

**ANNEX 1 - LOGICAL FRAMEWORK, LONG TERM DEVELOPMENT PLAN,
2004 - 2007**

Narrative Summary	Verifiable Indicators	Means of Verification	Risks and Assumptions
<p>Goal: Cost effective transport and affordable access and mobility contributing to poverty reduction and economic growth</p>	<p>Transport means used by poor & low income groups; Freight and passenger transport rates; Transport cost element of traded goods; Distribution of traffic between modes</p>	<p>National household surveys; Country and regional statistical reports; SSATP monitoring reports;</p>	
<p>Purpose: Integrated transport sector policies & strategies sustained by SSATP Stakeholders at country level, and at regional level by regional economic communities.</p>	<p>National Transport Sector Programs; Regional Transport Facilitation Programs.</p>	<p>Policy and strategy documents; PRSP Action Plans; SSATP Annual Reports;</p>	<p>- Other components of poverty reduction strategy effective; - Free access to, and open competition, to supply of transport services</p>
<p>Outputs: 1 SSATP program approach implemented at country and regional levels; 2 Key transport professionals (public and private) & beneficiaries engaged in ensuring coherence between transport policies/strategies and national poverty reduction and economic growth strategies; 3 Appropriate institutional development strategies and secure financing mechanisms adopted and implementation under way; 4 RECs and national governments adopt trade and transport facilitation measures; 5 Increased Africa-based program management arrangements;</p>	<p>SSATP component convergence strategies in annual plans Transport/PRSP and national development analyses; Creation/development of sound management and funding arrangements for all sub-sectors; Corridor management action plans Staffing and support structures</p>	<p>SSATP Annual Reports; SSATP Annual meeting reports; PER reports; PRSP reviews & updates; Transport sector reviews; Sectoral reform programs; Enabling legislation; SSATP Annual Reports; REC reports; SSATP Annual Reports; SSATP Annual reports; Management reports;</p>	<p>- Political will for policy development maintained; - non-transport sector planners and actors fully engaged in process; - Full private sector participation maintained; - Regional economic integration measures being implemented;</p>
<p>Activities: <i>1 Provide support for:</i> - New stakeholder analyses, workshops, participatory processes to establish "SSATP Functions" with appropriate compositions located at the core of national planning organs; - Joint component stakeholder meetings/workshops to define policy development strategies for priority objectives; <i>2 Provide support for:</i></p>	<p>Resources: US\$ 25.997 M provided over 4 years through donor trust funds and from the World Bank Budget</p>	<p>SSATP approach finds responsive audience in public and private sectors; Private sector participation genuinely accepted by governments and RECs; Institutional resistance to change successfully</p>	

<ul style="list-style-type: none"> - Implementing transport/PRSP analyses, refining approaches, disseminating good practice, sharing findings; - Development and implementation of fully participatory methodologies to formulate sectoral strategies; - Definition of achievable policy targets, indicators, monitoring and evaluation procedures. <p>3 Provide support for:</p> <ul style="list-style-type: none"> - Awareness raising seminars for high level public and private sector actors, study tours, sub-regional conferences; - Development of comprehensive management training courses and materials for Francophone partners; - Training for SSATP coordinators (national and RECs), senior public and private sector managers (Francophone and Anglophone); - Participatory comprehensive institutional development processes including legal and budgetary planning reforms; <p>4 provide support for:</p> <ul style="list-style-type: none"> - RECs to undertake stakeholder analyses, workshops, participatory processes to establish regional SSATP functions bonded with REC's, regional private sector organizations and high-level sectoral actors in national transport communities; - Identification of physical and non physical obstacles to, trade and transport, development of interstate and transit transport performance indicators <p>5 Provide support to program management to:</p> <ul style="list-style-type: none"> - Respond to demands for extended program coverage, increasing resources for knowledge generation, sharing, dissemination, to effectively reach Anglophone and Francophone partners; - Enable better routine management as program coverage expands; - Put in place fully resourced new SSATP regional coordinators at key hubs; -Conduct Annual SSATP conferences, and other regional meetings and seminars; -Arrange comprehensive evaluation. 		<p>managed;</p> <p>Governments fully supports SSATP coordination at the appropriate level;</p> <p>National governments and RECs able to harmonize regulatory arrangements;</p> <p>Stakeholders and partners sustain capacity needed for their inputs.</p>
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LOGICAL FRAMEWORK NOTES

SSATP Mission Statement

The SSATP is an international partnership to facilitate policy development and related capacity-building in the transport sector in Sub-Saharan Africa. Sound policies lead to safe, reliable and cost-effective transport, freeing people to lift themselves out of poverty, and helping countries to compete internationally.

The Logical Framework

The rationale of the long-term development plan (LTDP) is encapsulated in the logical framework. This is, of course, a 4 year plan starting in January 2004, just over a year hence. The outputs are, therefore, those that will have been achieved by 2007. Likewise the activities are those which are currently estimated to be necessary over the four year period concerned, to deliver the outputs. The activities, summarized in the logframe, are elaborated in the “Approach” section of the LTDP. This “Rationale” section describes the ‘output to purpose’ relationship and the ‘activity to output’ logic.

The “logframe” Goal and purpose reflect the program’s mission statement as follows:

Goal:

Poverty reduction and economic growth objectives achieved through cost-effective transport and affordable access and mobility.

Purpose:

Integrated transport sector policies & strategies sustained by SSATP Stakeholders at country level, and at regional level by regional economic communities.

The Outputs, which are required to achieve the purpose are as follows:

1. Implementation of a program approach;
2. Key transport professionals and beneficiaries fully engaged in multi-sectoral national poverty reduction targets;
3. Appropriate institutional development strategies and secure financing mechanisms adopted and being implemented;
4. Regional Economic Communities and national governments implementing trade and transport facilitation strategies;
5. SSATP management arrangements increasingly decentralized to Africa.

Output to Purpose

Implementation of integrated sectoral policies will be the culmination of processes which are currently at various points in SSATP partner countries, and the purpose level target is that all these countries will have reached the final stage. Specific program outputs 1 – 3 are required for this to happen, and output 5 has inputs into all of them.

A **program approach** will be clearly required to achieve integrated sectoral policy development. Convergence of components addressing the policy issues generated by a range of cross cutting themes will drive multi-component approaches. And, promoting the move to a program approach will be an SSATP coordinating function whose establishment is implicit in this output.

The **engagement of key transport professionals and beneficiaries** in multi-sectoral national poverty reduction and other overarching national development strategies is also essential if the purpose is to be achieved. Again, the role of an SSATP coordinating function in driving this process will be crucial, and also implicit is the full engagement of the private sector in the process.

Establishment of integrated policy frameworks and strategies will necessarily entail the development of **appropriate institutional arrangements**, and the establishment of **sustainable financing mechanisms**, both, very probably, backed by **legal measures**.

The second part of the purpose statement expects that regional policies and strategies will be established and implemented by RECs. This means that the role of transport as a tool for promoting regional integration in line with NEPAD objectives needs to be located within a coherent regional strategy, backed up by enforceable national legal instruments. There are distinct differences between Anglophone and Francophone countries concerning the legal (national) application of international agreements, and there will likely be a variety of approaches from region to region.

The output required, focusing on the implementation of **trade and transport facilitation strategies** by national governments coordinated or directed by RECs, will serve the NEPAD objective, and provide the foundation for the regional strategies reflected in the purpose. Promoting and facilitating the processes entailed will be regionally based SSATP coordination functions, with strong regional private sector participation alongside key institutional and national stakeholders.

Facilitating all the foregoing outputs will be **changed SSATP management arrangements**. Current deployment of component specific staff based in the US, Europe, and 2 African Hubs will gradually be changed to the posting of SSATP managers to a number of regional bases, matching the decentralization of Bank operations to Africa. This will, among other things, greatly improve local dissemination and knowledge sharing capacity, a key factor in all outputs, as well as improving co-ordination and responsiveness.

Activities to Outputs

Activity Group 1 (to Output 1)

The program approach output requires activities to promote and coordinate component convergence, and the maintenance of the integrity of priority component specific initiatives essential in serving higher objectives. These will be achieved by the formation at national (and regional levels) of **SSATP coordinating bodies**. The importance of this function cannot be overestimated.

It will need to include high-level actors from the public and private sectors who will accommodate a range of interests, not least those of the poor. It's location will likely not be in a mainstream transport institutions, but at or near the pinnacle of national planning (it will need to promote the notion of transport as an essential service to all sectors). Its establishment will require "buy-in" to the concept at national, the undertaking of highly specialized stakeholder analyses followed by stakeholder workshops/conferences to determine the composition, mandate, and location of the "SSATP Function".

Concerning specific program approach issues, components and stakeholders will need to identify priority crosscutting issues to be addressed within policy development strategies. This will require the adoption of **fully participatory approaches** so as to ensure stakeholder ownership of the process and outcomes.

Activity Group 2 (to Output 2)

The engagement of key transport planners and actors in multi-sectoral national poverty reduction strategies will result from three activity groups. The first will be the **implementation of Transport/PRSP analyses**, to examine the match (or disconnect) between transport elements implicit or explicit in PRSP objectives and action plans, and actual transport sector strategies or programs. These analyses will be promoted by the SSATP and will involve the sectoral actors described, from both the private and public sectors, taking ownership of the processes and, consequently, the outcomes.

The methodologies needed to be employed in developing actual **integrated policy frameworks and strategies** will involve a very wide range of stakeholders from national transport families, covering all modes, and possibly entailing a lengthy phased process.

A key activity associated with these processes will be the identification of **achievable, priority policy targets**, the indicators of achievement to be used, and the design and implementation of monitoring and evaluation regimes.

Activity Group 3 (to Output 3)

The **institutional and financial reforms** which will need to be completed will be brought about through a mix of training (including the development of new materials for

Francophone partners), awareness raising and knowledge and experience sharing through a variety of means. These will include study-tours, conferences, and seminars.

The complex participatory institutional development processes will likewise be built on good practice models, and will entail the engagement of a very wide range of institutional stakeholders so as to successfully address the legal questions that will need to be answered, as well as developing budgetary planning mechanisms, which will doubtless entail the development of appropriate, enabling, statutes.

Activity Group 4 (to Output 4)

The establishment of SSATP Coordinating Functions at regional level will in many ways reflect the approach at national levels. However, the mix of stakeholders will be different. International civil servants working in RECs will likely share the stakeholders group with national civil servants engaged in regional transport as well as regional private sector actors representing service delivery and user interests.

Stakeholder analyses will precede workshops/conferences to identify regional SSATP Coordinating Groups, functions, composition, and locations which will be fully bonded with RECs.

The **identification of physical and non-physical obstacles** to transport (and trade) will be promoted by the SSATP, as will the identification of practicable interstate and transit performance indicators and monitoring regimes

Activity Group 5 (to Output 5)

Program management will **respond to the demands for increased coverage and support to NEPAD and AU priority objectives** through the development of practicable coordination and policy development promotion arrangements. These will include deploying increased resources for advocacy, coordination, and knowledge generation and sharing through decentralized program management hubs, and fully resourced engagement with key RECs. Multilingual policies will be implemented so that all documentation and knowledge products are available to Anglophone and Francophone audiences, and ensuring that core documents and summaries are available in Portuguese.

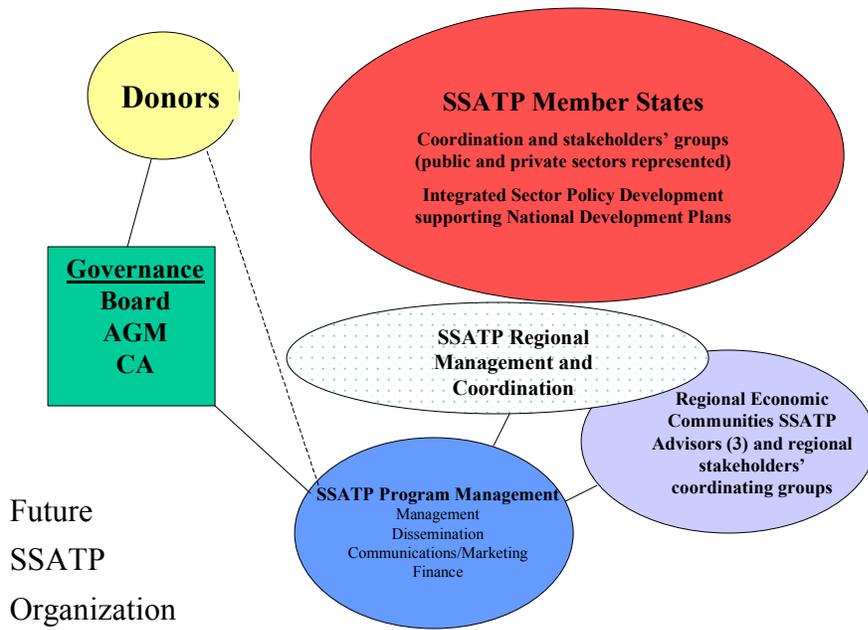
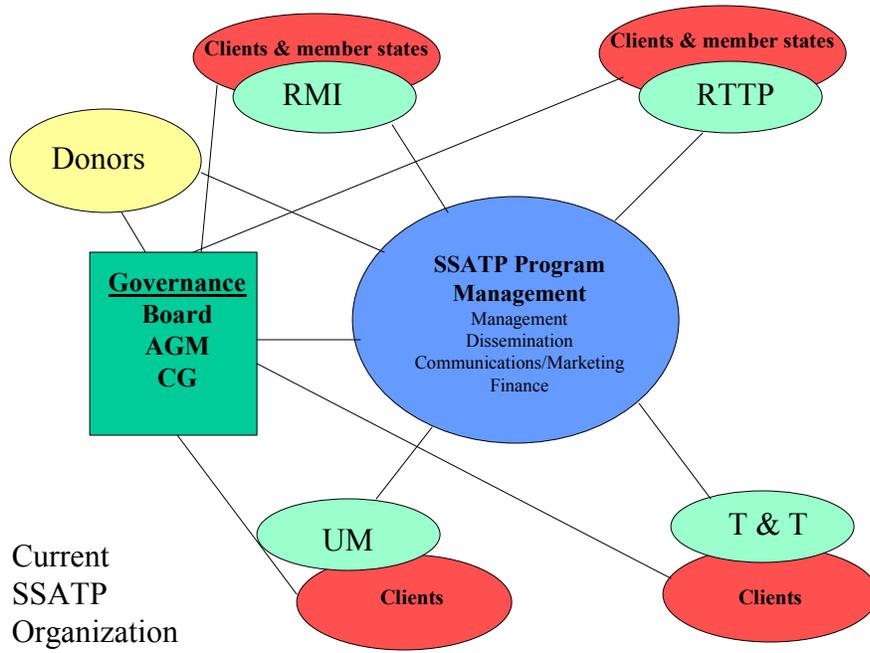
As program coverage expands **a review of management systems and reporting** will be required to maintain responsiveness standards. This will, to an extent, be addressed through the deployment of new SSATP managers to key hubs.

ANNEX 2

SSATP Long Term Development Plan (2004-2007) – Cost Estimate

Cost Category	Units	Rate (US\$'000s)	Total (US\$'000s)
1 Studies			
Range of policy studies on core themes over 4 years with national and regional scopes, including performance assessments and indicators, social assessments, transport costs, safety and security, HIV/AIDS, gender equity, legislative and regulatory issues, etc	116	various	2728
Sub-Total Studies			2728
2 Workshops/Seminars			
Transport policy and strategy (National)	144	various	2720
Transport policy and strategy (High Level)			
PRSP/Transport analysis			
SSATP Function/Private Sector (Country Level)			
Regional SSATP/Private Sector (Regional Level)			
Sub-Total Workshops			2720
3 Meetings, Conferences			
SSATP Annual	4	450	1800
SSATP Regional	16	50	800
Regional Thematic	8	50	400
Regional Institutional	8	50	400
Sub-Total Meetings, Conferences			3400
4 Capacity Building			
Technical Assistance to Regional Economic Communities (Provisional) including all support activities	12 person years	112	1344
Private Sector Support	Lump Sum		500
Specialist Inputs	Lump Sum		500
Sub-Total Capacity Building			2344
5 Training			
Management Course (French) design	Lump Sum		200
Courses	200	9	1800
Study Tours	16	40	640
Specialized Training	Lump Sum		120
Sub-Total Training			2760
6 Publication Unit (Center)			
Annual Reports	4	15	60
Half Yearly Reports	4	5	20
Report Publication	124	2	248
Translation	124	5	620
Marketing/publicity	4	20	80
Website development	4	20	80
Video	1	100	100
Sub-Total Publications			1208
7 Evaluation			
Mid-term	Lump Sum		50
End of Program	Lump Sum		250
Sub-Total Evaluation			300
8 Trust Fund Management			
Financial System Management (Yearly)	4	20	80
Sub-Total Trust Fund Management			80
Total SSATP Activities			15540
9 SSATP Team Management			
Staff Weeks (inc social costs, and overheads)	3013	various	9256
Missions	263	various	1201
Total Management			10457
Grand Total			25997

ANNEX 3



ANNEX 3 (contd)

SSATP Core Management Team

1 Outline Draft TOR for New Posts

Senior policy and management capacity in core SSATP management team

Deputy Program Manager

Principal Functions

To support and backstop Program Manager and Program Administrator in moving the SSATP toward a program approach by participating in:

- Consolidating priority policy development themes across component boundaries;
- Developing guidelines for component managers and coordinators in adopting sector-wide thematic policy development strategies;
- Developing guidelines based on good practice for ensuring full transport sector stakeholder participation in PRSP processes;
- Strengthening program professional and administrative capacity in procurement and management of consulting and specialist services;
- Strengthening program demand response and communication capacity;
- Consolidating and expanding program policy mapping and performance indicator development and monitoring;
- Developing program presentation and marketing strategies;

SSATP Regional Coordinators

Principal functions

- To coordinate the SSATP management team's agenda in their areas of responsibility and to promote sectoral policy development strategies in line with SSATP principles and according to the circumstances of each country;
- To provide knowledge dissemination services to constituent countries, interest groups, and stakeholders, at country and regional levels through workshops, conferences, seminars and study tours;
- To provide policy development linkages with RECs and regional organs, as well as with Africa-Wide institutions (UNECA, AfDB etc);

Particular functions in each country in the area of responsibility

To work with public and private sector stakeholders and SSATP component coordinators so as to:

- promote the adoption of sound processes leading to the development of a program approach;
- To guide the establishment of stakeholder SSATP coordination so as to ensure full coherence and convergence between component activities;
- To oversee transport sector/PRSP analysis work in line with good practice developed by the SSATP;
- To initiate participatory processes leading to the development/strengthening of fully responsive transport sector policies/strategies informed by sound analyses and other research and studies as may be desirable;
- To ensure full private sector participation in all policy development processes, encouraging the establishment of sustainable methodologies which will accomplish this end.

Senior Policy and Transport Road Network Adviser for West and Central Africa

Principal functions:

To promote sound sectoral policy development, largely in Francophone states, in line with SSATP/RMI principles and examples of good practice, paying particular attention to:

- All the institutional, statutory, and fiscal developments necessary to ensure proper management arrangements for road networks including sustainable funding for all maintenance;
- The need to ensure full participation in policy development and strategy implementation by the private sector, particularly transport service providers and users;
- The need to continuously share experience between all participating countries both Francophone and Anglophone;
- To maintain close contact with funding agencies so as to ensure synergy between sectoral investment programs and sound policy development processes;
- The need to maintain contact with REC's and the SSATP policy development promotional activities at regional levels;

Particular Functions

To identify capacity constraints and facilitate strategies to address them, paying attention to:

- Opportunities for addressing capacity shortfalls through institutional development and reform, particularly through well-ordered arrangements to introduce commercial management practices;
- Specific senior management training needs in all countries concerned;

- Opportunities for sharing experiences and engaging in joint training initiatives either in the region or outside;
- The need to carefully manage training opportunities that may be sponsored by the SSATP or other initiatives;
- To promote the inclusion of sustainable capacity building in sector or sub-sector investment programs financed directly by partnerships with external agencies, or programs made possible through budgetary support from external agencies.

To disseminate knowledge, management tools, good practice through:

- Country and regional workshops and conferences;
- Study tours within and outside the region;
- Focused seminars for policy makers and management practitioners at all levels.

2 General Arrangements

Note: Regional Program Coordination Hubs and areas of operations will be decided by stakeholders and country coordinators at the 2003 Annual Meeting.

Washington DC	
Full Time <ul style="list-style-type: none"> • Program Manager • Deputy Program Manager • Dissemination/publications/translation/website Manager • Finance Manager • Marketing/media Specialist 	Part Time <ul style="list-style-type: none"> • Program Administrator • 4 Transport Sector Specialists • Other Thematic Specialists
Africa	
Regional Program Coordination	
Fulltime	
3 Regional Program Coordinators and Program Assistants (1 RPC and 1 PA per hub)	
1 Transport Sector Specialist for services to Road Sub-Sector Institutional and Financial Policy Development in Francophone West and Central Africa	
Hubs: The hubs noted below and areas of operation are merely notional, and are included to give an indication of the order of magnitude of the coordination tasks.	
2 Hubs for West and Central Africa (Dakar, Yaounde)	Senegal, Guinea, Cote d'Ivoire, Ghana, Burkina Faso, Cameroon, Mali, Chad, Niger, CAR, Nigeria, Ghana, The Gambia, Cape Verde, Benin, Congo Republic, Mauritania
1 Hub for Eastern and Southern Africa (Lusaka)	Ethiopia, Kenya, Uganda, Tanzania, Rwanda, Burundi, Mauritius, Djibouti, Zambia, Zimbabwe, Mozambique, Swaziland, Lesotho, Angola, South Africa

ANNEX 4 – RISK ANALYSIS

Risk/Assumption	Program Influence	Elaboration	Who else will have influence?
Purpose to Goal			
Other components of poverty reduction strategy effective;	Little	National development plans as a whole face this risk. The model of collaboration offered by the processes to be developed by the SSATP will mitigate the risk in relation to the strength of its adoption by other sectoral actors.	National Plan Managers, Other Sectoral Actors, Non TS donors, RECs
Competitive markets;	Little	Transport services will largely be provided by the private sector – and competition is the pre-requisite for cost effectiveness. However, it will be difficult to develop an enclave of competitiveness in one sector which is not reflected in the rest of the business environment	Government; private Sector professional, commercial and trading organizations; trade unions; RECs
Enabling environment maintained	Significant	One of the tasks of the SSATP is championship and advocacy of good practice policy initiatives. But, again, this is a risk faced by the whole developmental agenda.	Government; RECs; TS donors; civil society; transport users.
Output to Purpose			
- Political will for policy development maintained;	Significant	As for enabling environment (above)	As for enabling environment (above)
non-transport sector planners and actors fully engaged in process;	Some	Partly within the remit of the program, but largely a measure of the responsiveness of non-transport sectors to the notion of interdependence.	Government; non TS donors; civil society
Full private sector participation maintained;	Some	Partly within the remit of the program, but largely dependent upon government welcoming private sector engagement across a wide spectrum of developmental activity.	Governments, TS and non TS donors; RECs.
Regional economic integration measures being implemented;	Little	For trade and transport facilitation outputs to realize their full effects, a high measure of economic integration between states is required, with moves towards customs and monetary unions.	Governments; RECs; AU; NEPAD; World Bank; AfDB
Activity to Output			
SSATP approach finds responsive audience in public and private sectors;	Significant	Clearly a task for the program, but also, to an extent, a question of the fixity of institutional cultures in both the public and private sectors. Is there already a dialogue between them in the national community as a whole?	Governments; Civil society.
Private sector participation genuinely accepted by governments;	Significant	As above.	As above
Institutional resistance to change successfully managed;	Some	There will be winners and losers in institutional development processes. The quality of the process generating the change, and the inclusion of both in the design process so that appropriate compensation for losers is integrated into the reforms is essential.	Governments; TS institutions and ministries.
National governments and RECs able to harmonize regulatory arrangements;	Significant	TS technical and administrative regulations need to be harmonized to allow free access of means of transport from other states to a country's infrastructure. SSATP REC coordinators will have a clear input here.	Governments; RECs
Stakeholders and partners sustain capacity needed for their inputs	Significant	Stakeholder institutions will need a very strong commitment to maintain the stamina required as inputs will be demanding	Governments; private sector (TS) institutions