link.

This empirical insight advances theoretical applications of ADKAR and Kotter's models in informal contexts. The results suggest that behavioural change initiatives that emphasize *knowledge* without reinforcing institutional support mechanisms are unlikely to yield consistent improvements in service quality.

4.6 Explaining Resistance: Structural and Behavioural Drivers

Several systemic and psychological factors perpetuate resistance:

1. Fear of taxation and loss of control: Riders equate registration with income loss and surveillance.
2. Low *institutional trust*: Participants mistrust authorities due to inconsistent enforcement and a lack of inclusion.
3. Economic survivalism: The informal model offers greater financial flexibility, discouraging compliance.
4. Absence of incentives: Without tangible benefits like insurance or subsidized gear, compliance is viewed as burdensome.

These dynamics reinforce Kotter's critique that without empowering change leaders and showcasing quick wins, reforms remain fragile. Likewise, the "Reinforcement" stage in ADKAR remains unmet in this setting.

4.7 Limitations and Implications

This study is subject to limitations, including possible social desirability bias in rider responses and an urban-centric sampling design that may not reflect peri-urban or rural realities. The lack of longitudinal tracking also restricts causal inference.

Nevertheless, the integration of KAP with ADKAR and Kotter's frameworks offers a valuable multi-level understanding of change behavior in informal transport systems. The weak but significant KAP-*service delivery* linkage reveals that reform requires more than awareness campaigns it necessitates community-led design, material incentives, and institutional legitimacy.

4.8 Summary

Although riders possess basic knowledge and some openness to change, their behavioural consistency and engagement with institutions remain limited. A multi-level approach that targets both rider behaviour and system-level incentives is essential to promote formalisation in the Boda Boda sector.

5.0 Conclusions and Recommendations

5.1 Conclusions

This study examined the *Knowledge*, *Attitudes*, and *Practices* (KAP) of Boda Boda riders in Kampala in relation to *change management* and *service delivery*. The findings reveal a foundational level of *Knowledge* about safety gear, licensing, and traffic laws (with mean scores above 3.0), suggesting cognitive readiness for reform. However, behavioural indicators such as

helmet use and traffic rule compliance remain low (mean scores below 3.0), pointing to a persistent Knowledge-practice gap.

Statistical analysis indicated a weak but significant correlation between KAP and *service delivery* outcomes ($r = 0.364$, $p < .001$), with KAP accounting for only 13% of the variance (Adjusted $R^2 = 0.130$). This limited influence suggests that while individual readiness exists, systemic and cultural barriers continue to impede effective behavioural change. Qualitative evidence further emphasized riders' mistrust of institutions, discomfort with safety gear, and resistance to formalization due to economic and social constraints.

Theoretically, these findings align with the ADKAR model's emphasis on progression from awareness to reinforcement, and Kotter's recognition that visible short-term wins and institutional coalition-building are necessary to sustain reform. The study concludes that sustainable change in the *Boda Boda industry* demands integrated strategies that couple behaviour change with structural and institutional support.

5.2 Policy Recommendations

To support sector transformation, policy reforms must promote regulatory coherence, institutional legitimacy, and rider inclusion.

First, national and municipal governments should formally recognize and empower Boda Boda associations as regulatory partners. This includes granting them legal mandates to monitor rider conduct, mediate disputes, and co-develop safety programs. Legal recognition would increase policy ownership and reduce resistance from riders who currently feel alienated by top-down mandates.

Second, policies should establish incentive frameworks to encourage compliance. For instance, government subsidies for helmets, reflective jackets, and licensing fees could be implemented by 2026 to reduce economic barriers. Annual public recognition of compliant riders through certificates or media spotlights could further shift community norms around professionalism and safety.

Third, digital literacy and inclusion must be embedded in national transport and ICT policies. By 2027, policies should mandate rider digital training as part of the licensing process, supported by public-private partnerships that offer free or subsidized smartphone-based learning modules.

Fourth, the development of a unified urban mobility policy should ensure that informal transport is integrated into city planning. By 2026, this policy should set measurable targets for safety compliance, training access, and Boda Boda representation in transport dialogues.

5.3 Practice Recommendations

In practice, change agents, including NGOs, city authorities, rider associations, and private platforms, should implement rider-focused, behaviorally informed strategies.

To begin, targeted Behaviour Change Communication (BCC) should be scaled up using storytelling, peer-led campaigns, and locally resonant messaging. By 2026, each Kampala division should have at least one active rider-led BCC initiative promoting helmet use and road courtesy.

Furthermore, structured training programs covering road safety, customer service, digital platforms, and basic mechanics should be developed and delivered through community centres and mobile apps. By 2027, all new riders should be required to complete these modules as a precondition for registration.

Practice-level enforcement must be standardized. Local councils, KCCA, and police should align enforcement protocols to avoid discriminatory targeting and ensure that penalties are clear, fair, and proportionate. A joint task force could be created by 2025 to monitor enforcement consistency.

Additionally, stakeholders should invest in the design and distribution of context-appropriate safety gear. Government partnerships with local manufacturers could yield climate-sensitive helmets and jackets that improve compliance by 2026.

Finally, adaptive Monitoring and Evaluation (M&E) systems should be implemented to track rider feedback, accident trends, and training impact. These systems must feed into reform cycles on a semi-annual basis to ensure responsiveness.

5.4 Research Recommendations

Several research gaps remain that warrant further exploration.

Future studies should investigate gendered variations in rider behaviour and KAP outcomes. By conducting disaggregated analysis, policymakers and practitioners can develop gender-sensitive interventions tailored to the distinct experiences of female riders.

Secondly, research should examine the role of mobile technology and digital platforms in influencing compliance, access to services, and economic outcomes among riders. Understanding these dynamics can inform the design of inclusive digital tools for *service delivery* and accountability.

Peer mentorship and behavior modeling also warrant deeper examination. Longitudinal research assessing the impact of rider role models on safety adherence and professional conduct could yield scalable intervention models.

Comparative urban studies across major Ugandan cities such as Gulu, Mbarara, and Jinja should also be conducted to benchmark performance, identify contextual drivers, and uncover replicable best practices.

Final Reflection

Ultimately, transforming the Boda Boda sector is not just a regulatory task; it is a socio-cultural and economic endeavor that requires trust-building, meaningful inclusion, and long-term investment in people. Without addressing the realities of those operating within this informal ecosystem, policies will remain performative and reforms superficial. True change lies in aligning institutions, incentives, and identities toward a shared vision of safety, dignity, and professional mobility.

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