

INCLUSIVE TRANSPORT SYSTEMS FOR PERSONS WITH DISABILITIES AND VULNERABLE GROUPS

Keynote Address at the Chartered Institute of Logistics and Transport (CILT) Conference and Annual General Meeting

Theme: “Transforming Ghana’s Transport Infrastructure for Inclusive and Sustainable Growth”

Protocol and Opening

**Distinguished Chairperson of the Chartered Institute of Logistics and Transport;
Members of the CILT Governing Council;**

Chief Executive Officers and Managing Directors;

Representatives of Government Ministries, Departments and Agencies;

Transport operators and logistics professionals;

Engineers, planners, academics and researchers;

Representatives of persons with disabilities and vulnerable groups;

Development partners;

Members of the media;

Distinguished guests;

Ladies and gentlemen.

Good morning.

It is an honour and privilege to address this distinguished gathering of professionals and stakeholders whose decisions shape how people, goods, and opportunities move across Ghana. I sincerely thank the Chartered Institute of Logistics and Transport for the invitation to contribute to this important national conversation.

The theme, “Transforming Ghana’s Transport Infrastructure for Inclusive and Sustainable Growth,” is more than a conference theme. It is a development imperative.

It requires us to examine not only how much infrastructure we construct, but also who can use it, who benefits from it, who is excluded by it, and whether the benefits of transport investment are shared fairly.

When we speak of transformation, we must therefore ask a simple but profound question: transformation for whom?

Is our transport system designed only for the motorist, the person who owns a private vehicle, or the passenger who can walk quickly, climb stairs, read conventional signs, hear announcements and negotiate crowded spaces without assistance? Or are we designing for the full diversity of Ghanaian society?

That diversity includes children, older persons, pregnant women, people travelling with children or luggage, people with temporary injuries, persons who use wheelchairs, persons who are blind or have low vision, persons who are deaf or hard of hearing, persons with intellectual or developmental disabilities, people with limited mobility, low-income commuters, rural residents, students, farmers, traders and people living in underserved communities.

My central proposition today is straightforward: a transport system cannot be considered modern, sustainable or successful if significant sections of the population cannot use it safely, affordably, independently and with dignity.

Inclusive infrastructure is therefore not an optional social addition to transport development. It is a fundamental measure of the quality of our infrastructure, economy, and society.

1. Transport as an Enabler of Development

Transport is often discussed in terms of roads, bridges, interchanges, buses, railways, terminals, airports and logistics corridors. Yet transport is ultimately about much more than physical structures. It is about access to opportunity.

Transport determines whether a child can reach school, whether a patient can reach a hospital, whether a worker can reach employment, whether a farmer can reach a market, whether a business can reach its customers, and whether an older person can remain connected to family and community. For persons with disabilities, transport can determine whether they can participate independently in education, employment, public life and economic activity.

For this reason, transport has direct implications for education, healthcare, employment, poverty reduction, gender equality, productivity, regional development, environmental sustainability and quality of life.

When transport works well, society moves. When it fails, people and opportunities become separated. When it systematically excludes particular groups, those groups can become socially and economically marginalised.

We should therefore stop treating inclusive mobility as charity. A ramp, an accessible bus, a safe crossing, a tactile path or accessible information are not acts of generosity. They are components of a functioning transport system. The objective is equal opportunity to participate in society.

The quality of transport should consequently be judged not only by traffic capacity or vehicle speed, but also by the extent to which it enables people to reach the places and services that matter to their lives.

2. Understanding Disability, Vulnerability and Universal Design

The expression “persons with disabilities and vulnerable groups” should not lead us to imagine a small population outside mainstream society. These are members of our families, communities, schools, workplaces, markets and economy.

The 2021 Population and Housing Census reported approximately 737,743 persons with disabilities, representing about 3 percent of the population under the census

definition used. More importantly, however, accessibility is not relevant only to people formally classified as having a disability.



A passenger with luggage may need the same step-free access that benefits a wheelchair user. A parent travelling with a child may need more space. A pregnant woman may need seating and safe walking conditions. An older passenger may need additional time and handrails. A person recovering from an injury may temporarily experience mobility limitations. A passenger who cannot hear may depend on visual information, while a passenger who cannot see may depend on audible and tactile information.

The better question is therefore not, “How do we transport persons with disabilities?” It is, “How do we design a transport system that recognises the diversity of human mobility?”

That is the foundation of universal design: creating environments, services and systems that can be used by as many people as possible without requiring special adaptation.

In transport, universal design may include step-free access, low-floor buses, ramps or boarding platforms, appropriate door widths, priority seating, wheelchair spaces, handrails, tactile paving, audible announcements, visual displays, high-contrast signage, accessible toilets, safe pedestrian crossings, adequate lighting, seating, non-slip surfaces, accessible ticketing and clear wayfinding.

But universal design extends beyond physical facilities. It includes information, affordability, operations, digital services and institutional practices. A bus may have a ramp but remain inaccessible if the driver will not deploy it. A terminal may have excellent physical facilities but remain difficult to use if essential information is communicated in only one format. A digital ticketing system may be technically advanced but exclude people who lack digital access or cannot navigate the interface.

Accessibility is therefore multidimensional.

3. Design for the Complete Journey

One of the most important principles for inclusive transport is that accessibility must be considered across the entire journey.

Too often, a project is declared accessible because one component is accessible. An accessible bus, however, cannot compensate for an inaccessible bus stop. An accessible bus stop cannot compensate for an unsafe pedestrian route. An accessible terminal cannot compensate for a broken footpath leading to it.

Consider the journey of a wheelchair user from home to a final destination. The journey may require leaving the house, moving along a local street, crossing a road, reaching a bus stop, waiting safely, boarding, securing the wheelchair, travelling, alighting, crossing another road, entering a terminal, transferring to another mode and finally reaching the destination.

If one critical link fails, the journey may fail.

This is the accessibility chain: a journey is only as accessible as its weakest link.

The same principle applies to other users. A blind passenger needs a continuous and understandable route, not merely a tactile surface at one location. A deaf passenger needs essential information throughout the journey, not only at the terminal. A person with limited mobility needs a realistic route from the street to the vehicle, not an isolated accessible entrance.

Accessibility must therefore begin at the concept stage of every project. It should be reflected in feasibility studies, environmental and social assessments, transport master plans, designs, procurement specifications, contract documents, construction supervision, operations, maintenance schedules, performance indicators and post-construction audits.

The aim should be to create accessible journeys rather than isolated accessible facilities.

4. Ghana Has a Policy Foundation: The Challenge Is Implementation

Ghana is not starting from zero. The National Transport Policy (2022) provides an important policy foundation by identifying the goal of an accessible, affordable, reliable, safe and secure transport system for all users, including persons with disabilities and persons with reduced mobility. It also calls for user-friendly facilities and passenger vehicles and rolling stock designed to facilitate easier access.

The direction is therefore clear. The major challenge is implementation.

Policy statements do not themselves move people. Infrastructure, vehicles, services, operations and enforcement do. A policy may say that a facility should be accessible, but professionals must translate that principle into practical requirements: appropriate gradients, widths, surfaces, turning spaces, tactile guidance, information systems, boarding arrangements, maintenance procedures and measurable compliance.

This is where professional competence becomes public value.

Accessibility must be incorporated into project planning and procurement rather than treated as an issue to be considered after construction. Contract documents should contain clear accessibility requirements, and compliance should be inspected and measured.

We should also recognise that standards without enforcement are aspirations. If a ramp is blocked, a sidewalk occupied, an accessible parking space misused or an accessible service not operated as intended, the right to mobility becomes meaningless.

Implementation therefore requires standards, enforcement, monitoring, education and accountability.

5. Accessible Public Transport and the Informal Sector

Public transport is central to inclusive mobility because many people, particularly low-income households and people without private vehicles, depend on it for daily life. For

persons with disabilities and other vulnerable groups, public transport may be the primary or only realistic means of mobility.

An inclusive bus system should consider low-floor entry where appropriate, deployable ramps or lifts where required, adequate internal circulation space, wheelchair securement areas, priority seats, handrails, appropriate visual contrast, accessible stop-request systems, and audible and visual announcements.

The vehicle, however, is only one part of the system. Drivers and other transport personnel are also part of the accessibility chain. Training should cover respectful interaction, safe boarding, use of ramps, securement of mobility devices, appropriate assistance, communication with passengers with disabilities and emergency response.

Bus stops require equal attention. They need safe pedestrian access, appropriate boarding areas, accessible kerbs, shelters, seating, lighting, clear signs and safe separation from moving traffic. An accessible vehicle that cannot be reached safely is not an accessible service.

Operations are equally important. An accessible vehicle that is never deployed on the route where it is required provides accessibility only on paper.

In Ghana, this discussion must include the informal transport sector, particularly tro-tros. They carry students, workers, traders, families and low-income households and connect communities across the country. An inclusive transport strategy cannot simply ignore or condemn this sector. It must engage, regulate, train and progressively transform it.

Vehicle standards can be improved over time; drivers and mates can be trained; terminals can be redesigned or retrofitted; enforcement can encourage compliance; incentives can support operators who invest in accessibility; and transport unions can become partners in inclusion.

Reform must also recognise operators' economic realities. If accessibility requirements make services unaffordable or are introduced without practical transition arrangements, implementation will be difficult. Inclusion therefore requires both technical ambition and realistic engagement with the transport industry.



6. Walking, Road Safety and Complete Streets

Every public transport journey begins with access to the first vehicle. For that reason, walking is part of transport infrastructure.

Sidewalks, pedestrian crossings, kerb ramps, footbridges, traffic signals, lighting and safe intersections are not secondary facilities. They are essential links in the mobility system.

For a wheelchair user, a broken pavement may be an impassable barrier. For a blind person, an obstruction on a footpath may create a serious navigation problem. For an older person, a long crossing without a refuge may be unsafe. For a child, high-speed traffic may create unacceptable risk. For a pregnant woman or a person carrying goods, poor walking conditions can make a journey unnecessarily difficult.

Ghana therefore needs more walkable communities and more complete streets. A complete street is designed for the range of legitimate road users: pedestrians, cyclists, public transport users, persons with disabilities, children, older persons, motorcycles, delivery vehicles and motorists.

Transport projects should not be evaluated solely by vehicle speed and traffic capacity. They should also be assessed by pedestrian safety, accessibility, public transport performance, connectivity, affordability, environmental impact and social inclusion.

Safety is the most basic form of inclusion. We cannot call a terminal accessible if reaching it requires crossing an unsafe road. We cannot describe a service as inclusive if vulnerable road users remain exposed to unacceptable danger.

A systems approach to road safety is therefore essential. Appropriate speeds, safe crossings, traffic calming, adequate lighting, safe intersections, accessible pedestrian infrastructure and effective enforcement must work together.

7. Vulnerable Groups, Gender, Children and Older Persons

Vulnerability is not synonymous with disability. It can arise from age, poverty, gender, pregnancy, childhood, location, temporary injury, displacement, lack of access to private vehicles or dependence on public transport.

Transport affordability is particularly important. A low-income household may spend a substantial share of its resources on transport. When transport costs rise, the household may have to reduce expenditure on food, healthcare, education or other essential needs.

This is the broader issue of transport poverty: people may be unable to reach essential opportunities because transport is too expensive, too distant, unreliable, unsafe, unavailable or physically inaccessible. Physical connectivity alone is not enough; meaningful accessibility must also be considered.

Women can experience transport differently because of safety concerns, harassment, caregiving responsibilities, pregnancy, travel with children, multiple daily trips and travel at early or late hours. Transport planning should therefore address lighting, surveillance, safe waiting areas, emergency communication, staff training, reporting mechanisms and safe pedestrian connections. Safety must be both actual and perceived. If users believe a facility is unsafe, they may avoid it.

Children also require special consideration. They are not simply small adults. Their perception, judgement and interaction with traffic differ from those of adults. Transport environments around schools should therefore prioritise safe crossings, reduced speeds, sidewalks, traffic calming, school-zone management and safe drop-off arrangements.

The source material also identifies the potential for “walking school bus” and “bicycle train” approaches to increase physical activity, health, autonomy and related benefits among schoolchildren.

An ageing population similarly requires transport systems that account for reduced mobility, slower walking speeds, visual and hearing impairments and greater vulnerability to falls. Designing well for older people often produces a better transport environment for everyone.

8. Information, Digital Access and Smart Mobility

Information is infrastructure.

A passenger may arrive at a terminal and be unable to hear an announcement, see a sign, read complex information or understand how to transfer between services. Accessibility therefore requires information to be communicated through appropriate combinations of visual displays, audible announcements, clear symbols, high-contrast signs, tactile information, digital platforms and trained staff.

Digital technology provides significant opportunities. Mobile applications can support route information, real-time arrivals, accessible journey planning, fare information, service alerts and emergency communication. Smart mobility can also help identify accessible routes and connect users to demand-responsive services.

However, digitalisation can create a new form of exclusion if it is treated as the only channel. Some users may lack smartphones, reliable internet, mobile data, digital literacy, bank accounts or the ability to navigate complex interfaces.

The principle should therefore be: digital by choice, not digital by exclusion.

As Ghana adopts smart ticketing, GPS-based services, automated information systems and intelligent transport technologies, appropriate physical and assisted alternatives should remain available.

Artificial intelligence may also support accessible journey planning, predictive service information, demand-responsive transport, pedestrian safety, emergency response, voice-based information and personalised travel assistance. Yet AI systems can reproduce existing inequalities if the data used to develop them exclude vulnerable groups.

The transport systems of the future must therefore be not only smart, but fair.

9. Inclusion, Sustainability, Climate Resilience and Economic Value

Inclusive mobility and sustainability should not be treated as competing objectives. Sustainable transport has environmental, economic and social dimensions.

Environmental sustainability asks whether pollution, emissions and resource consumption can be reduced. Economic sustainability asks whether services can be financed, maintained and operated efficiently. Social sustainability asks whether people of different abilities, incomes, ages and circumstances can participate fairly.

A transport system that is environmentally clean but inaccessible is not fully sustainable. A system that is financially profitable but excludes poor communities is not fully sustainable. Likewise, a service that is accessible but impossible to maintain is not sustainable.

Climate resilience adds another dimension. Flooding can make roads impassable; heavy rainfall can damage sidewalks; heat can make waiting difficult; and poor drainage can destroy pedestrian infrastructure. Climate-related disruptions may disproportionately affect people with fewer transport alternatives.

Resilient transport planning should therefore ask what happens to wheelchair users during floods, how older passengers receive information during power failures, how blind passengers receive emergency information, and how low-income commuters reach work when public transport is disrupted.

There is also a strong economic case for inclusion. Inaccessible infrastructure can reduce access to employment and education, restrict healthcare access, increase dependence on caregivers and reduce participation in economic life.

The relevant question is therefore not simply, “What does accessibility cost?” It is also, “What is the cost of exclusion?”

Universal design can benefit a wide range of users, including persons with disabilities, older passengers, families with children, passengers with luggage and people experiencing temporary mobility limitations. Better access, clearer information and safer facilities can improve the experience of the entire travelling public.

10. Measuring Inclusive Mobility

If inclusion is not measured, it is difficult to manage it.

I therefore propose the use of an Inclusive Mobility Scorecard for major transport projects. The scorecard should cover at least six dimensions.

First is accessibility: the proportion of facilities, vehicles and stops meeting accessibility requirements and the quality of accessible pedestrian connections.

Second is affordability: transport cost as a proportion of household income and the affordability of essential journeys.

Third is safety: pedestrian crashes, incidents involving vulnerable road users, safety perceptions and emergency response.

Fourth is reliability: waiting times, service frequency, cancellations and journey-time variability.

Fifth is coverage: the proportion of the population with reasonable access to public transport, including rural and underserved communities.

Sixth is user experience and participation: passenger satisfaction, complaints, accessibility-related complaints, response times, accessibility audits and participation of persons with disabilities and vulnerable groups in planning.

Data should be disaggregated where possible by age, disability, gender and location. Household travel surveys, passenger surveys, accessibility audits, origin-destination surveys and community assessments can help fill the current information gap.

We know many conventional transport indicators—traffic volumes, speeds and capacity. We should also know who is unable to travel, what barriers they face, how much essential travel costs them and which communities lack reliable first- and last-mile connections.

What gets measured receives attention. Inclusive mobility should therefore be treated as a measurable performance outcome, not a general aspiration.

11. Participation, Professional Responsibility and Procurement

There is a principle strongly associated with disability inclusion: “Nothing about us without us.”

Transport planning should make this principle practical. If a terminal is being designed for wheelchair users, wheelchair users should be involved. If a pedestrian environment is being designed for blind passengers, people who are blind or have low vision should participate. If services are being developed for older persons, older persons should be consulted. School transport interventions should engage children, parents and teachers.

Consultation should occur before designs are finalised, not after decisions have effectively been made. More importantly, participation should be meaningful: what did users say, and what changed because they said it?

Transport professionals also need to recognise that technical decisions have social consequences. The location of a bus stop, height of a kerb, gradient of a ramp, location

of a crossing, design speed of a road and choice of pedestrian facility all affect who can move safely and independently.

The professional of the future must therefore combine technical competence with social awareness, environmental responsibility, digital literacy, ethical practice and community engagement.

Public procurement provides another powerful instrument. Accessibility requirements should be embedded in specifications for buses, trains, terminals, ticketing systems, traffic signals, pedestrian infrastructure and intelligent transport systems. Contracts should contain measurable accessibility deliverables, with appropriate inspection and compliance mechanisms.

This approach changes accessibility from a recommendation into a contractual and professional responsibility.

12. Maintenance, Enforcement and Governance

Accessibility is not achieved once a facility is constructed. It must be maintained throughout its life.

A tactile path can become obstructed. A ramp can be damaged. A lift can stop working. A footpath can be occupied. A kerb ramp can be blocked by parked vehicles. An accessible toilet can become a storage room. A vehicle ramp can become defective.

An accessibility feature that does not function is not a functioning accessibility feature.

Accessibility should therefore be included in maintenance plans and routine audits. Existing facilities should be inspected, barriers documented and corrective action prioritised.

Enforcement is equally important. Standards without enforcement do not produce reliable outcomes. Where sidewalks are blocked, ramps obstructed, accessible parking misused or passengers with disabilities denied service, the system fails.

Inclusive transport also requires coordinated governance. Government ministries, road agencies, metropolitan, municipal and district assemblies, transport operators, transport unions, regulators, police, disability organisations, engineering institutions, universities, private developers, development partners, civil society and local communities all have roles.

Policy may be developed by government; designs may be prepared by professionals; projects may be constructed by contractors; services may be operated by transport providers; compliance may be enforced by regulators; and local environments may be managed by assemblies. The passenger experiences the combined result.

No single institution can deliver inclusive mobility alone. The responsibility must be shared and coordinated.

13. The Roles of CILT, Universities and Industry

The Chartered Institute of Logistics and Transport is well placed to provide professional leadership because its members operate across the mobility and logistics chain.

CILT can help develop professional guidance on inclusive transport planning and operations; incorporate universal design and disability inclusion into continuing professional development; promote accessibility audits; support research on transport barriers; recognise exemplary inclusive projects; advocate for implementation of policy; promote better mobility data; build partnerships with organisations representing persons with disabilities; and make inclusive mobility a continuing national professional agenda.

Universities and technical institutions also have a critical role. The transport professionals of tomorrow should understand universal design, accessibility standards, pedestrian planning, road safety, public transport, sustainable mobility, intelligent

transport systems, transport economics, social impact assessment, gender-responsive transport and inclusive infrastructure.

Students should graduate knowing not only how to calculate highway capacity, but also how different users experience the road. They should be able to design infrastructure that is technically sound and socially inclusive.

The private sector should likewise view accessibility as an opportunity rather than only a regulatory burden. Accessible services can broaden customer bases, improve user experience and strengthen public confidence.

Transport companies do not merely move vehicles; they move people. Every passenger represents a life, a livelihood and a legitimate need for safe and dignified mobility.

14. Rural Inclusion and Integrated Mobility

Inclusive transport must be national in scope. Attention cannot be concentrated only on Accra, Kumasi and other major urban centres.

A person with a disability in a rural community may face poor roads, limited public transport, long distances to health facilities, inadequate pedestrian infrastructure, inaccessible vehicles, limited digital connectivity and high transport costs.

The answer will not always be a large conventional bus. Depending on local conditions, it may involve improved feeder roads, community transport, accessible minibuses, appropriate intermediate public transport, better scheduling, transport subsidies, integrated transport for health and education, or demand-responsive services.

The important principle is context-sensitive inclusion.

Integration is equally important in urban and rural systems. A passenger may need to walk, use a bus, transfer to rail and walk again. Another may combine walking, tro-tro and taxi. A wheelchair user may require an accessible bus and railway connection.

Transport hubs should therefore provide convenient transfers, accessible paths, coordinated schedules, integrated information, appropriate ticketing, seating, lighting, security and universal access.

The future should not be organised around isolated modes. It should be organised around integrated journeys.

15. Financing, Standards and a National Accessibility Framework

A practical question remains: who will pay?

Inclusive transport requires investment, but financing should recognise that mobility produces broad public benefits. Possible mechanisms include government infrastructure budgets, public-private partnerships, development finance, municipal finance, transport levies, accessibility requirements in private developments, targeted subsidies and social investment mechanisms.

However, financing must not create a contradiction in which physical accessibility is achieved while economic accessibility is lost. An accessible service that vulnerable users cannot afford is still exclusionary.

Ghana could consider developing a comprehensive national Accessible Mobility Standard covering roads, sidewalks, crossings, bus stops, terminals, railway stations, airports, ports, public transport vehicles, taxis, parking, traffic signals, information systems, ticketing and emergency procedures.

Such a standard should address the entire passenger journey and include design, operational, maintenance, inspection, compliance and enforcement requirements.

An accessibility certification framework for major transport facilities could complement the standard. Facilities might be recognised at progressive levels of accessibility based on independent audits. Such certification could encourage accountability, competition and continuous improvement.

The objective would not be to create another administrative label. It would be to establish a transparent national expectation that accessibility is a measurable characteristic of transport quality.

16. A Ten-Point Inclusive Transport Agenda for Ghana

Let me consolidate the practical direction into a Ten-Point Inclusive Transport Agenda.

First, make universal design mandatory in new major transport projects. Every project should demonstrate how people with different mobility, sensory and economic needs will access, use and leave the facility.

Second, conduct accessibility audits of existing infrastructure. We must identify where barriers are and prioritise their removal.

Third, progressively develop an accessible public transport fleet. Procurement specifications should incorporate appropriate accessibility requirements.

Fourth, build continuous pedestrian networks rather than isolated sidewalks. Walking routes should be safe, connected and accessible.

Fifth, make transport information accessible through visual, audible, tactile and digital channels.

Sixth, protect transport affordability so that physical accessibility is matched by economic accessibility.

Seventh, train transport personnel, including drivers, mates, station staff, engineers, planners and enforcement officers.

Eighth, ensure meaningful participation of persons with disabilities and other vulnerable groups in transport planning and evaluation.

Ninth, establish measurable inclusion indicators and report them as part of transport performance.

Tenth, create institutional accountability so that responsibility does not disappear between policy, design, construction, operation and maintenance.

This agenda is practical because it connects principles to responsibilities and measurable action.

17. From Vision to Action: Calls to Stakeholders

To government, the message is clear: strengthen policy implementation, coordinate institutions, establish enforceable standards, invest in inclusive infrastructure, collect data, monitor outcomes and maintain continuity across political and funding cycles.

To CILT, let this conversation become a professional movement. Convene government, industry, academia, disability organisations and communities. Promote guidance, professional training, accessibility audits, recognition of good practice and data-driven mobility planning.

To the transport and logistics industry, treat accessibility as an opportunity. Improve vehicles, train staff, listen to passengers, use technology responsibly and build accessibility into business models.

To engineers and planners, ask one question before approving a design: who cannot use this? That question can change the profession. Before constructing a pedestrian facility, consider the wheelchair user. Before designing a crossing, consider the blind passenger. Before designing a terminal, consider the older person who needs to rest. Before designing a digital system, consider the person who cannot use a complex interface. Before setting a fare, consider the household with very limited income.

To organisations representing persons with disabilities and vulnerable groups, your participation is indispensable. Identify barriers, participate in reviews and audits, contribute to policy development and challenge professionals when designs fail. Lived experience is valuable technical evidence.

To universities and researchers, generate the evidence needed to guide policy and practice. We need data on mobility barriers, accessibility, affordability, safety, gender, age, disability and geographic disparities.

The task is collective. Every actor has a part to play in converting the vision of inclusive mobility into everyday experience.

18. The Ghana We Should Build

Ultimately, transport is about more than movement from Point A to Point B. It is about moving from exclusion to participation, poverty to opportunity, isolation to connection, dependence to independence, insecurity to safety and vulnerability to resilience.

When future generations look at Ghana's transport infrastructure, I hope they will see more than roads, bridges, railways, terminals, interchanges, buses, airports and logistics corridors. I hope they will see a country that refused to design exclusion into its infrastructure.

I hope they will see a country where disability is not treated as inability to contribute; where mobility supports economic development; where transport poverty is recognised as a barrier to opportunity; where children and older persons can move safely; where women can use public transport with confidence; where persons with disabilities can travel independently; where rural communities are connected; and where economic growth is combined with social inclusion.

The measure of transformation should not be the quantity of concrete and steel alone. It should be the human capability created by that infrastructure.

The next time we say that a facility is modern, let us ask: modern for whom?

The next time we say that a road has improved mobility, let us ask: mobility for whom?

When we call infrastructure sustainable, let us ask: sustainable for whom?

When a project is described as transformational, let us ask: who participated in the transformation and who was left behind?

The real test of infrastructure is not how impressive it looks from above. It is how it works for the person standing at the edge of it—the wheelchair user waiting for a ramp, the blind passenger looking for a safe route, the older person crossing the road, the pregnant woman waiting for a safe seat, the child walking to school, the worker travelling to a job, the farmer going to market and the low-income household seeking healthcare.

That person is the ultimate customer of our transport system.

19. Conclusion: Let Ghana Move Together

Distinguished ladies and gentlemen,

Ghana is at an important point in its transport development. We have an opportunity to transform our infrastructure, but transformation must mean more than expansion. It must mean inclusion.

It must mean more than mobility; it must mean accessibility. It must mean more than economic growth; it must mean shared growth. It must mean more than infrastructure; it must mean human development. And it must move from vision to measurable action.

Let us therefore commit ourselves to a transport system in which accessibility is designed, inclusion is measured, dignity is protected, safety is prioritised and no one is left behind.

No road should lead to exclusion.

No bus should become a barrier.

No terminal should become a wall.

No digital system should become a new form of exclusion.

No transport policy should forget vulnerable users.

And no infrastructure project should be considered fully successful if significant sections of society cannot benefit from it.

Let us build roads that people can safely cross, terminals that everyone can enter, buses that everyone can use, and information systems that everyone can understand.

Let us build communities where children, older persons, women, persons with disabilities and vulnerable households can move safely and independently.

Let us build transport systems that connect not only places, but people to opportunity.

And when we speak of sustainable growth, let us mean growth that is economically productive, environmentally responsible and socially just.

A truly transformed transport system is not one that simply moves the greatest number of vehicles. It is one that gives the greatest number of people the freedom and opportunity to move, participate and prosper.

That is the transport system Ghana deserves. That is the infrastructure transformation we should pursue. And that is the responsibility before all of us.

Distinguished ladies and gentlemen, let us build a Ghana that moves together.

Thank you very much.

May God bless the Chartered Institute of Logistics and Transport.

May God bless our transport professionals.

May God bless persons with disabilities and all vulnerable members of our society.

And may God bless the Republic of Ghana.

Long live CILT.

Long live inclusive mobility.

Long live Ghana.