

Africa Transport Policy Program



SSATP Annual Meeting

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SSATP Annual Meeting 2017

SSATP Annual Meeting 2017

«Africa Transport Policies – Aligning with Sustainable Development Goals»

Proceedings

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The SSATP is an international partnership to facilitate policy development and related capacity building in the transport sector in Africa.

Sound policies lead to safe, reliable, and cost-effective transport, freeing people to lift them-selves out of poverty and helping countries to compete internationally.

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The SSATP is a partnership of

41 African countries

8 Regional Economic Communities

2 African institutions: UNECA, AU/NEPAD

Financing partners for the Third Development Plan: European Commission (main donor), State Secretariat for Economic Affairs (SECO), *Agence Française de Développement* (AFD), African Development Bank, African Union Commission, United Nations Economic Commission for Africa, and World Bank (host)

Many public and private national and regional organizations

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The SSATP gratefully acknowledges the contributions and support of member countries and its partners.

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ABBREVIATIONS

AFD	French Development Agency
AfDB	African Development Bank
ARMFA	African Road Maintenance Funds Association
AU	African Union
AUC	African Union Commission
BIAT	Boosting Intra-Africa Trade
CFTA	continental free trade area
CMI	corridor management institution
COMESA	Common Market for Eastern and Southern Africa
DP3	SSATP Third Development Plan
EAC	East African Community
EASI	Enable / Avoid / Shift / Improve
EC	European Commission
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
FEAFFA	Federation of East African Freight Forwarders
GA	General Assembly
GIZ	<i>Deutsche Gesellschaft für Internationale Zusammenarbeit</i>
GSG	Global Solution Group (World Bank)
ICD	inland container depot
ICT	information and communications technology
IGAD	Intergovernmental Authority for Development
IRTAD	International Road Traffic Safety Data and Analysis Group
IRU	International Road Union
IsDB	Islamic Development Bank
ITDP	Institute for Transportation and Development Policy
MCLI	Maputo Corridor Logistics Initiative
MDTF	Multi-Donor Trust Fund
MYC	Mobilize Your City
NEPAD	New Partnerships for Africa's Development
OECD	Organisation for Economic Co-operation and Development
OSBP	One-Stop Border Post
PIDA	Program for Infrastructure Development in Africa
PMAESA	Port Management Association of Eastern and Southern Africa
PMAWCA	Port Management Association of West and Central Africa

REC	regional economic community
REC-TCC	Regional Economic Communities Transport Coordination Committee
SADC	Southern African Development Community
SCEA	Shippers' Council of Eastern Africa
SDG	Sustainable Development Goal
SECO	State Secretariat for Economic Affairs (Swiss)
SSATP	Africa Transport Policy Program
TT	Transforming Transportation
UASC	Union of African Shippers Council
UATP	African Association of Public Transport
UEMOA	West African Economic and Monetary Union
UMA	<i>Union du Maghreb Arabe</i>
UNECA	United Nations Economic Commission for Africa
UTM	Urban Transport and Mobility
WAMI	West African Monetary Institute
WAMZ	West African Monetary Zone

PREAMBLE

Third Development Plan (DP3), an Appropriate response to the Top Priorities in Meeting Africa’s Transport Challenges

Because of the strong synergies among transport, economic growth, and poverty reduction, an efficient and well-functioning transport sector is key to Africa's development efforts. Despite its past progress, Africa's transport sector continues to face many challenges that are addressed by the SSATP’s Third Development Plan (DP3), 2015–18.

This development plan and its three thematic pillars were the centerpiece of SSATP’s 2017 annual meeting, which was held in Marrakech, February 20–24. This report describes that meeting and the conclusions reached and recommendations made by participants. The challenges facing Africa’s transport sector were identified by the working group asked to prepare a proposal for the United Nations’ Sustainable Development Goals (SDGs) for presentation to its stock-taking session on “sustainable cities and human settlements, sustainable transport.” Further work on the contribution of transport to the SDGs identified the following priority areas: urban access, rural access, national access and regional connectivity, road safety, air pollution and human health, and greenhouse gas emissions. All these areas are covered by the DP3 either directly or indirectly. The three thematic pillars of the DP3 regional connectivity, urban access, and road safety were confirmed at the annual meeting through thematic and sectoral consultations with SSATP stakeholders. The DP3 focuses on strategic priorities in which SSATP has a comparative advantage. Air pollution, human health, and greenhouse gas emissions are embedded as crosscutting issues within the three pillars as well. The following sections summarize the three thematic pillars.

Pillar A: Integration, Connectivity, and Cohesion A Paradigm Shift

Woefully inefficient transport logistic chains have long hampered the pace of integration of African countries. The poor performance and associated inefficiencies stem not only from inadequate infrastructure, but notably also from poor governance, a nonconducive institutional and regulatory environment, and weak institutional capacity at both the policy formulation and implementation levels. The main issues are cumbersome: lengthy customs and administrative procedures, numerous barriers along the corridors, and the relatively high transport and logistics costs associated with poor quality of service provision. Accelerating the pace of integration between

economies at the regional and continental levels is important for African countries if the continent is to overcome the challenges posed by its small-scale fragmented economies.

The approach taken in the integration, connectivity, and cohesion pillar (or what is called the regional integration pillar in this report) is broader than the regional corridors approach because it considers the whole transport logistics chain linking the rural, national, and regional networks and the geographical economic impacts. The focus has shifted from only facilitating the transit of international imports and exports along the regional corridors to integrating in a holistic manner the economic development of the areas affected by the corridors. Integrated corridor development takes into account the movement of goods that are produced locally in order to facilitate their trade at the country and regional levels, increase food security, and provide local producers with new jobs and business opportunities. This approach to trade and transport corridors aims to provide comprehensive connectivity among international, national, and rural networks.

In their November 2011 Luanda Declaration, the African ministers of transport gave top priority to the Africa Infrastructure Development Program (PIDA), which is the single most important program for interregional and continental integration. The primary focus of PIDA is to help interconnect transport networks, especially those serving landlocked and island countries, in order to support the territorial, economic, and social cohesion of Africa and its global competitiveness. The Luanda Declaration emphasizes the need to deepen the facilitation of interstate transport. Therefore, it calls for harmonizing legislation, simplifying transit procedures, removing nonphysical barriers, and improving the efficiency and safety of transport operations. These measures are complemented with a commitment to strengthening and, where necessary, putting in place institutions responsible for the management of safety, security, and facilitation in the transport sector. Finally, the declaration fosters the use of information and communications technology (ICT) and other technologies in the development of transport infrastructure and operations.

Developing trade corridors is a key priority of the regional integration agenda of the African Union, which seeks to establish a continental free trade area (CFTA) in order to stimulate economic development through trade growth, particularly intra-Africa trade. Using a combination of measures, the Action Plan for Boosting Intra-Africa Trade (BIAT) addresses the numerous constraints that restrict the growth of such trade. These measures relate to three broad themes: trade policies, trade facilitation, and trade competitiveness.

Pillar B: Urban Transport and Mobility - Promoting a New Integrated Approach

Because more than half of Africa's population will soon be living in urban areas, providing a sustainable response to the demand for mobility for urban dwellers is an increasingly urgent concern. The urban population of Africa is growing rapidly, at about 4.5 percent a year, which means that it will double in roughly 15 years. Most urban areas are facing major development challenges. It is projected that by 2050 Africa will be home to an additional 300 million urban residents, and 60 percent of all Africans will live in urban areas. Currently, the levels of access and mobility in urban Africa are substantially below what is required to meet current and future demand. Steady economic growth in most African countries will further accelerate motorization from the current low levels as well as the demand for transport services in urban areas.

Inefficient urban transport is already hampering the movement of people and goods in most African cities. This problem is further aggravated by an inadequate policy framework, fast-growing motorization, a weak capacity to address the environmental and social risks of urban transport systems, and lack of enforcement of the current rules and regulations. There are also issues related to the lack of coordination between land-use planning and transport systems, the high levels of congestion, and the unsatisfied transport demand, in particular for the vulnerable segments of the population. To sustain the pace of higher economic growth, countries need to develop transport policies that can ensure expansion and performance of the transport sector in a comprehensive and sustained way.

Drawing on its extensive experience in policy formulation, SSATP can effectively support African countries in developing strategies and policies that will have a transformational impact. This will help unleash the potentially crucial role that the urban transport sector can play in sustaining economic development. The development objective of Pillar B on urban transport and mobility (UTM) is to provide tools for developing safe, clean, and affordable urban transport in Africa for secondary and primary cities. This is in line with SDG 11: "Make cities and human settlements inclusive, safe, resilient and sustainable." The expected outcome of the pillar is the achievement of secure universal access by sustainable transport for urban populations by 2030.

The EASI (Enable/Avoid/Shift/Improve) policy framework underpins the activities of Pillar B. SSATP initiated conceptualization of the EASI framework during its Second Development Plan (2008 – 2014). The framework provides a structured set of policy recommendations to help improve accessibility and mobility in urban areas of Africa. It is an important first step toward helping Africa improve urban mobility because it

represents a comprehensive and clear organization of the higher-level approaches (strategies) needed for the development of sound policies and the implementation of those policies. It also provides a common language for communications between technical and administrative practitioners. The activities associated with Pillar B on urban transport and mobility, as part of the Third Development Plan, are intended to identify specific ways (tactics) to implement this framework in a demand-driven, implementation-oriented process aimed at leveraging the comparative advantages of SSATP and its partner community.

Pillar C: Road Safety - Following the “Safe Systems” Approach

Africa's road safety performance has deteriorated to that point that it is becoming an obstacle to the continent's competitiveness and development. Poor road safety affects the most vulnerable road users and the poor more than any other category of people. Despite its low motorization rate, with more than 300,000 deaths per year, Africa has the worst road safety performance in the world, and it is the continent where one is most likely to die from a vehicle crash. Because Africa's economic growth is triggering a rapid increase in motorization and demand for transport services, it is predicted that the African road safety crisis will continue to worsen. More specifically, according to the World Health Organization's *Global Status Report on Road Safety 2015*, in contrast to all other regions of the world, road fatality rates in Africa continue to worsen.

The fatality rate in Africa increased from an estimated 24.1 fatalities per 100,000 population in 2010 to 26.6 fatalities per 100,000 in 2013¹. Road trauma in Africa is projected to worsen further, with fatalities per capita likely to double over the period 2015–30. By contrast, HIV/AIDS and malaria fatalities per capita are projected to decline by about 20 percent². The 2013 Global Burden of Disease (GBD) study reveals that between 1990 and 2013 in Africa there was an 89 percent increase in the number of road injury deaths, a 72 percent increase in pedestrian deaths, a 93 percent increase in motorcycle deaths, and a 73 percent increase in cyclist deaths. Meanwhile, the ranking of deaths from road traffic injuries compared with other causes of death increased from 14th place to 9th place³. The majority of those killed are under the age of 30. The fatality rate for men is almost twice that for women, which has strong implications for households, because in Africa men are mainly the breadwinners.

¹ World Health Organization (WHO), *Global Status Report on Road Safety 2015* (Geneva: WHO, 2015).

² M. Small and J. Runji, “Managing Road Safety in Africa: A Framework for National Lead Agencies,” SSATP Working Paper 101, World Bank, Washington, DC, 2014.

³ Institute for Health Metrics and Evaluation, “Global Burden of Disease Report,” Seattle, 2013.

SSATP has worked closely in partnership with the United Nations Economic Commission for Africa (UNECA) and the African Union Commission (AUC) on the development of the African Strategy for Road Safety, which underpins the UN Decade of Action for Road Safety 2011–2020 in Africa and the associated action plan adopted by the African heads of state in January 2012. In addition, the newly adopted SDG goals have defined targets in the areas of cities and health that specifically address the road safety agenda and are relevant to Pillar C.

The development objective for Pillar C is to enable African countries to achieve the road safety goals of the UN Decade of Action for Road Safety 2011–2020 and the Africa Road Safety Action Plan 2011–2020. This objective will be met by working in collaboration with the African Union Commission.

1. INTRODUCTION

1.1. Context and Objectives

The SSATP annual meeting is a legal requirement that is set forth in the governance structure of the program. The purpose of this report is to capture the main conclusions and recommendations of the discussions held at the 2017 SSATP annual meeting and its associated events. In accordance with the reporting requirements, the program team was required to present its annual report covering the period January–December 2016.

Although the primary objective of the annual meeting is to report on the implementation of SSATP activities and the likelihood of the program achieving the intended outcomes, it also provides an opportunity for thematic group discussions, as well as learning and sharing experiences. Overall, it offers the SSATP team with a unique platform for receiving feedback from client countries, partners, and other stakeholders.

1.2. Structure of the Meeting

The agenda of the meeting, held February 20–24 in Marrakech, Morocco, was structured around four events. The first set of activities, held on February 20, consisted of working group break-out sessions for each of the three pillars of SSATP’s Third Development Plan (DP3). The objective was to finalize proposed implementation of the plan for endorsement by the General Assembly.

The next two days, February 21 and 22, were devoted to learning from best practices and sharing the experiences of SSATP’s member countries and international partners with the ultimate aim of drawing lessons for Africa.

The third event was the convocation of the 2017 General Assembly on February 23. The objective of the General Assembly was to review and eventually endorse the annual report and to adopt the implementation plan. This year, because of the large number of transport ministers and other high-level delegates in attendance, the annual meeting was exceptionally preceded by the convocation of a high-level panel on regional integration. The panel was chaired by minister of transport of Nigeria and moderated by a former director of the United Nations Economic Commission of Africa (UNECA). The panel included the transport ministers of Cameroon, the Democratic Republic of Congo, and Zimbabwe; the commissioner of infrastructure of the

Economic Community of West African States (ECOWAS); the director of infrastructure and energy of the African Union Commission (AUC); the transport and ICT practice manager at the World Bank; the head of the Transport and ICT Division of the African Development Bank (AfDB); and the European Commission representative on behalf of SSATP donors. In addition, because the 2017 annual meeting coincided with SSATP's 30th anniversary, a video reflecting on the 30 years of the program was produced and shared with participants.

The last round of events on the fifth day included the organization of site visits to the Port of Safi (Pillar A integration, connectivity, and cohesion group) and the Marrakech urban transport system (Pillar B Urban Transport and Mobility group). In parallel, the Pillar C (road safety) group attended a workshop on management of road safety data for francophone countries.

1.3. Participation in the Meeting

The over 150 participants in the meeting were from 30 countries and represented high-level officials (eight ministers, four permanent secretaries, 15 senior directors, and 20 senior executives), two continental institutions (AUC and UNECA), seven



regional economic communities⁴, 10 international or regional private organizations⁵, and eight international financing institutions and development partners⁶. Donors

⁴ ECOWAS, Southern African Development Community (SADC), Economic Community of Central African States (ECCAS), West African Economic and Monetary Union (UEMOA), East African Community (EAC), *Union du Maghreb Arabe* (UMA), and Intergovernmental Authority for Development (IGAD).

⁵ International Road Union (IRU), Institute for Transportation and Development Policy (ITDP), African Association of Public Transport (UATP), Federation of East African Freight Forwarders Associations (FEAFFA), Shippers' Council of Eastern Africa (SCEA), African Road Maintenance Funds Association (ARMFA), Association of Southern African National Road Agencies (ASANRA), Union of African Shippers Council (UASC), Port Management Association of Eastern and Southern Africa (PMAESA), and Maputo Corridor Logistics Initiative (MCLI).

⁶ European Union, AfDB, Swiss State Secretariat for Economic Affairs (SECO), *Agence Française de Développement* (AFD), World Bank, UN-Habitat, *Deutsche Gesellschaft für Interna-*

expressed their appreciation for the high level of participation and the strong team from the World Bank who attended the meeting (three practice managers and the country director for Morocco).

Participants commended the strong, ongoing relevance of SSATP as a unique platform to discuss transport policies and strategies through a strong partnership and country ownership–driven approach. Participants also acknowledged that the three thematic areas of the SSATP’s Third Development Plan (1) integration, connectivity, and cohesion; (2) urban transport and mobility; and (3) road safety were key priorities for Africa transport challenges and noted that they were well aligned with the Africa Development Agenda 2063 adopted by the African Union (AU). They equally embraced the theme of the annual meeting, “Africa Transport Policies, Aligning with Sustainable Development Goals.”

1.4. Organization of this Report

Chapter 2 highlights the governance structure of the SSATP and its new operating model. Chapter 3 then describes how the implementation of DP3 is progressing and how activities are designed to respond to the current challenges of transport in Africa. The chapter also presents an overview of the preliminary results and the likelihood of achieving the intended outcomes. Chapter 4 reports on the main conclusions of the annual meeting, the key findings, and the recommendations for the continent. Finally, chapter 5 discusses the way forward for program implementation. The appendixes present additional information: the opening and closing speeches (appendix A), a message from the director of infrastructure and energy of the African Union Commission (appendix B), a position paper of the high-level panel (appendix C), the conclusions of the three pillar group discussions (appendixes D, E, and F), the meeting agenda (appendix G), and the list of participants (appendix H).

2. SSATP GOVERNANCE STRUCTURE AND OPERATING MODEL

2.1. SSATP Governance Structure

SSATP is an international partnership of 41 African countries, regional economic communities (RECs), African institutions (African Union Commission and United Nations Economic Commission for Africa), public and private sector organizations, and international development agencies. Its mission is to facilitate policy development and related capacity building in Africa's transport sector. The work of SSATP follows the policy development cycle, starting with knowledge creation through assessments and case studies, dissemination of knowledge and best practices, support of knowledge application, reviews of capacity-building needs, and capacity-building support and advocacy. Since its inception, SSATP has become well recognized and respected as the foremost policy development forum for the transport sector in Africa, bringing together key decision makers while developing networks of specialists (researchers, operators, and consultants) in most transport-related fields in Africa.

SSATP is financed by the contributions of development partners to a trust fund administered by the World Bank. Current contributors are the European Commission (EC), the Swiss State Secretariat for Economic Affairs, the *Agence Française de Développement*, and the African Development Bank.

The SSATP governance structure is composed of the following institutional frameworks:

- The General Assembly provides the strategic directions and approves the work program. It is also a forum for all stakeholders involved in policy formulation or strategy development for land transport in Africa.
- The Executive Committee, comprising representatives of the development partners, member countries, private sector, and RECs, carries out the executive and advisory functions, providing guidance to the SSATP management team.
- The SSATP management team, known as the Secretariat, is responsible for the day-to-day management and implementation of SSATP activities, working in consultation with three thematic groups, one for each focus area (pillar) of the Third Development Plan (DP3). These working groups are composed of experts from the member countries.

2.2. New Operating Model

In response to a request from its stakeholders, mainly its client countries, the SSATP's program management structure has been redesigned to better anchor the program in Africa. As a result, the implementation team is split in two. The core technical team comprises the three pillar leaders, who are based in Nairobi, and the program manager and administrative staff, who are based in Washington. In this way, the pillar leaders are able to interact and consult more closely with client countries and regional organizations in order to strengthen the ownership of the program and its activities, and the program manager is in a position to stay sufficiently connected to the global knowledge platform offered by the World Bank Group.

Deep rooted policies for ownership and sustainability. The field-based pillar leaders are well connected with client countries and counterparts from the European Union, AFD, and AfDB. The team has already closely interacted with the AfDB's regional offices in Abidjan and Nairobi, as well as with the EC's office in Nairobi, both financiers of the program. The ultimate objective is to develop a formal modus operandi for collaboration. A collaborative platform is envisioned that would allow task teams from the development partners to rely on SSATP to develop products and analytical works on policies and strategies, and the SSATP team would disseminate its knowledge products and provide guidance and support to operational teams on demand.

Keeping pace with and staying connected to global knowledge. The Transport Department of the World Bank was restructured in 2015 to promote knowledge and solutions. Global Solutions Groups (GSGs) covering key transport-related subthemes were created to ensure that staff and beneficiary countries have access to cutting-edge global knowledge. The focus areas of three of these GSGs align with the three SSATP priority areas. Thus the World Bank, with its new GSGs and the Global Practices structure, is in a much better position to share its global knowledge, while SSATP ensures adaptation of the relevant global knowledge to the African context. These efforts, combined with 30 years of SSATP's engagement in Africa, have paved the way for enriching its policy formulation and strategy development. This is particularly important for the cross-fertilization and mainstreaming of crosscutting issues such as climate change, transport-related gender issues, and the social impacts of transport policy reforms that is, issues for which Africa could strongly benefit from the global experience.

3. A PROGRESS REPORT: IMPLEMENTATION OF SSATP'S THIRD DEVELOPMENT PLAN (DP3)

3.1. Progress of Overall Program Management

This chapter summarizes the efforts made by the SSATP management team to better anchor the program in Africa by empowering more SSATP stakeholders to “own” the program and by fostering partnerships with various partners and initiatives. It also describes SSATP's efforts to achieve sustainability through dissemination/outreach and replicability of knowledge created and lessons from best practices / experiences.

Empowering Stakeholders

From September through November 2016, the SSATP team initiated a mission tour with the objective of connecting with member countries and partners of the program, including development partners, in order to emphasize its demand-driven nature. Ownership of the program by country members and early buy-in by the development partners and other international organizations involved in activities will be critical to ensuring the downstream implementation of the knowledge products that SSATP generates an important consideration because SSATP cannot be involved, as a matter of guiding principle, in the implementation process.

Introducing the SSATP team and maintaining contact with the program's development donors. In early September 2016, the SSATP program manager visited Morocco and Europe-based development partners: the AFD in Paris, the European Commission in Brussels, and SECO in Bern. From October through November 2016, the program manager and the pillar leaders visited the member countries of Burkina Faso, Côte d'Ivoire, Ethiopia, Kenya, and Senegal and met with their respective transport ministers to, among other things, introduce the SSATP's Third Development Plan.

Preparing for the 2017 annual meeting. Two SSATP team missions visited Morocco between September and November 2016 to follow up on the country's preliminary expression of interest in organizing the upcoming meeting of the program's General Assembly. Thanks to the strong commitment of Morocco's Ministry of Transport and support of the World Bank's country director and the Bank team in Rabat, the Moroccan authorities agreed to host the 2017 SSATP annual meeting. In addition, to ensure full support for the 2017 annual meeting the government of Morocco decided to place the meeting under the “High Patronage of His Majesty King Mohamed VI.”

Reviving collaboration with the African Union Commission. In the course of its mission to Ethiopia, the SSATP team met with the newly appointed director of the AUC's Department for Infrastructure and Energy, who happens to also be a statutory member of the SSATP's Executive Committee. The main outcome of this meeting was the director's unequivocal confirmation of the strategic relevance of SSATP. He also expressed his conviction that the DP3 orientation, through its three thematic areas, aligns well with the goals of the AUC's development agenda.

Advocating for and accepting new members. As part of the efforts to extend SSATP to the entire African continent, the SSATP team initiated discussions in 2016 with a number of countries, including South Africa and Mauritania. As a result of this initiative, Mauritania formally submitted a request to become a member of the program, and that request was approved by the February 2017 General Assembly. Discussions are still under way with South Africa, which could be a great asset for SSATP in terms of its potential for sharing experiences with member countries.

Enhancing collaboration with Africa-based academia. To better anchor SSATP's knowledge generation in the local context, the team has consulted members of Africa's academic community and asked them to support policy formulation with evidence-based case studies. To that end, meetings were held with the University of Nairobi, which coordinates a network of East African universities. The objective of the memorandum of understanding is to develop long-term collaboration between SSATP and academia to enhance capacity-building programs and to foster knowledge-based research and studies. The collaboration is aimed at promoting SSATP's Third Development Plan across stakeholders and at exploring avenues for partnership and possible synergy creation for tailor-made regular programs on sustainable urban transport management training delivery in the subregion. It is envisioned that, if successful, this pilot experience will be replicated in other subregions (West, Central, and North Africa). The approach would also be extended to other key transport topics and eventually to other pilot academic institutions in order to facilitate the emergence of subregional centers of excellence.

Fostering Partnerships

To place DP3 implementation on solid ground and align its work with the SSATP core principles, the SSATP team also sought partnerships with similar initiatives or institutions working in the same thematic areas.

Extending partnership within the development partner community. In line with the objective of harmonizing the interventions of SSATP's development partners in the

formulation of transport sector policies in Africa, the team established contact with the director of infrastructure of the Islamic Development Bank and invited that institution to attend the SSATP annual meeting. That effort was intended to gradually extend SSATP products to all development partners interested in transport policies and strategies in Africa. The director of infrastructure, accompanied by two senior transport colleagues, attended the annual meeting in Marrakech.

Collaborating with “Mobilize Your City” (MYC). SSATP will join the Technical and Scientific Committee of MYC. MYC helps local governments in developing countries to plan sustainable urban mobility in order to develop more inclusive, liveable, and economically efficient cities and reduce greenhouse gas emissions. With the support of a coalition of international partners (development agencies, urban and transport planning agencies, nongovernmental organizations, and development banks), MYC provides a methodological framework and capacity-building and technical assistance, as well as facilitates access to financing at both the local and national levels.

Echoing Africa’s concerns at the “Transforming Transportation” (TT) Forum. “Transforming Transportation,” an event jointly organized by the World Bank and the World Research Institute, is one of the best-known transport learning events in the world. To ensure that Africa’s perspective was adequately reflected at the January 12–13, 2017, TT meeting, the organizers offered SSATP an opportunity to organize and chair a session entitled “Transforming Urban Mobility in Africa.” The objective of the session was to take stock of where Africa stands on urban transport policies as well as on the development of an integrated and sustainable urban transport and mobility management approach. The session emphasized how a comprehensive, integrated approach to land-use planning and urban accessibility is conducive to viable, efficient, and productive cities. It also highlighted emerging trends such as the effective use of information and communications technology to influence urban mobility trends.

Expanding the collaboration to more regional bodies. SSATP already has a strong record of collaboration with the AUC, UNECA, and regional economic communities, notably the tripartite ones, as well as with the port associations and other regional professional bodies. The team has been working to expand this collaboration.

Collaborating with the African Road Maintenance Funds Association (ARMFA). During the SSATP visit to Addis Ababa, the team met with the ARMFA chair and executive secretary at their secretariat. The chair expressed the association’s willingness to collaborate with SSATP on the development of road maintenance policies that include road safety provisions as well as its readiness to collaborate with SSATP in its

efforts to mainstream road maintenance issues in the integrated corridor development approach.

SSATP also participated in ARMFA's 2016 annual meeting in Abidjan and is collaborating with ARMFA in putting in place a memorandum of understanding to ensure that road safety is mainstreamed into ARMFA's dialogue with road agencies at the country level.

Collaborating with new initiatives - Safer Africa. SSATP is ensuring complementarity between Safer Africa and its activities and is using the opportunity of this collaboration to scale up the work plan proposed under DP3. The €2.5 million Safer Africa initiative seeks to establish a dialogue platform between Africa and Europe focused on road safety and traffic management issues. The project activities will be oriented toward the "Safe System" approach and grouped into four pillars: (1) road safety knowledge and data; (2) road safety and traffic management capacity review; (3) capacity building and training; and (4) sharing of good practices. The platform will work at two levels: decision making and technical. The decision-making level will base its actions on information provided and activities carried out at the technical level by established working groups that address specific topics. The technical level will involve government, research institutions, and international and stakeholders' organizations (such as nongovernmental organizations), with a fair balance between African and European Union partners. SSATP worked with the Center for Transport Logistics at the University of Rome on organizing the first African meeting of Safer Africa in Nairobi in March 2017.

Working towards Sustainability through Dissemination / Outreach and Replicability

In view of SSATP's limited resources and mandate, learning from experience, disseminating best practices, and promoting replicability are key to ensuring sustainability. Whether an activity would result in a best practice that could be disseminated and used to advocate at a high policy level without major adaptive work is a critical criterion for the selection of any SSATP-supported activity. Therefore, the potential of an activity for easy replicability in other countries would be a guiding principle in the selection of the priority activities under the pillars. The DP3 components seek to optimize the replicability of the policies they will promote, not only through advocacy and related gap analysis, but also through mainstreaming these policies into projects to be promoted by the development partner community. The policies and strategies developed by SSATP will be discussed with senior policy makers at the country and regional economic community levels.

The dissemination is to be carried out through various channels, including workshops, seminars, communities of practice, conferences, and various media such as the SSATP website and local news publications. The SSATP distribution list, which includes about 4,000 transport practitioners inside and outside Africa, will also be instrumental in this effort. In that respect, the SSATP's Regional Economic Communities Transport Coordination Committee (REC-TCC) stands out as the continental platform that can facilitate dissemination through advocacy, replicability, and the coordination of the policies and strategies brought forward under Pillar A across the various subregions. Moreover, SSATP will share information on its activities, their corresponding outputs, and results through websites, through SSATP donors and partners, and also through its annual meetings. To enhance its information dissemination function and update its communications strategy, SSATP is in the process of hiring a communications specialist.

Progress toward achieving Outcomes: Implementation Status of Activities

In view of the fact that activities under DP3 were launched only in the second semester of 2016, the progress recorded so far in overall program implementation could be considered satisfactory. Nevertheless, the team is aware that the pace of implementation should be accelerated in order to not only maintain the current momentum but also meet the high expectations of development partners and members. Implementation of Pillar A on regional integration is more advanced, with four major activities ongoing and two flagship events already conducted.

Pillar B on urban transport and mobility is in the final stage of the procurement process for the launch of a series of integrated studies in eight pilot African countries, despite being somewhat behind schedule. As a result, the initial target of having the derived policy notes available at the SSATP annual meeting was rescheduled for a future date. The ongoing collaboration with universities and research centers has not yet resulted in tangible finished products, even though excellent progress has been made in East and West Africa.

Pillar C on road safety is moving ahead, though at a relatively slower pace than anticipated, especially in francophone countries because of the unexpected challenge in finding the required number of qualified French-speaking consultants with strong knowledge of institutional road safety issues. The team is addressing this issue through the development of an umbrella contract with the French Institute of Science and Technology for Transport, Spatial Planning, Development, and Networks (IFSTTAR), which will allow the mobilization of experts on an as-needed basis. The collaboration with other institutions and initiatives remains on track, and it is con-

tributing to complementing and scaling up SSATP activities.

Overall, considering the remaining period for implementation of the program, the objectives and outcomes are achievable. What follows is a detailed status report on the implementation of DP3 activities under each pillar.

Progress on Pillar A: Integration, Connectivity, and Cohesion

The purpose of Pillar A is help accelerate the regional integration of African countries through better connectivity, improved cohesion, and the provision of competitive and efficient logistics services that help achieve the overall development objective of DP3, including serving as a catalyst for the achievement of a continental free trade area. To that end, this regional integration pillar of DP3 has focused on promoting

- Policies and strategies based on strong monitoring and evaluation for evidence-based decision making
- Appropriate institutional frameworks and institutions with adequate capacity
- The provision and delivery of logistics services based on the appropriate legal and regulatory environment.

Under Pillar A, SSATP executes its activities in close cooperation with the REC-TCC. The REC-TCC is a forum for exchanges of experiences, peer learning, dissemination of good practices, as well as coordination of programs and activities. It also acts as the steering committee for the regional integration pillar work program by notably confirming the relevance of the activities selected, monitoring their implementation, and evaluating the progress achieved. REC-TCC members are drawn from the RECs, corridor authorities, regional industry (transport, logistics services, shippers) associations, African institutions (AUC and UNECA), and development partners.

Through the REC-TCC, SSATP plays an advocacy role in promoting policy changes and harmonization at the continental, regional, and country levels and a monitoring role in their successful implementation. The focus of the pillar on an inclusive policy dialogue, gives prominence to corridor management being viewed here as a broad concept responding to the objective of integration, connectivity, and cohesion.

The short-term program (table 3.1) for Pillar A is demand-driven, and it reflects the needs of stakeholders, who commit themselves to supporting the activity during its entire development cycle. Clear identification of a committed stakeholder at the regional or national level is a determining factor of the success of implementation of the activity and its capacity to yield measurable results. At the REC-TCC meeting held in December 2015 in Nairobi, a list of activities arising from the demands by REC-TCC stakeholders constituted the short-term action plan. The selection of activities was

based not only on their relevance to the Pillar A strategic outcome, but also on the areas in which SSATP has a comparative advantage.

Table 3.1 Pillar A: Synopsis of Activities and Related Outcomes

Short-term program	Achievements projected
<i>Outcome 1: Promote effective policy and strategy formulation and implementation for corridor development at the country and regional levels</i>	
Support tripartite—SADC–EAC–Common Market for Eastern and Southern Africa (COMESA)—corridor management institutions (CMIs)	Aimed at CMIs that include integrated development and performance-based management in their driving principles.
<i>Outcome 2: Develop capacity among institutions for an inclusive policy dialogue on regional integration</i>	
Support capacity development for trade facilitation for West Africa Monetary Zone (WAMZ) countries	Aimed at strengthening the capacity of the West African Monetary Institute (WAMI) and the national transit and transport facilitation communities to conduct an enhanced policy dialogue among stakeholders at the national and regional levels, with a view toward opening up the ECOWAS space to WAMZ countries through trade facilitation and dialogue
Support the Regional Economic Communities Transport Coordination Committee (REC- TTC)	Aimed at ensuring that REC-TCC operates as a streamlined continental framework for cooperation on regional integration and facilitates the monitoring of Pillar A activities
Support RECs for trucking industry regulatory framework (West and Central Africa)	Aimed at supporting the regional economic communities and countries in Africa in their efforts to set up legal and regulatory frameworks to improve the performance of logistics operators

Outcome 3: Promote efficient logistics services

Tripartite (SADC–EAC–COMESA) regional standards for road transport	Aimed at creating the conditions for a tripartite-wide market for trucking services through harmonized standards, thereby eliminating the barriers to entry and promoting a competitive and efficient regional trucking industry
Guidelines on container terminal concessions and port performance indicators in African ports	Provide technical assistance to ports in the Port Management Association of Eastern and South Africa (PMAWCA) and PMAESA member states on container terminal concessions and port performance indicators in order to yield better outcomes from the container terminal concessions
One-Stop Border Post (OSBP) and integrated border management	Provide advocacy and policy advice on OSBP version 2 and subsequent dissemination among stakeholders to ensure the promotion of second-generation OSBPs within RECs, CMLs, and countries, as well as development partners. The objective is better design of border crossing interventions that reduce delays and development of a web-based corridor performance monitoring system that enables monitoring the progress in trucks' route times and border crossing times in selected corridors.
Dry ports and corridor efficiency	Provide policy advice on the development and management of dry port facilities along corridors, with a view toward enhancing corridor performance and reducing costs
Trucking services in eastern and southern Africa	Promote the development of or compliance with self-regulatory charters and codes of conduct among the road transporters community for more efficient service delivery.

Progress on Pillar B: Urban Transport and Mobility (UTM)

UTM policy development and strategic support seek to put in place the enabling environment needed by urban areas to follow a holistic approach to improving urban transport and mobility management. Pillar B supports the development of (1) an integrated urban transport policy and strategies and (2) a capacity-building program to create awareness, through knowledge creation and dissemination, that will help countries and municipalities make informed decisions. In this way, SSATP is helping to build a consensus and to sensitize stakeholders on the rational objectives of the conceptual elements of the policy framework, as well as implementation of strategies in the context of primary and secondary cities.

The activities in Pillar B involve working with countries and municipalities to (1) foster knowledge of how to develop more effective policies and strategies for sustainable mobility and accessibility in urban Africa and (2) expand the capacity of cities and metropolitan areas to design, adopt, and implement effective policies for sustainable mobility and accessibility in urban Africa (see table 3.2). The progress report that follows describes the status of an integrated study aimed at developing guidelines for sustainable urban transport and mobility and the parallel set of activities being implemented to develop capacity through knowledge generation. Priority engagement areas for sustainable transport intervention are identified with a focus on the Enable/Avoid/Shift/Improve (EASI) concept framework.

In applying the EASI framework, the integrated approach study focuses on six priority areas:

- Institutional: strengthening the institutional framework for urban transport management
- Financing: creating sources of dedicated funding for urban transport management
- Civil society: fostering effective civil society and private sector participation in urban transport management
- Multimodal: undertaking planning and operations for city centers (execution of nonmotorized transport and traffic management improvement programs)
- Public transport: executing public transport improvement programs (focused on paratransit reform)
- Integrated UTM management: organizing and delivering national government support for urban transport management, particularly in secondary cities

Fostering Knowledge and Institutional Strengthening of Sustainable Urban Transport and Mobility

Under this sub-pillar, the objective is to apply the concept of an integrated approach to sustainable urban transport and mobility. The interventions of the EASI framework will provide specific guidelines that countries would use in developing urban transport and mobility management plans. Thereafter, the team envisions adopting strong advocacy in communications with countries and development partners, but also working in close collaboration with donors to seek support for applying the guidelines in selected pilot countries.

The general methodology envisioned is to identify successful experience and promote its replication. A big factor in determining the success of this promotion will be how effectively countries are convinced to fully participate, which will be based strongly on the level of ownership. Every step of this methodology will incorporate actions aimed at cultivating this ownership. To develop country ownership, the SSATP team has undertaken or will undertake the following steps:

- Case studies of pilot countries are based on a country's engagement and desire to move forward with the approach promoted.
- Based on preliminary findings and policy notes, a consultation workshop will be held to create awareness among African government practitioners so they can make informed endorsements of the findings and recommendations.
- Each activity will focus on what has already worked in the African context so that potential participants can have confidence in the success of the activity.
- The guidelines to be developed as part of each activity will be based on a full diagnostic of African context case studies. In that way, the recommendations included in the guidelines will be more credible - that is, based on knowledge of how things are in Africa instead of being preconceived recommendations borrowed directly from other regions.
- Finally, attractive options will be presented, ranging from incremental to ambitious ways forward

UTM Capacity Building and Knowledge Creation

The study will be complemented by UTM capacity-building support for promoting the urban transport and mobility concept and knowledge-based awareness creation for decision making. The primary focus will be on partnering with African universities and other academic institutions and centers of excellence to develop midcareer training on UTM components and knowledge-based short curricula. This subpillar

will focus primarily on support for capacity-building decision makers in the area of sustainable urban transport and mobility management. It will also support extended capacity-building programs to sensitize stakeholders through advocacy, dissemination of knowledge, and the sharing of best practices. SSATP will work toward building a consensus on the rationale and the conceptual elements of the policy framework, as well as implementation of strategies in the context of primary and secondary cities.

Dissemination of the pilot project experience, as well as the guidelines updated to reflect the lessons learned from these projects, will be critical to promoting wider replication of these initiatives. This will allow governments to own the process and participants to understand the actual results and specific actions applicable to their reality.

Table 3.2 Pillar B: Synopsis of Activities and Related Outcomes

<p>Outcome 1: Support development of an integrated approach to sustainable urban transport through a country-based urban transport and mobility (UTM) integrated study for the application of a comprehensive UTM program</p> <ul style="list-style-type: none"> ▪ Put in place sustainable urban transport planning, monitoring, coordination, and financing mechanisms ▪ Apply urban forms that minimize the need for motorized transport and favor public and nonmotorized transport ▪ Adopt and implement sound integrated multimodal urban mobility plans, with a particular emphasis on the promotion of nonmotorized transport modes and the restructuring of informal public transport services ▪ Adopt and implement the key measures needed to improve traffic conditions in African cities. <p><i>Output: The output of the ongoing integrated study in pilot countries and cities is the development and publication of guidelines that would support</i></p> <ul style="list-style-type: none"> ▪ Establishing a clearly defined entity in charge of urban transport management and coordination, as well as ensuring that key responsibilities are properly assigned and carried out ▪ Strengthening the financial framework for urban transport management in Africa to support the establishment of sustainable financing mechanisms ▪ Promoting effective public participation in both a specific sector initiative (projects/policy) and a general discussion/exploration of the situation in urban transport as a first step toward establishing a national strategy ▪ Improving nonmotorized transportation and traffic management and highlighting the critical need to improve these modes within city centers ▪ Improving public transport, striving for environmentally friendly mass transport that can address the climate change agenda ▪ Focusing on activities mainly related to secondary cities and their urban transport challenges.
<p>Outcome 2: Knowledge creation and capacity building</p> <p><i>Output: Develop a professional community at the continental level</i></p> <ul style="list-style-type: none"> ▪ Establish and moderate a professional network on urban mobility in Africa ▪ Create and animate a knowledge and dissemination platform for decision makers and technical teams.

Progress on Pillar C: Road Safety

Africa's road safety performance has deteriorated to the point that it is becoming a major obstacle to the continent's competitiveness and development. Despite Africa's low motorization rate, road safety affects the most vulnerable road users and the poor more than any other category of people. SSATP thus has an opportunity to contribute significantly to the initiatives aimed at saving lives on Africa's roads. Building on its road safety work under the previous development plan, SSATP will employ a two-pronged approach to tackle issues in road safety by (1) improving road safety management in a comprehensive way and (2) introducing bolder measures to deal with the safety of vulnerable road users.

The Africa Road Safety Action Plan 2011–2020, developed by the African countries in consensus, identifies specific actions in support of the five pillars of the United Nations Decade of Action for Road Safety 2011–2020 and pinpoints the monitoring indicators to be used for activities and key actors during the period activities will be carried out. The African Union Conference of Ministers in Charge of Transport endorsed this plan, and the heads of state adopted it in Luanda in 2012. The African Road Safety Charter further reinforces the commitment to speed up implementation of national, regional, and continental road safety programs.

During the Third African Road Safety Conference in July 2016, countries agreed that the lack of quality data was a challenge and resolved to improve the quality of their data through collaboration with the International Road Traffic Safety Data and Analysis (IRTAD) group within the Organisation for Economic Co-operation and Development (OECD). The AUC and UNECA have made commitments to fostering this process.

The success of this approach will be measured by the achievement of the following objectives/outcomes: (1) enable the AUC and UNECA to encourage countries to achieve the goals of the UN Decade of Action for Road Safety 2011–2020 and the Africa Road Safety Action Plan 2011–2020; (2) promote effective policy and strategy formulation and implementation at the country level; (3) stimulate good practice in road safety management by promoting systematic implementation of the Africa Road Safety Action Plan; and (4) better integrate road safety policy and pillar-based interventions in locally and externally funded road developments (see table 3.3).

The four outcomes for the road safety pillar are interrelated, even though each stands as an outcome on its own merit. For sustainable, effective, and efficient road safety outcomes that lower the number of deaths and serious injuries from road traffic fatalities, one must have the right data and the ability to manage them effectively. Yet one also must have strong road safety institutions with the appropriate legal and regulato-

ry mandates and adequate financing. In addition, these institutions must rely on having the right policies and strategies in place. Each outcome is one of the building blocks that serve the overarching goal of seeing African countries work together at the local, national, and regional levels to improve the continent’s abysmal road safety record. Because of the limited resources available to SSATP for this pillar, it is important that it work strategically with other partners to scale up and provide complementarity on planned activities. Finally, the establishment of a regional observatory or observatories, the initiation of a dialogue platform for dissemination and knowledge transfer, and the creation of regional associations of road safety agencies will also help in the effort to build capacity across the continent.

Table 3.3 Pillar C: Synopsis of Activities and Related Outcomes

Short-term program	Achievements projected
Outcome 1: Enable the AUC and UNECA to encourage countries to achieve the goals of the UN Decade of Action for Road Safety 2011–2020 and Africa Road Safety Action Plan 2011–2020	
<ul style="list-style-type: none"> ▪ Organize a roundtable meeting of African ministers of transport in Brasilia in November 2015 ▪ Organize data management workshops in collaboration with IRTAD ▪ Identify road safety data needs ▪ Assess road safety data management capacity at all levels ▪ Agree on a harmonized set of road safety indicators to be measured by each member state ▪ Develop regional and continent-wide road safety data observatories 	<ul style="list-style-type: none"> ▪ Organization of African ministers of transport roundtable side meeting at Brasilia High Level Road Safety Conference ▪ Organization of a series of road safety workshops on data management ▪ Discussions under way with the Eastern African Community on the establishment of a sub-regional data observatory
Outcome 2: Promote effective policy and strategy formulation and implementation at the country level	
<ul style="list-style-type: none"> ▪ Better align country and city road safety policies to the UN Decade of Action and Africa Road Safety Action Plan goals 	<ul style="list-style-type: none"> ▪ Development of a road safety strategy for the city of Addis Ababa ▪ Assistance to the government of Côte d'Ivoire to develop a national road safety strategy
Outcome 3: Stimulate good practice in road safety management by promoting systematic implementation of the Africa Road Safety Action Plan	
<ul style="list-style-type: none"> ▪ Create national lead road safety agencies where none existed ▪ Raise the profiles of existing road safety agencies ▪ Improve countries’ financing by countries of lead agencies ▪ Encourage RECs to create regional organizations to support lead agencies 	<ul style="list-style-type: none"> ▪ Assistance to the government of Senegal to create an autonomous road safety agency ▪ Support of development by the government of Mali of a road safety institutional framework and guidance on implementation of its road safety strategy ▪ Assistance to the East Africa Community EAC in formulating a dialogue and convening a road safety agenda in its community

Outcome 4: Better integrate road safety policy and pillar-based interventions in locally and externally funded road developments

- Strengthen the capacity of development partners, road funds, and municipalities to improve the effectiveness of their support for road safety
- Collaboration with ARMFA
- Post-review of road projects for the last five years

Financial Status

Financing Partners

This is the first financial reporting since the launch of the Third Development Plan (DP3) on May 1, 2015. DP3 is financed by four development partners: the European Commission, SECO, AFD, and AfDB.

Contributions and Receipts

Multi-Donor Trust Fund

Like the First and Second Development Plans, SSATP's Third Development Plan is administered by the World Bank under the Multi-Donor Trust Fund (MDTF) through which funds from the current financing partners are channelled (table 3.4). The MDTF is subject to World Bank policies and procedures as well as to its accounting and control systems. The Bank's fiscal year is July 1 to June 30.

Table 3.4: Statement of Contributions and Receipts to the Multi-Donor Trust Fund

<i>Financing partner</i>	<i>Currency</i>	<i>Amount in contributor's currency</i>	<i>Amount in US\$</i>	<i>Paid in contributor's currency</i>	<i>Paid in US\$</i>	<i>Unpaid in contributor's currency</i>	<i>Unpaid in US\$</i>
Swiss State Secretariat for Economic Affairs (SECO)	US\$	5,000,000	5,000,000	5,000,000	5,000,000	0	0
France - Agence Française de Développement (AFD)	EUR	1,000,000	1,058,100	1,000,000	1,058,100	0	0
African Development Bank (AfDB)	US\$	900,000	900,000	300,000	300,000	600,000	600,000
Commission of the European Communities (EC)	EUR	8,000,000	8,789,500	4,000,000	4,505,700	4,000,000	4,283,800
Total			15,747,600		10,863,800		4,883,800

Other Receipts

As administrator of the program, the World Bank contributed US\$477,176 in 2016 to DP3 to offset the first year set-up and start-up costs, including the salaries of the program management team, together with all the associated direct and indirect costs, which included consultant services. This transaction is also addressed in the disbursement section of this chapter because it was processed as a direct adjustment to the total amount disbursed.

The World Bank also provides an in-kind contribution of staff time through the process of peer review of concept notes, terms of reference, outputs, and other technical input to the program deliverables that are not accounted for by the system but are reflected in the consultation and review process required to ensure the quality of program deliverables.

Another source of income and receipts for the MDTF is investment income. The World Bank invests the undisbursed amounts of cash contributions received from the financing partners. By December 31, 2016, the total receipts from investment income applied to the MDTF amounted to US\$77,570, and the total receipts in the MDTF amounted to US\$10,941,370.

Statement of Disbursements

The DP3 total disbursement position as of December 31, 2016, was US\$1,849,709, which included the 2 percent administration fee of US\$217,276. The administration fee is set forth in the financing partners' administration agreement signed between the donors and the World Bank and is applied to all cash receipts from the four financing partners involved. It represents the cost recovery of the World Bank applicable at the time the DP3 Multi-Donor Trust Fund was established.

4. CONCLUSIONS AND RECOMMENDATIONS OF THE ANNUAL MEETING

Conclusions for the Continent

The two days of learning events and experience sharing at the annual meeting were an excellent opportunity for participants to learn from others and draw lessons for the continent. Discussions led to a strong consensus on the relevance of each pillar of the Third Development Plan. What follows are the main takeaways.

Pillar A: Integration, connectivity, and cohesion. Morocco's Green Logistics Strategy could be a model to replicate (factoring in local dimensions) in other African countries. SSATP will disseminate the final draft of the guidelines once completed. As for trucking industry reforms, a comprehensive toolkit is available, and each country could pick the reform agenda based on the status of the sector in-country. For dry ports and inland container depots (ICDs), countries agreed that a needs assessment should be carried out upfront, but where, when, and how?

Pillar B: Urban transport and mobility. Participants acknowledged that urban transport and mobility (UTM) are a growing concern in Africa, resulting from an unprecedentedly high rate of urbanization. They endorsed the EASI (Enable-Avoid-Shift-Improve) framework as an umbrella to address the issues and challenges. However, they asked that specific attention be given to the following issues that are jeopardizing the agenda for structural urban reforms: the poor governance of UTM management, the weak capacity of existing institutions, and the lack of political support at the municipal and country levels. Going forward, participants confirmed that better integration of land-use planning and transport systems is a must for sustainability; use of information and communications technologies will improve urban mobility and traffic management and eventually enhance the concept of smart cities; and full ownership and strong championship will be key to moving the UTM agenda.

Pillar C: Road safety. Participants stressed again that this is a critical issue in Africa that requires a large coalition and a champion at the highest level of government. The main conclusions were the following: leadership is instrumental to spurring actions; data collection is a prerequisite to ensure development of an effective and efficient strategy, with ICT and big data helping to expedite results; policies and strategies should provide the solid ground needed for implementation; coordination and partnership are important to see actual results on the ground; and regional ob-

servatories could be key to setting and benchmarking performance based on world-class standards.

Featured Examples

Morocco's Green Logistics Strategy, a New Approach

Morocco, considered a pioneer in “green energy,” has designed and implemented a comprehensive Green Logistics Strategy. The strategy is based on the following components: (1) strengthening institutions, public policies, and regulations to promote low-carbon modes and operations in the transport sector in Morocco; (2) developing Greater Casablanca's multifold logistics area network as a model project within the framework of the national logistics strategy; and (3) operationalizing mitigation measures (such as training in eco-driving, raising awareness of operators, support for the conformity of vehicles with the Euro 4 standard) through investments to upgrade the logistics zones within the framework of the Regional Logistics of Greater Casablanca. This experience could serve as a base for South-South best practice knowledge exchanges.

Addis-Ababa City Road Safety Strategy, a Good Example

The Addis Ababa Road Safety Strategy is a best practice case study that should be considered by SSATP member countries and city councils. Because of the high pedestrian fatality rate in the city (over 80 percent of all fatalities), the strategy is a pedestrian-centered one, and it lays out seven clear strategic priorities or safety directions for the city to implement:

- *Safety Direction 1:* Developing a road traffic safety management system
- *Safety Direction 2:* Focusing on the main roads, where trauma is the most concentrated
- *Safety Direction 3:* Prioritizing the pedestrian first, second, and third
- *Safety Direction 4:* Enforcing key safety laws
- *Safety Direction 5:* Improving crash and injury data management
- *Safety Direction 6:* Improving the post-crash trauma response
- *Safety Direction 7:* Demonstrating and scaling up investment

Ethiopia, like any other African country, is facing the challenge of fatalities and serious injuries stemming from the country's poor road safety conditions. The city of Addis Ababa is responsible for about 13 percent of all fatalities recorded in the country, and city authorities have recognized the need to address this critical challenge.

In 2015/2016, the city of Addis Ababa benefitted from two major interventions aimed at addressing its road safety issues. The first one, supported by the World Bank, helped to develop safe infrastructure and build capacity in the Addis Ababa City authorities and the traffic police. The second concerned the Bloomberg Global Road Safety initiative, which provided support and capacity building around advocacy, traffic enforcement, and infrastructure. There was agreement that these two initiatives, although timely, had a missing link in the form of a strategy that would tie all interventions together and would sustain the road safety focus through creating ownership at the city level of further interventions and sustained activity. SSATP supported efforts to address this missing element. In that respect, a strategy was designed to focus on improving pedestrians' mobility conditions, and on changing the behaviour of road users. It is a 13-year road safety strategy, that focuses on pedestrians and drivers and requires cooperation among all stakeholders.

The process began with stakeholder engagement and on-ground data gathering. This involved understanding the road safety capacity of the city administration and included discussions with the units with responsibility for planning urban form, road and transit development projects, and current initiatives related to the safety of vulnerable road users such as pedestrians. Discussions also took place with other key stakeholders outside the city administration such as the police, public transport operators and regulators, vehicle and driver regulators, as well as development partners such as the World Bank and AfDB. The findings from the first citywide road safety status report, indicated that in 2016 about 479 persons died from road crashes. In addition, 1,925 persons sustained critical physical injuries. Moreover, it highlighted a news piece of the issues which has to do with the lack of safer road facilities for pedestrians. Indeed, only 14 percent of city roads are safe for pedestrians. The report also highlights the surprisingly high number of drivers, including those in public transportation, who operate vehicles under the influence of alcohol.

To ensure the rapid transfer of knowledge on critical safety issues in cities, input was sought from stakeholders on how to respond to the issues just outlined. Based on the findings, a draft strategy was prepared for review by the city team, centered on broad directions established by stakeholders. After the review, the data were refined, and additional data were gathered as needed. A stakeholder workshop was held to review the draft strategy document, develop further priorities, and discuss the key actions required for a comprehensive draft strategy.

Marrakech, a Sustainable Integrated Urban Transport System

The Moroccan experience with integrated urban transport master plans and land-use planning was considered a key case study to disseminate. Learning and experience-

sharing sessions centered on the current trends in urban mobility challenges, including poor urban planning and poor street connectivity, and the future prospects for transforming urban mobility through urban planning and ICT.

In most African cities, urban mobility is still characterized by insufficient public transit (less than 5 percent of the total urban mobility in most Sub-Saharan African cities), a high share of the informal sector with minibuses, a very high share of pedestrians (without adequate sidewalk space allocated to them), and a growing share of private cars and taxis. At the same time, only limited public space is allocated to street and urban transport infrastructure, which remain the forgotten economic drivers.

In view of these problems, there is a growing consensus the organic growth of cities should be planned, incorporating the following elements as a minimum: (1) an integrated, mixed land use approach that combines high economic, social, and environmental returns; (2) integrated public policy; (3) coordination with other sectors; and (4) integration of the development and use of ICT to make cities smart. ICT and mixed land uses will enable smart mobility (reduction in motorized transport) and lower emissions of greenhouse gases.

The Moroccan experience promoting integrated land use planning and multimodal transport system approach is a good example of such an approach. Actually, Morocco has launched an initiative that aims at developing an integrated urban transport master plan for its major cities. This effort is an opportunity to both strengthen institutional capacity and promote green mass transport modes. The key elements of such a master plan are developing the sector strategy and planning tools, strengthening the governance structure and creating specialized institutions, creating important financial instruments, and developing priority urban transport corridors, including bus rapid transit lines.

Other Presentations and Discussions

Other presentations at the annual meeting included “Smart Mobility in Smart Cities,” “UN-Habitat’s Approach to Sustainable Urban Mobility Issues and the New Urban Agenda,” “Urban Transports and Mobility Master Plans for Moroccan Cities,” “Urban Transport Management Authorities: The Case of Dakar (Senegal),” and “Traffic Impact Assessment Study (TIA).”

Discussions focused on urbanization and urban mobility in Africa, taking into account the rapid land expansion and the proliferation of slums. Because urbanization is inevitable, participants agreed that the solution is to develop policies and adequate planning tools for proper urbanization and appropriate city growth.

Actually, mobility is one of the most fundamental and important characteristics of

the economic and social activities that could lay the groundwork for large-scale production, increased competition, and higher land values, among other advantages.

The importance of mobility is underscored in many key global agendas (such as the SDGs, Cop 21 &22, and New Urban Agenda). Smart, sustainable mobility is essential for environmental protection, economic efficiency, and social progress in the African context where nearly half a billion of people live in cities and towns. Meanwhile, it is projected that by 2040, 1 billion Africans will reside in cities and towns, with many large cities having more than 5 million inhabitants.

Conclusions and Recommendations of the High Level Panel

A high-level panel met on February 23 to discuss how to unleash the regional integration potential of Africa through transport and trade facilitation. Members of the high-level panel included Rotimi Amaechi, minister of transport, Nigeria (chair); Jose Makila Sunmunda, vice premier minister and minister of transport, Democratic Republic of Congo; Edgar Mbengo'o, minister of transport, Cameroon; and Michael Madamba, minister of transport, Zimbabwe.

Members of the panel gave a brief account of progress made in various regional economic communities in furthering the regional integration process. Efforts are also under way at the African Union level by means of initiatives such as the 2063 Agenda, the Kagame Report, the New Partnership for Africa's Development (NEPAD) short-term action plan, the NEPAD Medium to Long Term Strategic Framework, the AU Infrastructure Master Plan Initiative for Infrastructure Development for Africa and the AU-Africa Partnership on Infrastructure Legislations, Regulations and Technical Standards with the World Bank, the African Development Bank, and SSATP.

The panel noted the need to consolidate and accelerate the regional integration process through the promotion of transborder growth poles across the regional economic communities and around development corridors. Development corridors could be powerful polarizing poles with strong multisectoral growth potential. But they have to be linked to efficient networks of feeding roads, which would open up landlocked areas and help mainstream rural economies.

The panel noted that progress has been made in promoting transborder transport corridors for the physical integration of the continent. Indeed, 78 percent of the missing links along the eight trans-Africa highways have been built, and several other corridors have opened in eastern and southern Africa, Central Africa, and West Africa.

Members of the panel further noted that, with the exception of the *Union du Maghreb*

Arabe, all RECs are equipped with clearly defined soft integration plans with mechanisms and instruments to implement them as laws.

The key conclusions and recommendations of the panel are the following:

- The current three-pronged regional integration model is a viable economic development strategy for Africa: current efforts to establish free trade areas and customs unions should be accelerated, taking into account future external trade partnerships.
- Supply capacities should be significantly boosted by research and development for diversification and growth.
- The deepening and acceleration of the regional integration process should cut across RECs and be planned around growth poles, including development corridors.
- Development corridors are a strong multisectoral development engine. They facilitate flows of people and goods and usher in integrated systems for agricultural and industrial development by bringing together factor inputs. They link trade, infrastructure, and social development.
- Cross-border development corridors require multisectoral intra / interregional planning capacities and close consultations and multinational working arrangements.
- Formal corridor management mechanisms are needed to monitor operations, including single windows and joint border post and axle load controls, and spearhead the removal of NTBs (nontariff barrier to trade) and abusive checkpoints. Strong political will could empower such mechanisms to impose the necessary changes in attitude.
- Sizable additional funding is needed for more infrastructure and the renewal of rolling stock. Public-private partnerships and soft loans, as well as grants from development partners, should be pursued.
- Most of these recommendations are addressed to the states, RECs, and other shareholders, as well as multilateral technical and financing agencies.
- SSATP has an important role to play in:
 - ❖ Providing technical assistance to countries, RECs, and their planning agencies
 - ❖ Promoting corridors with an emphasis on “development corridors” by helping to build planning and management capacities and providing planning teams with advisory services

- ❖ Convening and coordinating cross-border planning teams for consultations on operational matters
- ❖ Certifying corridor effectiveness and efficiency in their operations for states, RECs, and funding agencies
- ❖ Helping to mobilize resources from bilateral and multilateral financing.

Recommendations of the General Assembly

Program work plans. The General Assembly endorsed the program's work plans that emerged from the pillar working groups, which met on February 20. The pillars' work plans for FY2016/17 and the tentative work plan for FY2017/18 were finalized and endorsed by the General Assembly on February 23.

2016 Annual Report. The General Assembly approved the 2016 annual report and commended the program team for the excellent work carried out thus far and for the excellent organization of the annual meeting, especially the high-value technical contents. The General Assembly praised the great value of the two-day sessions on experience sharing and learning from good practices. Much appreciated, for example, were the presentation by Morocco on the Green Logistics Strategy and the lessons learned on the urban transport, planning, and land use; energy-friendly transport modes; and strategies for road safety (the case of Addis Ababa). This experience sharing among member countries should be seen as a tool for knowledge sharing and building capacity.

Endorsement of new member. Mauritania has been formally accepted as the 41st member country of SSATP. The AUC's director of infrastructure and energy is now back in the program and has resumed his seat as a member of the SSATP Executive Committee. He indicated that the AUC will definitely rely on SSATP as a key contributor to policy issues related to the Africa priority investment program and to discussions on the regional integration agenda.

Recommendations of the Executive Committee

During the Executive Committee meeting, the key development partners agreed after a discussion that coordination was needed on the various initiatives undertaken in SSATP's three focus areas. They also agreed that such coordination could be carried out in two subsequent phases. The first phase could consist of collecting the initiatives under each SSATP pillar and then mapping initiatives by focus area and by country/city. The second step could consist of using the occasion of the annual meeting to

organize a 1/1.5/2-day meeting for development partners to coordinate projects and programs in Africa. The task team leaders of each institution would attend this side event to discuss project and program pipelines as well as active portfolios and agree on how to move forward policy recommendations in close collaboration with SSATP findings.

The timing of the next mid-term review (MTR) and annual meeting was discussed by the Executive Committee. The Third Development Program cycle covers the period 2015–18, whereas the program actually got under way in June 2016. Thus eventually there is a need to go beyond 2018 to achieve the program's objectives, and so it was agreed that an extension must be considered. It is likely that the completion date would be postponed to the end of 2019.

The next annual meeting is scheduled for the second semester of 2018. The MTR report would be examined at the meeting. The country is not yet known. The team will review expressions of interests and share them with the Executive Committee for further consideration.

5. LOOKING AHEAD: WORKING TOWARD ACHIEVING RESULTS

Going forward, thanks to the following four key achievements in the last year, the future direction of the SSATP is clear:

1. Mauritania has been approved as the 41st SSATP member country and the third in North Africa, thereby embedding the program as an Africa-wide initiative.
2. The transition period between the Second and Third Development Plans, as well as between the former and new program management teams, is also now complete.
3. Each pillar leader has been able to identify and connect with the core team members of his or her working group.
4. The SSATP General Assembly has endorsed the work program and expressed strong support in the team.

Acting on these achievements, the SSATP program team must direct all its energy toward achieving the planned objectives and results of the Third Development Plan. The team is confident that with the strong support of the General Assembly, the ongoing guidance of the Executive Committee, and broadly the ownership and engagement of the community of stakeholders, the SSATP program will prove successful.

6. ANNEXES

6.1. Opening and Closing Statements

*Opening statement of the Annual Meeting by Her Excellency, Ms. Fatima MAROUAN,
Minister of Crafts, Social Economics, and Economic Solidarity, Kingdom of Morocco
February 21st, 2017*

Distinguished Ministers,
Madam Country Director of the World Bank,
Chair of the SSATP Executive Committee,



Program Manager of the SSATP,
Representatives of development partners,
Representatives of international organizations,
Ladies and Gentlemen,
Honorable guests,

It is my great honor and pleasure to be with you today for the opening and commencement of work of the various plenary sessions of the Annual Meeting of the Africa Transport Policy Program (SSATP), under the high patronage of His Majesty the King, may God help him.

I welcome you to the city of Marrakesh, a place where civilizations have engaged in dialogue and on which historic routes toward Africa have converged.

This meeting, organized jointly by the Ministry of Infrastructure, Transport, and Logistics and the SSATP, has set as its objective to encourage discussion and share good practices and experiences in relation to the three pillars of the SSATP Third Development Plan (DP3), namely "Integration, Connectivity and Cohesion," "Urban Transport and Mobility," and "Road safety."

We are also proud to note that the theme selected for this meeting, "African Transport Policies, aligning with Sustainable Development Goals," reflects one of the major challenges

that we face as Africans and officials responsible for the transport sector, which is to develop policies and strategies capable of supporting a reliable, safe, green, low-carbon, and inclusive transport system.

Ladies and Gentlemen,

Allow me to reaffirm on this occasion that the SSATP as the main forum for identifying transport policies for Africa, in which the chief decision-makers and stakeholders participate, and where networks of specialists in areas related to transport (researchers, operators, and experts) are forged, constitutes for Morocco an opportunity to share with other African countries its experiences and achievements in the area of infrastructure and transport, and to benefit from capacity building in the transport sector.

With respect to the subject that is of concern to us today, the Kingdom of Morocco has embarked upon a number of major projects with the aim of improving its transport system by developing efficient networks and carrying out sweeping reform of the different modes of transport in order to respond, on the one hand, to the continual increase in travel and, on the other hand, to improve the efficiency of movements of persons and goods and to reduce their impact on the environment.

Introducing such notions as sustainable transport, enhanced energy efficiency, and reduction of emissions in transport is one of the major challenges that the sector faces. In this regard, Morocco is putting in place a comprehensive set of political, regulatory, and financial instruments in order to address these difficulties.

Above and beyond integrating all of these dimensions into a coherent strategy, it bears noting that working toward sustainable transport requires that we are able to link it to a more comprehensive approach and to structure it around the issue of development.

To that end, it is important to adopt a broader vision consistent with the overall objectives of transport policy, which seek to promote the emergence of transport systems that are more effective in economic and social terms, more reliable, more energy efficient and, lastly, more respectful of man and the environment. The aim therefore is to ensure “a green and inclusive transport system,” in other words, to provide an array of choices regarding infrastructures and reform of the transport sector that enable us to maximize our economy’s potential for growth, while taking into account the requirements of “sustainable development” in its economic, social environmental, and cultural aspects.

Ladies and Gentlemen,

In shouldering the responsibility, we have toward the citizens and future generations of our African continent, sustainable development will continue to serve as a beacon lighting the

way as we develop our transport strategies. In that respect I would note that the current conditions are very favorable to the renewal of our systems.

Against this backdrop, Morocco has taken numerous steps toward establishing a green and inclusive transport system. Allow me to mention a few examples.

- Planning for 1,500 km of high-speed rail lines to service the Kingdom's major cities; the first of these lines, between Tangier and Casablanca, is expected to commence operations in 2017;
- Promotion and development of rail transport, which, as a means of mass transport, can play a much greater role in reducing energy consumption and thereby reducing greenhouse gas (GHG) emissions;
- Extension of light rail lines linking Rabat and Salé and the Casablanca municipal light rail;
- Establishment of a national strategy for developing logistical competitiveness involving the creation of multi-flow logistical platforms that will make it possible to manage the flow of goods in a rational manner, ensuring an optimum mix of road and rail transport according to the nature of the goods, so as to minimize consumption of petroleum products. This strategy is expected to result in a sharp reduction in CO₂ emissions associated with the transport of goods, amounting to an estimated 35 percent in the medium term.
- Integration of climate change in the national strategy for developing logistical competitiveness and the establishment of logistical platforms by pursuing the concept of "Low-Carbon Logistics";
- Renewal of the road transport fleet by introducing incentives for junking and replacing road vehicles for the transport of goods that are more than 15 years old and by expanding this program to cover all road transport vehicles;
- Introduction of the principle of ecodriving in basic and advanced training programs for professional drivers with the aim of increasing the practice of rational, safe, and economical driving;
- Adoption of an emissions standard for new vehicles equal to the Euro 4 standard; and
- Upgrading of inspection stations by, inter alia, requiring that they be equipped with opacimeters and CO testers, which will make for more rigorous testing of vehicles for emissions during technical inspections.

In spite of such progress, Morocco continues to face many challenges in developing a sustainable transport system and this meeting provides an excellent opportunity to compare

notes and brainstorm together with a view to contributing to the achievement of the Sustainable Development Goals (SDGs).

Ladies and Gentlemen,

There can be no doubt that the exchange of views and discussions in the plenary sessions of this Annual Meeting will result in the adoption of pragmatic approaches, suggestions, and recommendations worthy of the objectives set for our continent in the SSATP Program.

Before concluding my opening remarks, I wish to thank the experts who so kindly traveled to Morocco to share their experience with respect to the three pillars of the SSATP development plan.

I thank you for your kind attention, and I wish you every success in your deliberations.

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*Opening statement by Mr. Aurelio Menendez, Practice Manager Africa Transport, World Bank
February 21st, 2017*

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I would like to thank the Moroccan Authorities for accepting to host this important event, for the first time organized in Northern Africa. I also want to appreciate the High address of His Majesty Mohamed VI, King of Morocco.

Honorable Ministers, Distinguished Guests,



Members of the SSATP Executive Committee,

Representatives of Development Partners,

Dear participants,

Ladies and Gentlemen,

The World Bank is honored to speak during this welcoming session of the 2017 Annual Meetings of the Africa Transport Policy Program, known as the SSATP. I will briefly discuss the continued relevance of the Program to address the transport challenges faced by Africa, and the synergies between the Africa strategy of the World Bank Group and the strategic priorities of the SSATP.

What is amazing is that the SSATP is 30-year old and still alive and kicking. I would like to express my gratitude to the African countries and the partners who had the vision to create such a program. During these 30 years, Africa has changed and grown enormously. The SSATP has adapted thanks to the continuous ownership and leadership of its partner countries and to the financiers that have been providing adequate resources. The theme of the conference “Africa Transport Policies, aligning with Sustainable Development Goals” is indeed well in line with the SSATP Third Development Plan strategic objective.

The three thematic areas that will be discussed this week and that are the focus of the Program are critical for Africa. The following figures are telling enough:

- For regional integration, intra-African trade as a share of GDP is low relative to that of other regions. For instance, intra-continental imports are estimated at 4.3 per cent of Africa’s GDP, against 6.7 per cent in the Americas, 17.9 per cent in Asia and 21 per cent in Europe. Still, intra-African trade in goods as a share of GDP has risen sharply since around 2000, and transport infrastructure and services are a key enabling factor to increase this share. Regional integration promotes trade and growth through facilitation

of movement of goods and people. I would like to insist here that the “hard” (i.e., the infrastructure) is not enough and that sound transport policies are also needed to boost trade flows

- Concerning urbanization, it is projected that over the next twenty years there will be an additional 300 million urban residents in Africa by 2050, and 60 percent of all Africans will live in urban areas. At the same time, motorization is growing fast leading to high congestion and unsatisfied transport demand, in particular for the vulnerable segments of the population. Indeed, urban mobility is about ensuring equitable access to economic opportunities. There are solutions to these development challenges such as the Bus Rapid Transit programs already active in certain cities like Lagos and Dar and under preparation in others such as Dakar or Marrakech.
- Regarding road safety, the fatality rate in Africa has increased from an estimated 24.1 fatalities per 100,000 population in 2010 to 26.6 fatalities per 100,000 in 2013.⁷ Between 1990 and 2013, there has been an 89% increase in the number of road injury deaths, a 72% increase in pedestrian deaths, a 93% increase in motorcycle deaths, a 73% increase in cyclist deaths. These are unacceptable statistics and demand immediate action. Road safety also has a substantial economic cost for African countries. Road safety is about making our transport systems safe and protecting our most vulnerable populations.

Policies and actions along these three dimensions will make transport inclusive, safe, resilient and sustainable and will help bolster the contribution of the transport sector on the continent to the Sustainable Development Goals for the 2015-2030 period.

Honorable Ministers, Distinguished Guests,

Ladies and Gentlemen,

The mission of the World Bank is to end extreme poverty within a generation and boost shared prosperity. With this mandate, the World Bank has developed its strategy for Africa which identifies two priority areas specifically addressed in the Third Development of the SSATP. They are regional integration and urbanization, within a sustainable/climate change perspective. Regional integration in Africa remains a critical piece of the World Bank strategy to improve connectivity, leverage economies of scale, and enhance productivity. Integrated urban planning, addressing water, sanitation, transport, housing, power and governance, will be vital to making urbanization a true driver of cities’ productivity and income growth, and are at the core of the World Bank work in Africa. And because Africa is the worst performer in terms of road safety, this has been specifically identified by the SSATP as a major area of action and is fully embedded in the two priority areas above of the World Bank strategy for Africa. In addition, the strategy for Africa identifies knowledge as essential

⁷ World Health Organisation (2015), “Global Status Report on Road Safety 2015”, Geneva.

to the World Bank effort to improve sustainable development outcomes and make aid more effective and with due consideration of potential social, environmental, and climate change impacts. As such the SSATP is a flagship program and the largest regional program hosted by the World Bank to develop knowledge and build capacity.

The SSATP is a critical source of knowledge creation for its partners, as it is for the World Bank, adding the African experience to the wealth of knowledge acquired worldwide by the Bank through its various programs and operations and underpinning policies' development. At the World Bank's Transport Practice, five Global Solutions Groups were created to ensure that our specialists and beneficiary countries have access to the most up-to-date global knowledge to steer the development of their transport sector in support of their economic growth and poverty reduction objectives. Three of these groups mirror the three priority areas of the SSATP. This puts in place the framework for improved and increased synergy between the SSATP and the Bank for the benefit of both and of member countries and other partners of the Program.

Honorable Ministers, Distinguished Guests,

Ladies and Gentlemen,

Myself and my colleagues Practice Managers for transport in Africa, are committed to work with the SSATP team to ensure that the knowledge developed by the program is reflected in the analytical work and integrated and implemented in each country's policy agendas, underpinning infrastructure investments supported in particular by World Bank operations. This will be for us an important criterion to measure the success of the SSATP program at completion.

Going forward it is our strong believe that the SSATP guiding principles on "Ownership" and "Partnership" are instrumental to its success. Indeed, working through partnerships has been a key driver of SSATP's success in the past. We are committed to strengthening this partnership with all partners of the Program. The ownership which translates into a demand-driven approach and that guides the design of activities, is to be commended. We think that this is what really makes it a unique Program of its kind. We need to pay a peculiar attention not to lose this specific strength. Finally, coordination among donors to ensure we harmonize the way we provide support to the Program design and support to its knowledge application would also be decisive in the success of SSATP.

To conclude, I would like to thank all of you for coming to this event and showing through your attendance that the SSATP is very relevant for Africa. I would like also to thank again the development partners who provide the necessary funding to make the program a reality (e.g., EU, SECO, AfDB and AFD). Finally, I would like to thank again the Kingdom of Mo-

rocco for hosting the meeting and in doing so help build a bridge to exchange knowledge and experiences across the entire African continent. Thank you.

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*Opening statement by Mr. Jean Kizito Kabanguka, Manager,
Transport & ICT Infrastructures Department, African Development Bank
February 21st, 2017*

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Your Excellency, Madam Minister of the Kingdom of Morocco,

Your Excellencies, Ministers of Transport of the countries represented,



Representatives of international organizations,

Representatives of multilateral and bilateral partners,

Invited guests and participants,

On behalf of the SSATP financial partners and the Senior Management of the African Development Bank Group, I would like to take this opportunity to express our gratitude to the Government and people of Morocco, under the enlightened leadership of His Majesty, King Mohamed VI, for the warm welcome extended to us since our arrival here in Marrakesh. We are confident that this spirit of conviviality will prevail during our deliberations and our stay here in Morocco.

Your Excellencies,

Ladies and Gentlemen,

As the African Development Bank, we welcome the various topics on the agenda for discussion and exchange of views over the next three days of the SSATP Annual Meeting and General Assembly.

We are pleased that virtually all our regional economic communities are taking part in this assembly. This not only sends a strong signal to the development partners, but also attests to the importance that you attach to regional integration and to the development of transport infrastructure and services. As you well know, transport infrastructure boosts trade and unifies societies and economies. It is the backbone of regional integration and contributes to the economic growth of our countries. It has been determined that an efficient transport system can increase GDP by between 1 percent and 5 percent.

The SSATP is not an institution; rather, it is a policy framework that has a role to play in the achievement of these objectives. Indeed, for over three decades, the SSATP has served as a source of ideas for appropriate policies, publishing several technical notes, guides, studies, and concepts for infrastructure development and management. As the SSATP's Third De-

velopment Plan prepares to hit its stride, we call for an even deeper commitment from the SSATP to help its members draft and implement tailored policies.

Your Excellencies,

Ladies and Gentlemen,

We have heard it said that Africa is on the move, that growth rates are rising. However, the problems relating to infrastructure, and to transport infrastructure in particular, remain unresolved. This is the real “trap” for sustainable growth in Africa. If this deficit is not narrowed, the current economic momentum cannot be sustained.

Over the past 10 years, the Bank, like the entire African continent, has enjoyed strong growth. It currently has an active portfolio totaling US\$25 billion, of which 60 percent is invested in infrastructure. Last year, we committed almost US\$7 billion, closely collaborating with you on a number of occasions through such organizations as COMESA, IGAD, the EAC, the SADCC, ECCAS, and ECOWAS. Multinational transport projects, the design and management of which are the responsibility of our regional economic communities, have also grown in importance, increasing from 20 percent of the entire transport portfolio to close to 75 percent today.

Your Excellencies,

Ladies and Gentlemen,

We know what challenges lie ahead and we know what path we need to take. We must be unwavering in our commitment to sharpening our focus on devising inclusive policies that are not just good, but excellent. This is what the AfDB aims to achieve through its Ten-Year Strategy promoting inclusive green growth. The various topics selected for this forum are timely, and discussions must also clearly include the issues of strengthening integration and stepping up the pace of progress in the area of global value chains.

Your Excellencies,

Ladies and Gentlemen,

It is against this backdrop that the AfDB stands ready to support the Third Development Plan, which focuses on efficient, safe, and sustainable transport systems to help the poorest lift themselves out of poverty and countries to compete internationally.

Thank you for your kind attention.

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*Opening statement by Mr. Stephen Karingi, Director of Regional Integration
and Trade Division at the United Nations Economic Commission for Africa (UNECA),
and Chair of the SSATP Executive Committee
February 21st, 2017*

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Honorable Ministers,
Distinguished Participants,
Ladies and Gentlemen,



I am delighted to address you this morning in this beautiful and historic city of Marrakech. It is befitting to organise this annual meeting of SSATP in Marrakech at a time when the Programme turns 30.

On behalf of the SSATP family, I thank the government of the Kingdom of Morocco for hosting us and the hospitality extended to us since our arrival.

This meeting is happening in a period when we are witnessing significant changes in the development landscape in Africa and indeed the entire world. We therefore have a unique opportunity to reflect on the implications of these changes on the work of SSATP on the one hand and how SSATP could react to these changes on the other.

Ladies and Gentlemen,

Let's start with developments in regional integration, which is one of the pillars of SSATP. As you know, regional integration is a major development strategy of Africa, and in that regard the continent has embarked on the ambitious process of negotiating a Continental Free Trade Area (CFTA). Just to put things in context, President Kagame Report and recommendations for the AU reforms, put economic integration of our continent as one of the four areas of focus for the Union, including the CFTA, in line with Agenda 2063. This is expected to boost intra-Africa trade which currently hovers around 12% of the continent's total trade.

Africa will only reap the full benefits of the CFTA and regional integration in general if the continent is physically connected. However, it is not enough to construct hard infrastructure such as roads. This must be accompanied by the removal of all non-physical barriers to transport and trade along transport corridors. SSATP's work in trade and transport facilitation is paramount in this regard.

Second, urbanization is another mega trend in Africa's development landscape. This has its advantages, including increased opportunities for Africans to improve their livelihoods. However, lack of urban mobility may hinder access to these opportunities, thereby leaving many urban dwellers behind. The SSATP pillar on urban mobility has an important role to play in ensuring that this does not happen.

Last but not the least, African countries have recently witnessed unprecedented economic growth with many of them also experiencing growth in the middle class, culminating in a sharp rise in car ownership. This growth has been driven, in part, by the construction of roads. If care is not taken, these positive developments could have unintended consequences in the form of increased road crashes – leading to more deaths and injuries on our roads. Road crashes also have economic implications and are estimated to cost an equivalent of 1-2% of a country's GDP which is roughly the same amount that countries invested in the road sector. This suggests that investment in roads is lost through road crashes, which is unacceptable.

The SSATP pillar on road safety has an important role to play in preventing this from happening. We are aware that road safety is not often a priority in the political agenda of most of our countries and this has to change. I am therefore happy that the SSATP will explore ways to involve legislators in road safety discourse on the continent. The high economic cost of crashes, in addition to social costs, should provide a strong incentive for road safety advocacy.

We also know that proper road safety management depends on the availability of robust data. That is why SSATP and ECA are developing a minimum set of road safety indicators for African countries to ensure comparability of data within countries and across the continent. I encourage you all to support this important effort, which will go a long way in ensuring evidence-based planning.

Distinguished participants,

SSATP's work is also relevant to the global development agenda as it contributes to the achievement of the Sustainable Development Goals and sustainable transport in particular - including its economic, social and economic dimensions.

There is therefore no doubt that the Programme remains relevant and that, more than ever before, it is needed to contribute in achieving Africa's development agenda and in cushioning the unintended impact of economic growth.

Let me conclude by calling on all partners to renew their commitment to the program and to bring their collective knowledge and experience to bear on the planning and implementation of SSATP's activities. I thank you for your attention.

*Opening Statement at the SSATP General Assembly by Her Excellency, Ms. Fatima MAROUAN,
Minister of Crafts, Social Economics, and Economic Solidarity, Kingdom of Morocco
February 23rd, 2017*

Distinguished Ministers,
Chair of the SSATP Executive Committee,
Program Manager of the SSATP,
Representatives of development partners,



Representatives of international organizations,
Your Excellencies,
Ladies and Gentlemen,

It is a genuine pleasure for me to address the distinguished participants in the General Assembly of the Africa Transport Policy Program (SSATP) and to welcome you to Morocco, a country of hospitality and encounter.

I am especially pleased that the Assembly is meeting in Marrakesh, this important historic site, symbol of openness and African brotherhood.

I wish to convey the high esteem in which His Majesty King Mohammed VI holds Africa in general and the SSATP Program in particular, a Program that aspires to be a forum for discussion and the promotion of policies fostering efficient, safe, and sustainable transport for the peoples of Africa. It was his desire that this SSATP General Assembly should be held under his high patronage.

I am also pleased to be welcoming this important event shortly after Morocco rejoined the African Union and I am certain that the ministers of transport and other transport officials from fraternal African countries, the representatives of regional and continental communities, and the representatives of financial institutions who have gathered here will hold discussions on the concerns and problems associated with the transport sector, which is a veritable engine of social and economic development in the countries of Africa.

Your Excellencies,
Ladies and Gentlemen,

Africa has major assets to offer. In the first place, its people constitute its wealth; the popu-

lation is young, growing rapidly, and is increasingly well educated. The continent is also rich in potential for economic and social development: infrastructures, industrialization, social projects, a plethora of undertakings of major importance that are under way or will soon be launched.

For all these reasons, we are witnessing an unprecedented increase in interest in Africa, which is seen as a very appealing alternative in terms of partnerships and economic growth.

Given this set of circumstances, the path has been cleared for Africa to take its place in inclusive development on a sustainable basis, provided that it can respond boldly to the major challenges it is facing, particularly in the transport sector.

Indeed, the transport sector is a vital link in efforts to achieve the main goals relating to the acceleration of the economic and social development process of our continent, through facilitation of mobility and travel, development of domestic, regional, and international trade, job creation, the reduction of regional disparities, the encouragement of investment, and more competitive production systems.

From this perspective, the General Assembly of the SSATP Program is the appropriate platform for discussions on and development of a Panafrican vision of sustainable development. We therefore welcome the very pertinent choice made by the Annual Meeting that preceded this Assembly of the theme "African Transport Policies, aligning with Sustainable Development Goals."

This theme, which is concerned with improving the sustainability of transport systems, follows on the extremely useful discussion initiated in this very place last November, at the 22nd Conference of the States Parties to the United Nations Framework Convention on Climate Change (COP 22), a discussion that we hope will be continued in greater depth through agreements, discussions, knowledge sharing, and constructive will.

The presence today in Marrakesh of more than a hundred prominent persons, including many government officials and representatives of international organizations, testifies to their commitment to this event and to its inspiring theme for the benefit of Africa.

Your Excellencies,

Ladies and Gentlemen,

It is a happy coincidence that this Assembly is taking place at the same time as the observance of the thirtieth anniversary of the SSATP Program, on which Morocco relies heavily in its efforts to establish a transport system that is reliable, safe, green, low-carbon, and inclusive.

It is also a point of pride for Morocco that it is the first North African country to associate

itself with and to support the Program.

Accordingly, I wish to inform the participants in this Assembly of Morocco's readiness to contribute to the development of African transport infrastructures and services by sharing strategic guidelines and experiences relating to the building of such infrastructures, and reform of the transport sectors, with the aim of increasing the economic competitiveness of our fraternal countries and promoting mobility and trade.

The Kingdom of Morocco is prompted to share these experiences because the last decade was a fundamental stage in the development of the transport sector, during which Morocco witnessed continuous growth of infrastructure projects and an intensification of efforts to reform and upgrade the various modes of transport in order to better serve the country's economic and social development.

Morocco continues to undertake major efforts to build modern infrastructure that facilitates trade at the local, regional, and international levels, which helps keep traffic moving smoothly and creates conditions for comfortable and safe travel by individuals and the safe transport of freight. Morocco is also building local infrastructures with the aim of reducing the isolation of people living in rural areas so as to provide them with access to basic services and integrate them into the country's economic fabric by helping them share in the benefits of the dynamic processes occurring at the national level.

As far as reform of the transport sector is concerned, significant efforts have been made to reduce restrictions on the sector's services by encouraging the participation of private operators, in addition to strengthening the relevant regulatory and statutory provisions in order to ensure fair competition.

Your Excellencies,

Ladies and Gentlemen,

It is my hope that the recommendations that emerge from the deliberations of this General Assembly will lead to the definition of a common and integrated vision of the transport sector, a vision capable of strengthening the position of the African countries vis-à-vis their partners and of generating socio-economic development that meets the expectations of our peoples.

I firmly believe that the deliberations of this important Assembly will result in the adoption of pragmatic approaches and suggestions and recommendations worthy of the goals set in the SSATP Program. It is incumbent upon you, therefore, to consider the best ways and means of implementing the Program's Third Development Plan.

Such are the expectations that we must respond to, especially since our continent is facing challenges that, for the most part, are linked to the acceleration and improvement of eco-

conomic integration and cohesion with the aim of addressing the continent's current fragmentation into many small-scale economies. This will stimulate economic growth by facilitating trade and tourism, will improve transport services, mobility, and accessibility, and, ultimately, will foster Africa's integration into the world market.

Ladies and Gentlemen, allow me, on behalf of the host country, to welcome you once again to your second homeland, Morocco.

May our deliberations be successful in the enlightened self-interest of the peoples of Africa.

*Opening Statement at the SSATP General Assembly by, Ms. Marie Françoise Marie - Nelly,
Country Director for Morocco, World Bank
February 23rd, 2017*

Ministers,

Distinguished members of the General Assembly,

Members of the SSATP Executive Committee,



Representatives of development partners,

Ladies and Gentlemen,

Unfortunately, I was unable to attend the two days of meetings for discussions between African countries about the three pillars of SSATP, namely, regional integration, urban mobility, and road safety. My colleagues have informed me about the quality of the presentations and discussions, and of the recommendations resulting from the fruitful deliberations to provide guidance for the efforts of countries and regional institutions to improve the performance of the transport sector in Africa.

As the World Bank's Regional Director for the Maghreb and Malta, but also on the basis of my past experience in several countries of sub-Saharan Africa and with regional integration, I know that discussions of this kind are especially conducive to the sustained, equitable, and harmonious development of the continent. From this point of view, Morocco has much to offer to the other African countries.

Morocco has made considerable efforts to improve its competitiveness and to be recognized as a credible development partner. In 2015, trade between Morocco and the European Union countries involved imports worth EUR 18.2 billion and exports worth EUR 12.4 billion. This partnership has been reflected mostly in increased trade, but the need to be competitive has had a much broader impact, going well beyond trade facilitation alone. For example, as a result of the rapid growth rate of the urban population (2.1 percent between 2004 and 2014, and an urbanization rate of 60.3 percent in 2014), the Kingdom of Morocco realized that its towns and cities had to become more efficient if the integrated development of the country was to be achieved. Particular attention has also been paid to developing sustainable transport infrastructures and the quality of the logistics and services chains. The preparation of the Green Logistics Strategy and the efforts in the area of road safety are

worthy of commendation. One sees here the influence of the three pillars of the SSATP Third Development Plan, i.e. integration and connectivity, urban mobility, and road safety. However, in the area of road safety, the efforts made have managed only to stave off any worsening of the situation. The implementation of the new road safety strategy and the start of operations of the new national agency entrusted with an institutional mandate for this matter, which have recently received support from the World Bank for the design stage, should give a new impetus to efforts to improve the situation.

The Green Logistics Strategy is focused primarily on three major issues. The first is strengthening institutions, public policies, and regulations relating to the development of low-carbon transport modes or systems. The second is the development of multi-flow logistics networks and parks in the Greater Casablanca area as a model project. The third issue is the implementation of mitigation measures by investing in upgrades at logistical parks as part of the Regional Logistics Plan for Greater Casablanca.

In the area of urban mobility, the World Bank has assisted the Government with urban transport for Morocco, in particular, strengthening the capacity of institutions in the sector for planning, carrying out, and monitoring urban transport services and infrastructures and improving the service levels of urban transport. It should be noted that Morocco is in the process of providing all cities in the Kingdom with an appropriate planning tool under the "Urban Movement Plans." This type of tool is perfectly aligned with the goals of the SSATP urban transport and mobility pillar, and confirms the relevance of cooperation in this field. I expect therefore that the Program will develop a set of policies from which Morocco can draw inspiration, but which is also inspired by Morocco's experience. Such synergy will make for greater effectiveness in developing efficient, coherent, and sustainable policies and will make it possible to achieve results more quickly.

We also provide ongoing support to Morocco in the area of trade facilitation through analytical studies and the formulation of development policies. Thus, the recent Economic Competitiveness Support Program includes trade facilitation as one of its three priorities. I hope that SSATP, in partnership with Morocco, will provide other African countries with an opportunity to draw lessons from this experience that can guide them in defining their own policies in this field.

These two examples demonstrate the potential for discussion and cooperation that the SSATP platform offers to the various partners and Program member countries. The General Assembly, which is meeting today, will be able to take stock of the progress made in implementing the Program since its launch in May 2015, but primarily for the first year of its implementation, which coincides with this calendar year. It also provides an opportunity to review the implementation forecasts for each of the pillars for the period up to the Program's scheduled conclusion at the end of 2018.

The countries and partners have placed great hopes in this Program. In view of the massive participation here (29 countries, AU, 5 regional economic communities, 11 multilateral or bilateral financial institutions, and 8 private organizations and professional associations), I am reassured with regard to the implementation of the Program and confident that its results will live up to the stakeholders' expectations.

I wish you complete success in your deliberations and thank you for your kind attention.

Opening Statement at the SSATP General Assembly by, Mr. Stephen Karingi, Director of Regional Integration and Trade Division at the United Nations Economic Commission for Africa (UNECA), and Chair of the SSATP Executive Committee

February 23rd, 2017

Honorable Ministers,
Distinguished Participants,
Ladies and Gentlemen,



I am delighted to address you this morning in this beautiful and historic city of Marrakech. It is befitting to organize this annual meeting of SSATP in Marrakech at a time when the Programme turns 30.

On behalf of the SSATP family, I thank the government of the Kingdom of Morocco for hosting us and the hospitality extended to us since our arrival.

This meeting is happening in a period when we are witnessing significant changes in the development landscape in Africa and indeed the entire world. We therefore have a unique opportunity to reflect on the implications of these changes on the work of SSATP on the one hand and how SSATP could react to these changes on the other.

Ladies and Gentlemen,

Let's start with developments in regional integration, which is one of the pillars of SSATP. As you know, regional integration is a major development strategy of Africa, and in that regard the continent has embarked on the ambitious process of negotiating a Continental Free Trade Area (CFTA). Just to put things in context, President Kagame Report and recommendations for the AU reforms, put economic integration of our continent as one of the four areas of focus for the Union, including the CFTA, in line with Agenda 2063. This is expected to boost intra-Africa trade which currently hovers around 12% of the continent's total trade.

Africa will only reap the full benefits of the CFTA and regional integration in general if the continent is physically connected. However, it is not enough to construct hard infrastructure such as roads. This must be accompanied by the removal of all non-physical barriers to transport and trade along transport corridors. SSATP's work in trade and transport facilitation is paramount in this regard.

Second, urbanization is another mega trend in Africa's development landscape. This has its

advantages, including increased opportunities for Africans to improve their livelihoods. However, lack of urban mobility may hinder access to these opportunities, thereby leaving many urban dwellers behind. The SSATP pillar on urban mobility has an important role to play in ensuring that this does not happen.

Last but not the least, African countries have recently witnessed unprecedented economic growth with many of them also experiencing growth in the middle class, culminating in a sharp rise in car ownership. This growth has been driven, in part, by the construction of roads. If care is not taken, these positive developments could have unintended consequences in the form of increased road crashes – leading to more deaths and injuries on our roads. Road crashes also have economic implications and are estimated to cost an equivalent of 1-2% of a country's GDP which is roughly the same amount that countries invested in the road sector. This suggests that investment in roads is lost through road crashes, which is unacceptable.

The SSATP pillar on road safety has an important role to play in preventing this from happening. We are aware that road safety is not often a priority in the political agenda of most of our countries and this has to change. I am therefore happy that SSATP will explore ways to involve legislators in road safety discourse on the continent. The high economic cost of crashes, in addition to social costs, should provide a strong incentive for road safety advocacy.

We also know that proper road safety management depends on the availability of robust data. That is why SSATP and ECA are developing a minimum set of road safety indicators for African countries to ensure comparability of data within countries and across the continent. I encourage you all to support this important effort, which will go a long way in ensuring evidence-based planning.

Distinguished participants,

SSATP's work is also relevant to the global development agenda as it contributes to the achievement of the Sustainable Development Goals and sustainable transport in particular – including its economic, social and economic dimensions.

There is therefore no doubt that the Programme remains relevant and that, more than ever before, it is needed to contribute in achieving Africa's development agenda and in cushioning the unintended impact of economic growth.

Let me conclude by calling on all partners to renew their commitment to the program and to bring their collective knowledge and experience to bear on the planning and implementation of SSATP's activities.

I thank you for your attention.

*Opening Statement at the SSATP General Assembly by, Mr. Paolo Ciccarelli, Head of Unit - Water, Infrastructures and Cities, European Commission, and Representative of SSATP Donors
February 23rd, 2017*

Honorable Minister(s),
Distinguished guests,
Ladies and gentlemen,



It is a great pleasure to make this address on behalf of the European Commission and other financing partners to the Africa Transport Program - SSATP. These are Switzerland, France and the African Development Bank

Let me start by posing a fundamental question: did we succeed in making the SSATP "fit for purpose" to tackle the complex challenges the transport sector is confronted with?

My answer is indeed a clear "Yes" and I am pleased to elaborate on this in the next minutes.

The Agenda 2030 calls for an integrated approach to achieve the Sustainable Development Goals and orients cooperation towards people, planet, prosperity, peace and partnership.

The Climate Change agenda calls transport to decarbonize, to become resilient and environmentally friendly.

The social dimension of transport urges transport to boost road safety and consequently reduce fatalities.

Cities are challenged by an ever growing urbanization pressure that calls amongst others for sustainable urban mobility solutions and affordable public transport for all, particularly the vulnerable.

Transport needs to contribute to job creation and perspectives for the Youth if we want to tackle the root causes for migration in the long-term.

Honorable Minister(s), Mr Chairman,

Those evolving challenges can no longer be side-lined and have to be prominently addressed. But, on the other side, existing challenges do not disappear and continue to co-exist.

Let me recall the most important ones. There is most and foremost:

The need to bridge the infrastructure financing gap by improving transport planning & management and attracting the private sector;

The need to continue corridor development along PIDA orientations;

The need to tackle sector inefficiencies through governance measures that boost trade and transport facilitation;

The need to build institutional capacity;

The need for enhanced project preparation and prioritization and the still prevailing maintenance challenges to preserve investments.

Taking both strands into account for an integrated transport response framework that guides our SSATP DP3, which key conclusions can we derive?

The first is that we can no longer do "business as usual" in a challenged and more complex transport cooperation framework.

The second is that we are tasked to reconcile the existing with the evolving transport challenges within a social, economic and environmental sustainable approach.

The third is that we have to move away from sectoral silo thinking and tackle transport challenges within a systematic, integrated and transformative approach in response to the Sustainable Development Goals and the Agenda 2030.

Honorable Minister(s), Mr Chairman,

To summarize, affordable, efficient and safe transport is vital for the economic and social integration of the African continent, and to the integration of its regions and countries. Trade and economic growth in all sectors depend on sustainable transport infrastructure and services and, in the same way, transport is a lifeline for people in urban and rural area, providing access to jobs, health services, education and other amenities.

Against the backdrop of my previous elaborations, I therefore conclude that we have achieved to make SSATP 3rd Development Programme - DP3 "fit-for purpose" by focusing on the 3 pillars "regional integration, connectivity and cohesion", "urban transport and mobility" and "road safety".

By doing so, SSATP DP3 provides an integrated response framework to the targets of SDG3 regarding injuries from road traffic, SDG9 regarding the provision of quality, reliable, sustainable and resilient regional and trans-boundary infrastructure and SDG11 on cities and the provision of providing safe, affordable, accessible and sustainable urban transport systems for all.

Not only that we respond to specific SDGs, the orientation of SSATP is well in accordance and in support of the broader development agendas of the G20, the G7, the aspirations of the African Agenda 2063 and the 2016 proposal on the New European Consensus on Development.

Honorable Minister(s), Mr Chairman,

Since our last annual general meeting in Nairobi in 2014, more than 2 years have passed.

With DP2 ending in March 2015 and the subsequent engagement into DP3 of some 11,6 million Euro, the years 2015 and 2016 were understood as transitional period for the SSATP to re-orient and to get new project activities “up and running”.

As from 2017, SSATP operations will have to move to its full swing and enter into full operations in order to demonstrate that SSATP is capable to deliver along its objectives.

Important will be to boost the reach-out of the SSATP 3 pillar activities and to ensure complementarity with other ongoing cooperation initiatives and activities in domains of regional integration/interconnectivity, road safety and urban mobility.

In this context, please allow me to particularly highlight the need for SSATP to contribute to the stimulation of investment dialogue to scale-up the needed transport investments, especially from the private sector. Through the design of the three pillars, it is my view that such endeavor is achievable.

Secondly, I would like to flag the growing role of ICT as enabler in transport infrastructure which will have to be taken into account. This is of particular importance for smart corridor development and urban mobility systems as concerns issues such as traffic and freight management.

Needless to say that motivation, commitment and ownership is the “fuel” to sustainably drive the SSATP engine for a long-lasting success. The support given by African governments and authorities to the full achievement of the DP3 objectives will be of paramount importance. We will have to ensure that high level senior officials of respective transport institutions take prominent roles since they are at the centre of gravity of policy making, dialogue and decision-making and provide the interface to the SSATP work program, activities and results.

Honorable Minister(s), Mr Chairman,

Under this assumption, this day, we will work together, discussing and addressing on one side the global emerging issues under DP3 and its response framework, including climate change and governance, and on the other side the specific challenges the transport sector is facing: how to accelerate regional integration, how to harmonize the legislative and regu-

latory framework to reduce barriers to regional and international trade, how to respond to the needs of land-locked countries, how to ensure urban mobility and rural accessibility, how to address road safety.

Our common objective is to boost the implementation of DP3, to increase the role of SSATP at continental level and to ensure that SSATP DP will make the difference.

I thank you for your attention.

*Opening Statement at the SSATP General Assembly by, Mr. Cheikh Bedda,
Director of Infrastructure and Energy of the African Union Commission
February 23rd, 2017*

Honorable, Ministers,

Mr. Stephen KARINGI, Distinguished Chairman of the SSATP Board;

Mr. Ibou Diouf, SSATP Program Manager

Distinguished representatives of African RECs and Specialized Institutions



Distinguished representatives of International partner organizations

Invited Guests, Ladies and Gentlemen

All Protocols observed:

It is with great pleasure that I stand before you today to bring you the message of the African Union (AU) as well as participate effectively in this important meeting. As you are aware, in January this year, the AU passed yet another milestone with a notable change of guard. The AU Assembly at its 28th Ordinary Session elected a new Chairperson and Deputy Chairperson of the Commission (AUC) as well as Commissioners responsible for its various portfolios. The new Commission will assume duty by mid-March this year i.e. next month. I may as well inform you that I, myself, am also a new arrival at the AUC having just taken the reins of office in October last year (2016).

This, however, should not be a cause of concern. The new leadership including us all we have come to the AUC with a vast wealth of relevant technical experience from our previous occupations. Moreover, the AUC itself maintains a chest of institutional memory that ensures smooth continuity in the implementation of its responsibilities in the short, medium and long terms.

In that context, I am well aware that the African Transport Policy Program (SSATP) is one of the long-lasting endeavors that have left a huge footprint on the transformation of the transport sector in Africa. This is a Programme which has overseen such useful reforms as establishment of autonomous road agencies and dedicated road maintenance funds through its Road Maintenance Initiative (RMI) whose implementation started in the early

1990s. These are among the set of policy initiatives that helped Africa to improve the road maintenance function quite substantively and paved the way for accelerated road construction and upgrading in a number of states.

Furthermore, we duly note instrumental role that SSATP continues to play in promoting and facilitating improvements in transport facilitation, rural transport, urban mobility and road safety. Again, this role is clearly outlined and underscored in the 2014-2018 Development Plan of SSATP i.e. SSATP-DP3 which is structured around the three thematic clusters: 1) Regional Integration, Connectivity and Cohesion; 2) Urban Mobility and Accessibility; and 3) Road Safety.

Honorable Minister,

Mr. Chairman

Ladies and Gentlemen,

The AUC has been privileged to collaborate with SSATP in preparing key transport policy documents for Africa. These are:

1. The Intergovernmental Agreement on Road Standards and Norms for Trans-African Highways (TAH) (adopted by the AU Assembly in June 2014); and
2. The African Road Safety Charter (adopted by the AU Assembly in January 2016).

The two documents which were elaborated with the financial and technical support of the World Bank through the SSATP are now being disseminated through regional workshops organized with the financial support of the EU as part of the Africa-EU partnership on infrastructure. At this point, I would like, on behalf of the AU, to deeply thank all our partners for this very substantial contribution to Africa's socio-economic development.

The EU is also supporting us in our endeavor to transform all major trade corridors of Africa into SMART corridors. To that end, we have started with two (2) pilot corridors which are: (i) the North South Corridor from the port of Durban in South Africa to Lubumbashi in DRC; and (ii) the Dar es Salaam Corridor from the port of Dar es Salaam in Tanzania and also to Lubumbashi. As you would note, this activity is an intervention that is well-aligned with the first thematic cluster of the SSATP-DP3: (Regional Integration, Connectivity and Cohesion).

I would, therefore, like to thank the SSATP for inviting the AUC and facilitating our participation in this meeting. Certainly, we would need to extend and strengthen this collaboration which is essential for ensuring that these and other key initiatives for improving the transport sector in Africa are effectively implemented across the entire continent.

We very are happy that, SSATP has, at last, addressed our particular concerns by extending the scope of its coverage to the entire continent and locating its office in Africa. The basic

philosophy of the African Union is that Africa is one; indivisible continent. Also, the continent should serve as a launching platform for all its important initiatives. Most notable, whether by chance or design, the decision to hold this meeting in Morocco at this point in time following the AU Assembly decision about the country, is very symbolic of the commitment of the SSATP to work with all of Africa. We commend this new perspective.

Let me end here by wishing this meeting successful deliberations and solid outcomes.

Thank you for your kind attention.

*Closing Statement at the SSATP General Assembly by, Mr., Khalid Cherkaoui, Secretary General
of the Ministry of Infrastructure, Transport, and Logistics, Kingdom of Morocco
February 23rd, 2017*

Distinguished Ministers,
Chair of the SSATP Executive Committee,
Program Manager of the SSATP,



Representatives of development partners,
Representatives of international organizations,
Your Excellencies,
Ladies and Gentlemen,

It is once again a pleasure for me to address you at this closing ceremony of the SSATP's Annual Meeting, and we are honored that you selected Marrakesh to host this Meeting.

As you could tell, this meeting had a very full and varied agenda, with four days of deliberations that paved the way for the finalization and adoption of the implementation plan for the SSATP's Third Development Plan.

I hope that this meeting, which focused on the issue of the sustainability of transport systems in Africa, provided an appropriate opportunity for participants to not only make statements and share their viewpoints and experiences, but also to put forward suggestions and recommendations.

It is also my hope that the resolutions adopted at this Assembly, which coincided with the observance of the 30th anniversary of the SSATP, will help refocus its management and its intervention mechanisms, with a view to more effective implementation of the Third Development Plan of this critical tool – the SSATP.

I would like to first thank our donors for their participation in this meeting and for their unconditional support, both of which bode well for the SSATP and will help this Program become more relevant, in terms of actions and initiatives to be undertaken in the countries and regions in which we operate.

On behalf of us all, I would also like to express my gratitude to Mr. Ibou DIOUF, the SSATP Program Manager, and his team, who made every effort to ensure the success of this important event.

Honorable guests,

Lastly, I would like to express my appreciation to all the delegates for their active participation in this Annual Meeting of the SSATP, and I hope that you all enjoyed your stay in Morocco.

This General Assembly of the Africa Transport Policy Program is hereby adjourned.

Thank you for your kind attention.

6.2. Agenda

Day One – SSATP Working Groups
Monday 20th, 2017. 9:30 am – 5:30 pm
Plenary Session
3 Pillar Sessions

9:30 am	Introduction and Welcome Plenary Session <i>Ibou Diouf, SSATP Program Manager</i>	2:00 pm	Continuation of discussion on DP3; Separate pillar sessions <i>Regional integration pillar Urban mobility pillar Road safety pillar</i>
10:00 am	Parallel pillar sessions: Integration, Connectivity and Cohesion; Urban Transport and Mobility Road safety; Reviewing progress since the inception of the SSATP DP3 <i>SSATP Pillar Leaders-</i>	3:00 pm	Continuation of discussion on DP3; Separate pillar sessions <i>Regional integration pillar Urban mobility pillar Road safety pillar</i>
10:45 am 11:00 am	Coffee break	4:00 pm 4:30 pm	Coffee break
11:00 am	Continuation of discussion on DP3; Separate pillar sessions Updating DP3 Implementation plan <i>SSATP Pillar Leaders-</i>	4:30 pm	Closing and conclusions Plenary Session Rapporteurs of the three working groups <i>Ibou Diouf, SSATP Program Manager</i>
12:30 am	Lunch break	5:30 pm	End of the day

Day Two – Sharing experiences and Learning from Others
Tuesday February 21st, 2017. 8:45 am – 5:30 pm
Plenary Session

8:45 am	Opening Session <ul style="list-style-type: none"> • Chair of SSATP Executive Committee • Representative of SSATP donors • Aurelio Menendez, Practice Manager Africa Transport Group, World Bank • Minister of Transport, Kingdom of Morocco 	2:15 pm 2:55 pm	Presentation 4 on Container terminal guidelines Presentation 5 on Africa Port Data book (from AfDB)
9:30 am	Programme of the Annual Meeting Ibou Diouf SSATP Program Manager	3:15 pm	Coffee break
9:45 am	Coffee Break	3:30 pm 4:00: pm 4:40 pm	Presentation 6 on Corridor Management Institutions: MCLI Presentation 7: Corridor Performance Monitoring System Presentation 8 on Road Transport Reform Toolkit (IRU)
10:15 am	Introduction to Integration, Connectivity, Cohesion Pillar Pillar A Results framework SSATP Pillar Leader The Moroccan experience in Green Logistics: 2 presentations Presentation 1: <i>From a strategy development perspective (DSPCT-METL)</i> Presentation 2: From operational perspective (AMDL)	5.00 pm	Wrap-up session on Pillar A SSATP Pillar Leader Lessons learned and takeaways Conclusions for the continent
11:30 am	Presentation 3 on Port Performance indicators	5:30 pm	End of the day
12:15 pm	Lunch Break	6:30 pm	Cocktail

Day Three – Learning and Sharing
Wednesday February 22nd, 2017. 8:30 am – 5:45 pm
Plenary Session

8:30 am	Introduction to Urban Transport and Mobility Pillar Pillar B Results framework EASI framework and Integrated Study SSATP Pillar Leader	2:00 pm	Introduction to Road Safety Pillar Pillar C Results framework SSATP Pillar Leader
9:00 am	Economic efficiency of smart cities Presentation 1: Smart mobility in smart cities (Prof. Gora Mboup) Presentation 2: ITDP presentations on BRT and Public Transport systems Presentation 3: UN-Habitat’s approach to Sustainable Urban Mobility and the New Urban Agenda Presentation 4: GIZ on MYC and TUMI Conclusions for the continent	2:30 pm 2:45 pm	Presentation 1: Development of Road Safety policies and strategies: <i>the case of Addis Ababa</i> Presentation 2: Development of a National Road safety strategy: the case of Cote d’Ivoire.
10:30 am	Coffee Break	3:10 pm	Coffee Break
10:50 am	Presentation 5: <i>Urban Transports and Mobility Master Plans for Moroccan Cities (DGCL-MINT)</i> Presentation 6: <i>Urban Transport Management Authorities: the case of Dakar (Senegal)</i> Presentation 7: <i>the case of Ghana (Ghana metropolitan Authority)</i> Presentation 8: <i>Traffic Impact Assessment Study (TIA) (AfDB)</i> Conclusions for the continent	3:30 pm 4:15 pm 4:30 pm	Presentation 3: Road Safety Management Institutions: <i>the case of Nigeria</i> Presentation 4: Building strong institutions, initial findings for the case of Senegal Presentation 5: Safer Africa Initiative, Towards the development of a regional data observatory.
12:15 pm	Wrap-up session on Pillar B SSATP Pillar Leader	5:00 pm	Wrap-up session on Pillar C SSATP Pillar Leader Conclusions for the continent
12:30 pm	Lunch Break	5:15 pm	Closing session SSATP Program Manager

Day Four – General Assembly
Thursday February 23rd, 2017. 9:30 am – 3:30 pm
Plenary Session

9:30 am	Introduction and Welcome <ul style="list-style-type: none"> • Minister of Transport, Kingdom of Morocco • Chair of SSATP Executive Committee • Representative of SSATP donors • Representative of the African Union Commission • Marie-Françoise, World Bank Country Director for Morocco
10:00 am	High level panel discussions (Africa regional integration agenda)
11:30 am	Welcome of new members Chair of Executive Committee
12:00 am	SSATP 30 year celebration
12:30 pm	Presentation of DP3 Annual Report <ul style="list-style-type: none"> • Ibou Diouf, SSATP Program Manager
1:30 pm	Lunch Break
3:00 pm	SSATP Implementation Plan <ul style="list-style-type: none"> • Rapporteurs <ul style="list-style-type: none"> ○ SSATP working group on integration, connectivity and cohesion ○ SSATP working group on urban transport and mobility ○ SSATP working group on road safety
4:15 pm	Other items
4:30 pm	Closing session Secretary General, Ministry of Transport, Kingdom of Morocco

NB: Parallel Road Safety Workshop for francophone countries

Day Five – Site visits
Friday February 24th, 2017

1. Urban Transport systems in Marrakech
2. Port of SAFI
3. **Parallel Road safety workshop for francophone countries**

6.3. List of Participants to the Road Safety Workshop

Country	Name	Title / Organization
Benin	Tedji Huguette	National Center for Road Safety
Burkina Faso	Casimir Sanon	Planification Director - National Office for Road Safety
Burundi	Nixon Habonimana	Director for Studies and Operations - Road Safety National Company
CAR	Raymond Doka	Director for Transport
Chad	Oumar Abdel-Kerim Hagggar	Director of Transport Security
Cote d'Ivoire	Amadou Kagamate Tidjane	Director of Studies - Office for Road Safety (OSER)
DRC	Manga-Wilma Vale	President - National Road Safety Commission (CNPR)
Guinea Bissau	Angelo Da Costa	
Mali	Mamadou Sidiki Konate	Director General - ANASER
Morocco	Azzedine Chahidi	Chief of Division for Road Safety - Directorate of Road Transport and Road Safety
Morocco	Ahmed Bardan	Head of Documentation and Databases - National Committee for the Prevention of Road Accidents
Morocco	Said El Karkouri	Chief, Operations Division - Directorate of Roads
Morocco	Driss Salek	General Comptroller - Directorate-General for Road Safety
Morocco	Abdellah Assemblali	Colonel - <i>Gendarmerie Royale</i>
Mauritania	Mohamed Ely Ould Aoubeck	Director of Road Safety and Prevention – Ministry of Equipment and Transport
Senegal	Checkou Oumar Gaye	Director of Road Transport
Togo	Kossi Dzinyefa Atabuh	Head of Road Safety Division - Ministry of Security and Civil Protection
Tunisia	Khaled Mechri	Director of Security – Ministry of Transport
	Eleonora Papadimitriou	Road Safety Consultant
	Thierry Rousseau	Road Safety Consultant
	Sylvain Lassarre	Road Safety Consultant
	Véronique Feypell	Road Safety Consultant
	Antonino Tripodi	Road Safety Consultant
	Kacem Iaych	Road Safety Consultant
	Gilles Duchamp	Road Safety Consultant
	Nina Nuyttens	Road Safety Consultant

6.4. List of Participants to the Annual Meeting

Country	Name	Title / Organization
Belgium	Paolo Ciccarelli	Head of Unit, Water, Infrastructures, Cities – European Commission
Benin	Victorin Vidjanagni Honvoh	Cabinet Director – Ministry of Infrastructure and Transport
Benin	E. Aubin Adoukonou	Director of the National Road Safety Center
Botswana	Lovemore Bigandandi	Program Manager - SADC Secretariat- Infrastructure & Services Directorate
Burkina Faso	Bouma Bazie	Cabinet Director – Ministry of Infrastructure and Transport
Burkina Faso	Aboubacar Fofana	Director of Information Systems - National Office of Road Safety
Burkina Faso	Chabi Yaarou Ningui	Transport Economist - West African Economic and Monetary Union (UEMOA)
Burundi	Edouard Nyandwi	Technical Advisor for Regional Integration and Road Safety - Ministry of Transport, Public Works and Equipment
Burundi	Ndabaniwe Therence Ruhimbi	Technical Advisor for Urban Mobility - Ministry of Transport, Public Works and Equipment
Cameroon	H.E. Edgar Alain Mebe Ngo'o	Minister – Ministry of Transport
Cameroon	Zacharie Ngoumbe	Expert - Ministry of Transport
Cameroon	Benjamin Ateba	Minister's Assistant - Ministry of Transport
Cape Verde	Eduardo Lopes	Representative - Ministry of Infrastructure and Maritime Economy
Cape Verde	Gustavo Medina Pereira	Director General of Transportation - Ministry of Infrastructure and Maritime Economy
Central African Republic	H. E. Theodore Jousso	Minister – Ministry of Transport and Civil Aviation
Central African Republic	Alain Guy Kamegba Bafounga	Expert- Ministry of Transport and Civil Aviation
Chad	Ahmat Nene Tassy	Coordinator of the Monitoring Unit – Ministry of Infrastructure and Transport
Comoros	H.E. Said Sarouma Abdallah	Vice-President- in charge of Transport
Comoros	Ahmed Mouhoussoune Abdoul-Had	Planification and Project Management Expert
Cote d'Ivoire	Romain Kouakou	Surface Transport Director – Ministry of Transport

Cote d'Ivoire	Yssoufou Cisse	Secretary General - African Association of Public Transport
Cote d'Ivoire	Jean Kizito Kabanguka	Manager, OITC1 Division – African Development Bank
Cote d'Ivoire	Stefan Atchia	Transport Policy Specialist – African Development Bank
Dem. Rep. of Congo	Jose Makila Sumanda	Vice Prime Minister - Ministry of Transport and Communication
Dem. Rep. of Congo	Richard Mukwala Muzama	Road Advisor - Ministry of Transport and Communication
Dem. Rep. of Congo	Justin Kamwanya-Kalemuna	CEPCOR Coordinator
Ethiopia	Atnafseged Kifle Demeke	Expert- Ministry of Transport
Ethiopia	Kassahun Hailemariam Beyene	Director General of Transportation - Ministry of Transport
Ethiopia	Cheikh Bedda	Director of Infrastructure and Energy Department - African Union Commission (AUC)
Ethiopia	Stephen Karingi	Director- Regional Integration, Infrastructure and Trade Division - UNECA
France	Arnaud Desmarchellier	Principal Engineer - <i>Agence Française de Développement</i>
France	Lise Breuil	<i>Agence Française de Développement</i>
Gabon	Jean-Claude Azonack	Civil Engineer - Economic Community of Central African States (CEEAC)
Germany	Roland Haas	Senior Transport Advisor - <i>Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ)</i>
Ghana	Elise Gnini Traoré	Responsible for the Strategic Plan 2015-2020 – Union of African Shippers (UCCA)
Guinea	Mohamed Chieck Toure	Permanent Secretary - Ministry of State for Public Works and Transport
Guinea	Mouctar Doukoure	Adviser - Ministry of State for Public Works and Transport
Guinea Bissau	Vesa Gomes Naluak	Ministry of Transport
Guinea Bissau	Iatanin Jose Silva Davyes	Ministry of Transport
Kenya	Gilbert Kiprono Langat	Shippers Council of Eastern Africa
Kenya	Elias Baluku Rwamanyonyi	Program Manager - Federation of East African Freight Forwarders Associations (FEAFFA)

Kenya	Nozipho P. Mdawe	Secretary General - Port Management Association of Eastern and Southern Africa (PMAESA)
Kenya	Debashish Bhattacharjee	Human Settlement Officer – UN Habitat
Lebanon	Ziad Nakat	Senior Transport Specialist – World Bank
Lesotho	Lerato Sello	Director of Planning – Ministry of Public Works and Transport
Lesotho	Mathews Kinini Julia	Road Safety Director - Ministry of Public Works and Transport
Madagascar	Andriany Rado Rajoelison	Permanent Secretary - Ministry of Transport and Meteorology
Madagascar	Hubert Francois Razanakoto	Surface Transport Director - Ministry of Transport and Meteorology
Malawi	Chimwemwe Kaunda	Urban Mobility Expert - Ministry of Transport & Public Works
Malawi	Leonard Mtonya	Road Safety Expert - Ministry of Transport & Public Works
Malawi	Joey Macmillan Malota	Association of National Road Agencies (ASANRA)
Mauritania	Cheikhna Ahmed Benane	Director General of Land Transport - Ministry of Equipment and Transport
Mauritania	Mariem El Hacem	General Manager of the Public Transport Company
Morocco	H.E. Fatima Marouan	Minister - Minister of Crafts, Social Economics, and Economic Solidarity
Morocco	Hassen Bouti	Expert - Arab Maghreb Union (AMU)
Morocco	Zahraa Ouacifi	Chief of Division - Transport Strategy, Programs and Coordination Directorate (DSPCT)
Morocco	Halima Lessiq	Head of the Cost and Pricing Department - Transport Strategy, Programs and Coordination Directorate (DSPCT)
Morocco	Rachid Benabbou	National Coordinator of the GEF-Transport Project
Morocco	Sanaa Lazaar	Head of the Cooperation Department
Morocco	Ichraq Mejdoub	Head of Press and Media Relations - Ministry of Equipment, Transport and Logistics
Morocco	Saida Cherkaoui	Head of Studies and Research Department - National Committee for the Prevention of Traffic Accidents (CNPAC)
Morocco	Mohamed Bejrhit	Deputy Director of Roads - Directorate of Roads

Morocco	Jamal Ramdane	Director of Strategy, Programs and Transport Coordination - Ministry of Equipment, Transport and Logistics
Morocco	Brahim Baamal	Director of Road Transport and Road Safety - Ministry of Equipment, Transport and Logistics
Morocco	Laila Hammouchi	Director of Planning and Equipment - Ministry of Equipment, Transport and Logistics
Morocco	Abdellah Assemblali	Colonel - <i>Gendarmerie</i>
Morocco	Azzedine Chahidi	Head of the Road Safety Division - Directorate of Road Transport and Road Safety
Morocco	Ahmed Bardan	Head of Documentation and Databases - National Committee for the Prevention of Road Accidents
Morocco	Said El Karkouri	Chief, Operations Division - Directorate of Roads
Morocco	Driss Salek	Comptroller General - Directorate-General for Road Safety
Morocco	Mohamed Himmi	Regional Director of Equipment, Transport and Logistics of Marrakech
Morocco	Mohamed Bentouki	Head of the Administrative and General Services - Directorate of Equipment, Transport and Logistics of Marrakech
Morocco	Aissam Echabbi	Director of Strategy, Studies and Information - Moroccan Logistics Development Agency (AMDL)
Morocco	Mohamed Benjelloun	Head of the Cooperation Division - Division of Cooperation
Morocco	Moustafa Boulmane	Head of Studies - Ministry of the Interior
Morocco	Samir Laariby	Head of Planning Division
Morocco	Mohamed Ngadi	Head of Travel and Transportation Division - Ministry of the Interior
Morocco	Rachid Tahri	President - Association of Freight Forwarders of Morocco (AFFM)
Morocco	Jalal Benhayoun	Director General - PORTNET
Morocco	Adil Gaoui	Vice President – Federation of Transport-CGEM
Morocco	Amal Nadim	Program Officer for Energy and Climate Change - UNDP
Morocco	Mohamed Haddouchi	Head of Technical Studies of Multimodal Transport - Ministry of Equipment, Transport and Logistics
Morocco	Nabil Samir	Transport Specialist – World Bank
Morocco	Khadija Sebbata	Program Assistant – World Bank

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Nigeria	Anthonia Akpabio Ekpa	Director, Road Transport and Mass Transit Department - Federal Ministry of Transport
Nigeria	Gloria Kudi Ahmed	Federal Ministry of Transport
Nigeria	Antoinette G. Weeks	Commissioner for Infrastructure - Economic Community of West African States (ECOWAS)
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Rwanda	Olivier Kabera	Coordinator of PIU - Rwanda Transport Development Agency
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Senegal	Mamadou Samba Diallo	Regional Integration Expert - Ministry of Infrastructure, Land Transport and Opening-up
Senegal	Gora Mboup	SSATP Consultant
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Sierra Leone	Geoffrey Moses Kamanda	Deputy Director - Ministry of Transport & Aviation
South Africa	Barbara Jane Momen	Chief Executive Officer- Maputo Corridor Logistics Initiative (MCLI)
South Sudan	Emmanuel Roy Longo Milla	Director General, Planning and Policy - Ministry of Transport
Switzerland	Mattia Celio	Program Manager, Infrastructure Financing Division - SECO
Switzerland	William Petty	Head, Regional Committee for Africa - IRU
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Tanzania	Julius J. Chambo	Director of Road Safety and Environment – Ministry of Transport
Tanzania	Yimbo Nyangweso Hosea	Principal civil Engineer - East African Community (EAC)
The Gambia	Ramatoulie Ceesay	Sr. Transport Planner- Ministry of Transport, Works and Infrastructure
Togo	Kokou Delato Agbokpe	Director of Road and Rail Transport - Minister of Public Works and Transport
Togo	Nanamolla Ouro-Bag'na	Chief Division of Regulatory and Statistical Control - Minister of Public Works and Transport

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Tunisia	Ali Fraj	Surface Transport Director - Ministry of Transport
Uganda	Ronald Amanyire	Secretary, National Road Safety Council - Ministry of Works and Transport
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United States	Aurelio Menendez	Practice Manager, East Africa – World Bank
United States	Nicolas Peltier-Thiberge	Practice Manager, West Africa – World Bank
United States	Olivier P. Le Ber	Practice Manager, MENA – World Bank
United States	Ibou Diouf	SSATP Program Manager
United States	Zeina Samara	SSATP Program Administrator
United States	Cyprien d'Harcourt	Intern- World Bank
United States	Cristopher Kost	Africa Program Director - Institute for Transportation and Development Policy (ITDP)
Zambia	Abdulwahid Rashid Mohammed	Africa Road Maintenance Funds Association (ARAMFA)
Zimbabwe	H.E. Michael Madanha	Minister - Ministry of Transport and Infrastructural Development
Zimbabwe	Caesar Gift Kurewa	Expert - Ministry of Transport and Infrastructural Development

