

# Sub-Saharan Africa Transport Policy Program



## 1<sup>ST</sup> DRAFT 2005 WORK PROGRAM

Africa Region  
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## Acronyms

AfDB	African Development Bank
AU	African Union
CEMAC	Communauté économique et monétaire de l'Afrique centrale
COMESA	Common Market for Eastern and Southern Africa
DANIDA	Danish International Development Agency
DCI	Development Cooperation Ireland
DFID	Department for International Development (UK)
DSM	Dar es Salaam
EAC	East African Community
EC	European Commission
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
ENPC	Ecole Nationale des Ponts et Chaussées
EU	European Union
FESARTA	Federation of Southern African Road Transport Associations
HDM	Highway Design Model
ILO	International Labor Office
IMT	Intermediate means of transport
ISDB	Islamic Development Bank
MDG	Millennium Development Goals
NCTTCA	Northern Corridor Transit Transport Coordination Authority
NEPAD	New Partnership for Africa's Development
NMT	Non-motorized transport
NORAD	Norwegian Agency for Development Cooperation
PAM	Performance Assessment Model
PMAESA	Port Management Association of Eastern and Southern Africa
PMAWCA	Port Management Association of West and Central Africa
PMT	Program Management Team (SSATP)
REC	Regional Economic Community
RED	Roads Economic Decision Model
RMI	Road Management Initiative
RR	Railways Restructuring
RTF	Regional Economic Community (REC) Task Force
RTTP	Rural Travel and Transport Program
SADC	Southern African Development Community
SDI	Spatial Development Initiative
SIDA	Swedish International Development Agency
SRO	Sub-Regional Organizations
SSA	Sub-Saharan Africa
SSATP	Sub-Saharan Africa Transport Policy Program
TCC	Transport Coordination Committee (REC)
T&T	Trade and Transport
UEMOA	Union économique et monétaire ouest africaine
UNECA	United Nations Economic Commission for Africa
UM	Urban Mobility
USAID	United States Agency for International Development
WB	World Bank

## **Executive Summary**

The 2005 Work Program maintains the SSATP's focus on achievement of the LTDP strategic goals, and activities are set out within the thematic framework adopted at the 2003 Kigali AGM.

A cumulative LTDP Trust Fund expenditure of US\$9.75M is indicated by the end of 2005 (taking January 2004 as the LTDP start date). Trust Fund receipts by the end of 2005 are expected to be not less than US\$8.77. The shortfall will be made up through the mobilization of additional funds, or rolling over activities into 2006.

The 2005 WP benefits from the lessons of the relatively short implementation period of 2004. Program stakeholders at the Addis Ababa Annual Meetings reviewed implementation reports and identified improvements to "2004 activities" and wider issues to be addressed in 2005 and beyond.

Many of the implementation problems encountered in 2004 are attributable to less than expected capacity levels in the Program Management Team (PMT). A forecasted availability of 332 staff weeks of operational management time was not achieved, and the final figure will be 157. However, with new staff now coming on board the figure for 2005 will be 324.

**Responsive Transport Strategies (RTS)** remains the overarching thematic approach, and within it 2005 will see a renewed and improved effort. SSATP coordinators have been designated in 5 of the 32 member countries, and the target for 2005 is 15. Many of the 13 countries who signed up for the poverty reduction/transport strategy review (PRTSR) process in 2004 have encountered some difficulties with a demanding process, but these are being successfully addressed as the concept of institutionalizing cross-sectoral participatory arrangements takes firmer root. More serious have been problems with service procurement processes, but these will be dealt with in 2005 with proper guidelines from the PMT and more PMT time focused on the initiative.

Widening understanding of the transport/poverty reduction linkages will be initiated through (i) country case studies which will provide good practice examples for SSATP members (as well as informing the current MDG review process) and (ii) the proposal to pilot a full scale sector strategy development process in a willing country, which will embody all the demands for multi-sectoral and civil society participation.

Linking the PRTSR process and its outcomes with development partners' engagement with the transport sector will also be initiated.

**Performance Indicators** were addressed in 2004 through a "first cycle" data collection exercise in which 15 countries took part. Many lessons were learned, and the 2005 activities flow from the current exercise now drawing to a close. Countries will examine institutional issues, data collection strategies and methodologies, an improved "indicator

set”, and through a workshop will agree a document covering data definitions and collection methodologies, which will then be used in a “second cycle”.

**Road Management and Financing (RMF)** will continue to help build the capacity of regional associations, notable AGEPAR (road agencies) and ARMFA (road funds). These are seen as providing the most promising agents for change and knowledge sharing with regard to driving forward institutional development in the roads sub-sector. The 2004 WP saw the beginning of significant support to these associations, in partnership with other donors, and this will continue in 2005. Databases of legal instruments covering road fund establishment, and case studies of good practice examples, will provide valuable resources for all members. Sharing knowledge of good practice is seen as one of the most useful aspects of SSATP support, and this is a constant thread running through many of the activities.

Capacity building and delivering tools to road sector professionals has long been a hallmark of the SSATP, and this will continue with the development of a guide to all the tools available, and promotion of training in a number of them – as well as support to their evaluation and further development.

Promoting the wider use of training programs in SSA is another policy goal of the theme, and 2005 will see the 2004 work continued.

Establishing a database of African expertise and practitioners is a new initiative for 2005, and it will enable the Program (and others) to draw on a pool of extremely valuable resources, while strengthening capacity.

**Appropriate Transport Services** is a theme which was somewhat affected by PMT capacity constraints in 2004, but all the WP activities are on track, and implementation will accelerate in 2005. The lessons of a major urban mobility and poverty study are being analyzed and will feed into a second phase due to commence in early 2005. Another large multi-city regulatory study has commenced, and a new NMT guidelines document will be available – all will deepen the Partnership’s understanding of the issues and the policy development options.

In 2005 the establishment of a new core urban mobility group will be fostered, a group which will provide a regional home for knowledge generation and sharing, as well as championship of strategy development which fully takes account of the demands of the ever-growing numbers of the urban poor.

**Road Safety** emerged from the Addis Ababa meeting as a priority area of concern for the SSATP. The 2005 WP includes actions built on the Program’s comparative advantage in policy development processes, and as a ready-made network for good practice dissemination and knowledge sharing. Partnerships with other organizations such as the GRSP, WHO, PIARC will be a feature of the Program’s approach, as will be a focus on institutionalizing engagement with other sectoral actors outside the transport sector.

**Regional Integration and Transport** initiatives will be maintained within the framework of the REC Action Plan, formulated in Nairobi in 2004. Fully coherent with NEPAD action plans, initiatives focus on corridor actions. Most importantly the RECs have agreed to institutionalize a Transport Coordination Committee (TCC), which will increasingly play a role in monitoring and supervising all the SSATP supported corridor transport and trade facilitation initiatives. These include observatories, management arrangements, good practice dissemination, legal issues, port security, capacity building, and a number of priority actions focused on HIV/AIDs, axle load controls, & road safety.

The role of the SSATP as a unique **transport sector policy development instrument** depends very much on the use of the Program and its outputs by other organizations, such as UNECA, the EC, the World Bank, the African Development Bank, and the donors. It also depends upon recognition by the African Union and its Commission as a valuable tool to be used in achieving integration objectives.

This aspect of the partnership will be promoted in a variety of ways, both through day-to-day contacts, participation in meetings and conferences, through formalizing memoranda of understanding (such as the one to be updated with the AfDB), and through specific activities in the WP.

## **1. Background and Introduction**

The 2005 Work Program maintains the thematic approach adopted in 2004, which itself was shaped by participants at the 2003 Kigali Meeting. The 2004 WP was adopted as a “working document” at a donors’ meeting at the end of October 2003 (following an intensive review process). Pledges at the same meeting indicated that sufficient funding would be in place to launch the activities set out in the document. (Section 5 below deals with the financial and budgetary framework).

The 2004 Annual Stakeholders’ Meeting in Addis Ababa had as its principal outputs reviews and lessons learned from 2004 implementation activities, and what additional work should be done to improve the outcomes of the thematic approach. On the basis of those outputs the 2005 program has been assembled within the framework of the budget constraints, and implementation capacity limits. The principle that the ownership of the program must be unambiguously vested in the partnership has been maintained.

Annual work programs are a convenient tool for planning and evaluation, but essentially LTDP implementation activities constitute a rolling program, whose results build, incrementally, to achievement of the strategic goal. Consequently many of the 2004 activities continue in 2005, and all of the new activities are anchored in the existing themes, with one exception, road safety. The lessons learned and highlighted during the Addis meeting focused on 2 main issues, - the need to enrich and deepen understanding of transport’s role in poverty reduction, and the need to greatly improve implementation capacity.

The 2005 WP should therefore be seen as an extension of the 2004 Program (which at the time of writing, for practical purposes, has been running for just over 8 months – since the stabilization of the multi-donor TF with the first EC contribution in April 2004). This document should therefore be read in conjunction with the 2004 WP document, and seen as the 2004/2005 WP.

## **2. Structure and Rationale**

The rationale of the WP remains that of the LTDP (and that of the 2004 WP), ensuring that activities within the thematic framework are fully coherent with the LTDP. Table 1 (following) sets out activities and results indicating their relationship to the results required in the LTDP logframe. Importantly, the issue of moving program management to Africa is being advanced in 2 ways. The posting of PMT staff to Africa provides one element of the strategy, but as importantly, the nurturing of African institutions as policy development hubs and champions will provide, in the longer term, guarantees of sustainability for the SSATP. Consequently all actions which contain an element of this approach contribute to the particular logframe result concerned (#5).

**Table 1**

Thematic Area & Action Summary	Result Summary	Result 1	Result 2	Result 3	Result 4	Result 5
		SSATP Prog. Approach	Key actors engaged, coherent pov./trnsp	Sound Inst. Financing Strategies	RECs & Natnl. Govs adopt trade & transp	Increased Africa based Prog. Management
<b>SSATP COORDINATION</b>						
SSATP coords set-up process	15 country coordination functions established	XXX	XX			XX
Support to function	efficient functions facilitated	XX	X			X
<b>PRTSR</b>						
Pilot countries (2003)						
Review Process new countries (2004/2005)	13 Countries complete review, 10 new countries commenc	XX	XXXX			XX
Support to post-review action plans	coherence between transport & poverty reduction strategies	XX	XXXX			
Poverty reduction and transport initiatives	comprehensive pro-poor strategy development piloted		XXXX			
<b>PERFORMANCE INDICATORS</b>						
"Global", Country data collection (2004/2005)	All SSATP partners completed first phase of data collection	XX	XX			X
Data collection/management strategy development	sustainable arrangements, improved indicator set	XX	XX			X
<b>RMF</b>						
PAM peer review	Improved model ready for dissemination and use			XX		
"Source" Review	User experience analyzed			XX		
Rapid Rural Appraisal	RRA Good practice identified and disseminated		XX	XX		
Guide for use of models/tools	Professionals equipped with comprehensive range of tools			XX		
Road Fund review/database	Good practice disseminated/knowledge shared			XX		
Support packages for AFERA	Regional ownership of sound policy development & dissemination			XXX		
Support to AGEPAR (Inc partnership with ASANRA)	Commercialization of road management arrangements promoted			XXX		XX
Training at Birmingham	More professionals better equipped			XXX		
Training at ENPC	Francophone executives better equipped			XXX		
Support to regional training	Regional bases for training developed			XX		
RED/HDM4 Training	Planning and investment tools better understood, use extended			XX		
RT Trainers Training	Local training capacity improved			XX		
African Expertise database	African expertise propely accessed and used		XX	XX		XX
Transitional activities	Policy development strategies clarified	X	XX			
Support to policy implementation	Selected countries implement RMF policy reforms			XXXX		
RTTP Review	Assessment of RTTP impact, lessons disseminated			XX		
Support establishment of rural transport associations	Regional championship of sound rural transport arrangements		XX	XXX		XX
<b>ATS</b>						
Rural transport services study	Practicable appraisal methodology disseminated		XX	XX		
Urb. Pub. Trans. Org. Reg	regulatory knowledge improved, policy options understood		XXX	XX		
Rural IMT Audit	Clear understanding of issues for future IMT initiatives		XX	XX		
NMT Guidelines	WP published, improved urban policy frameworks		XX	XX		
Urban Mobility and Poverty Reduction	Continued improvement of understanding of issues		XX	XXX		
Establish Urban Mobility core group	Regional base for knowledge sharing, reform promotion		XX	XX		XX
Establish urban mobility observatories	Definition of key mobility data		X	XX		
Promote urban mobility strategy formulation	Action plan for Urban Mobility core group		XX	XX		
Knowledge sharing, dissemination of good practice	Rural and urban mobility actors better equipped			XX		
<b>Road Safety</b>						
Good practice example notes & disseminate	Key multisectoral actors learn from success stories		XX	XX		
Preparation of new African design/safety standards	Appropriate cost effective standards defined		XX	XX		
Knowledge sharing and dissemination	Improved basis for RS strategy development		XX	XX		XX
Adoption of common regulatory arrangements	Efficient practicable cross-border arrangements			XX		
Dialogue & policy development methodology	Key stakeholders ownership of policy and strategy outcomes		XX	XX		XX
Support implementation in pilot countries	Good practice adopted in full scale strategy implementation		XX	XXX		XX



**Table 1 (contd)**

Thematic Area & Action Summary	Result Summary	Result 1	Result 2	Result 3	Result 4	Result 5
		SSATP Prog. Approach	Key actors engaged, coherent pov./trnsp	Sound Inst. Financing Strategies	RECs & Natnl. Govs adopt trade & transp	Increased Africa based Prog. Management
<b>REGIONAL TRANSPORT &amp; INTEGRATION</b>						
New observatories (N/S, DSM, Djibouti, Central Africa)	key transport cost factor quantified, diminished			X	XX	
Consolidation of current work	key transport cost factor quantified, diminished			X	XX	
N/S Corridor HIV/AIDS baseline survey	Opportunities for major HIV/AIDS program identified		X		XX	
Axle load study	Good practice and private sector role understood				XX	
Corridor based road safety initiatives	Improved understanding of corridor safety risks				XX	
Corridor management study, good practice, analysis	New management arrangements based on experience				XX	
TN on observatories	Observatory practice knowledge shared				XX	
Port Security Audits (Msa, DSM, Douala)	Achievement of compliance with IMO standards improved				XX	
Legal analyses	Border post legal issue action plans				X	
Northern Corridor Treaty	New treaty, legal action plans				X	
Technical assistance to RECs (CEMAC, ECCAS)	CEMAC/ECCAS transport planning capacity improved				X	
REC Coordination (Support to TCC)	REC TCC managing all SSATP corridor programs				XXXX	XXX
<b>PROGRAM MANAGEMENT</b>						
Improve Capacity	WP Implementation kept on track	X	XX	X	XX	
Improve responsiveness, communications	Efficient, effective communications	X	X	X	X	
Improve knowledge sharing, dissemination	Knowledge sharing action plan implemented	X	X	X	X	
Procurement of WP goods and services improved	Procurement processes improved	X	XX	XX	XX	XX
Enhance Africa-based Program Management	Stronger more responsive Africa base for PMT	X	XX	XX	XX	XXXX
<b>ANNUAL MEETING</b>	Program strategies improved, ownership strengthened	XXX	XXX	XXX	XXX	XXX

### 3. Activities

The purpose of the LTDP - “Integrated transport sector policies & strategies sustained by SSATP stakeholders at country levels, and at regional levels by regional economic communities” - continues to steer the results/activity definition of the work program. The thematic framework remains unchanged for 2005, and the activities set out are based on the outputs of the 2004 Annual Meetings. These include lessons learned from initial implementation of the 2004 program, and further actions to strengthen those activities and widen the transport/poverty reduction linkages.

Encompassing all themes, the lessons learned had principally to do with capacity constraints, both within the PMT, and in partners’ implementing agencies. Stakeholders, however, did not recommend cutting back on the activity schedules, but rather to focus on dealing with those constraints.

PMT constraints are expected to be dramatically reduced during 2005 (see Section 5, Implementation, below) and have not unduly influenced the activity schedule.

**Table 2 – Summary Activities and Budgets (2004/2005)**

Theme & Activity	Commitments 2004 US\$	2005 Cost Estimate US\$		
<b>Responsive Transport Strategies</b>				
<u>SSATP Program Approach and Function</u>				
SSATP coords set-up process		150000		
Support to function		50000		
<u>PRSP/Transport Analysis</u>				
Pilot countries (2003)				
Review Process new countries (2004/2005)	410000	810000		
Support to post-review action plans		145000		
Poverty reduction and transport initiatives		50000		
<u>Indicators - LTDP Baseline (2004) Measurements</u>				
"Global", Country data collection (2004/2005)	100000	90000		
Data collection/management strategy development		54000	<b>Total RTS</b>	<b>1859000</b>
<b>Road Management &amp; Financing</b>				
<u>Road Network Management</u>				
Priority strategies (road safety, 2004)	50000			
PAM peer review	10000	20000		
"Source" Review		20000		
Rapid Rural Appraisal		20000		
Guide for use of models/tools		100000		
<u>Road Fund Enhancement</u>				
Support to AFERA (2004/2005)	75000	60000		
Road Fund review		110000		
<u>Road Agency Improvements</u>				
Support to AGEPAR (2004/2005)	75000	100000		
<u>Capacity Building and Training</u>				
Training at ENPC	50000	50000		
Support to regional training	65000	45000		
RED/HDM4 Training		120000		
RT Trainers Training	60000	100000		
African Expertise database		50000		
Transitional activities	60000			
Support to policy implementation		100000		
RTTP Review		60000		
Support establishment of rural transport associations		25000		
			<b>Total RMF</b>	<b>1425000</b>

**Table 2(Contd) – Summary Activities and Budgets (2004/2005)**

Theme & Activity	Commitments 2004 US\$	2005 Cost Estimate US\$		
<b>Appropriate Transport Services</b>				
Large Cities - Institutional, Financial Management Stu	350000			
Rural transport services study		160000		
Rural IMT Audit		50000		
NMT Guidelines		10000		
Urban Mobility and Poverty Reduction	288000	165000		
<u>Urban policies and strategy development</u>				
Establish Urban Mobility core group		80000		
Establish urban mobility observatories				
Promote urban mobility strategy formulation				
Knowledge sharing, dissemination of good practice				
<b>Road Safety</b>			<b>Total ATS</b>	<b>1103000</b>
<u>Road Safety knowledge sharing, dissemination</u>				
Produce good practice example notes & disseminate		50000		
Promote preparation of new African design/safety standards		50000		
Road Safety knowledge sharing		10000		
Promote adoption of common regulatory arrangements		75000		
<u>Road Safety Policy Development, Implementation</u>				
Develop dialogue & policy development methodology		150000		
Support implementation in pilot countries		150000		
			<b>Total RS</b>	<b>485000</b>
<b>Regional Integration &amp; Transport</b>				
New observatories (N/S, DSM, Djibouti, Central Africa)		445000		
Consolidation of current work	142000	185000		
N/S Corridor HIV/AIDS baseline survey		50000		
Axle load study	20000			
Corridor management study, good practice, analysis		20000		
TN on observatories		50000		
Port Security Audits (Msa, DSM, Douala)	65000	100000		
Trade and transport facilitation	50000			
Border Posts legal analyses		50000		
Northern Corridor Treaty	60000			
Technical assistance to RECs (CEMAC, ECCAS)		90000		
REC Coordination (Support to TCC)		50000		
REC Coordination meetings		50000		
			<b>Total Reg</b>	<b>1427000</b>
2004/2005 Annual Meetings	400000	350000		<b>750000</b>
Publication Dissemination		200000		<b>200000</b>
Salaries, travel, social and overheads Jan 04 - Dec 04	875000	1625000		<b>2500000</b>
	<b>3205000</b>	<b>6544000</b>		<b>9749000</b>

## **Responsive Transport Strategies**

### **SSATP Coordination and The Program Approach**

#### **Coordination**

Five countries designated SSATP coordinators during the first part of 2004, but it was agreed that implementation of structured process needed to be promoted, and consequently the PMT is developing an updated strategy to address the situation - the draft will be ready by the end of November 2004. The target for 2005 is that 15 countries will have put in place coordinators or functions that are aligned with the role and purpose definitions that flowed from the 2003 Stakeholders' Workshop (St. Gerard, Belgium).

#### **The Program Approach**

Convergence/interdependence of themes is becoming more widely understood and recognized, and was an aspect of the Addis Ababa annual meeting. Cross-over between working groups, joint sessions on particular issues, were a feature of the meeting, facilitated by the structure of the event which provided a flexibility within which participants were able to decide how best to address specific interests. (Eg Regional transport and road safety, performance indicators and all thematic activities). The lesson emerging is that there is no blueprint or prescription for a programmatic approach, but that the thematic arrangements of the WP provide an environment within which convergence can be achieved, encompassing a range of practicable speeds and degrees of integration.

#### **PRTSR process**

Experience so far in 2004 has highlighted underestimation of the difficulties and obstacles to rapid conduct of country reviews. These have been detailed in the reports delivered at the Addis Ababa conference, and the recommendations of the working groups for 2005 highlighted the following needs:

- accelerated SSATP Coordination;
- participating review countries to exchange experiences during the process;
- service procurement guidelines/manual;
- PMT responsiveness/communications to be improved;
- PRTSR process to be linked to development partner policy implementation;
- Post action plan support particularly to monitoring and evaluation;
- Development and strengthening of policy dialogue mechanisms;
- Grass roots participation in transport program conception/implementation processes;
- Identification and dissemination of good practice.

## **Poverty Reduction and Transport**

Moving beyond the specific focus of the PRTSR process and follow-up actions, program partners saw the need for the SSATP to promote a wider discussion on transport impacts on poverty reduction.

Two initiatives were proposed: the first includes the production and dissemination of country case studies indicating direct and indirect transport interventions' impacts on poverty reduction. This is being tied into a new initiative facilitating a clearer expression of the contribution transport makes in the achievement of the Millennium Development Goals (MDGs). It is hoped that this work will inform the process being initiated by the AU and UNECA and add value to the current MDG review process.

The second entails the identification of a “willing” partner country to pilot a comprehensive pro-poor transport sector strategy development process, building on the participatory lessons of the PRTSR review process.

## **Transport Performance Indicators**

Stakeholders recognized that a cyclical process was emerging, and following the “first cycle” at collating available data (15 countries will have completed by the end of 2004), priority actions will include:

- Undertaking country specific institutional analyses to identify appropriate “homes” for databases;
- Proposing country specific primary data collection strategies;
- Proposing an improved “indicator set”;
- Preparing a draft document including new data definitions and collection methodologies;
- Workshopping draft proposals to define an agreed document;
- Undertaking the “second cycle” data collection, synthesizing and reporting to the 2005 Annual Meeting.

In the Activity tables which follow, the initials of the PMT member(s) who will lead on coordinating implementation are shown in bold, uppercase, underlined type at the head of the “actors” column. The full names of the PMT members concerned are given in Table 8 at the end of this Section.

**Table 3 – Responsive Transport Strategies**

THEMATIC AREA - RESPONSIVE TRANSPORT STRATEGIES					
SSATP PROGRAM APPROACH & FUNCTION					
Action	Actors	How	Results	Where/When	Costs (US\$)
Clarify SSATP coordination role and function	<u>TN with NI</u> SSATP team review and comment	Review and re-issue SSATP Coordination Guidelines to partners	15 Countries establish coordinators/coordination function	DC 11/04	200000
Identify candidate countries	<u>TN with NI</u> Thematic Leaders, Team members; PRTSR Steering Groups; RMF, RTPP, UM coordinators	Follow-up applications for support; pro-actively canvass PRTSR Steering Groups; General invitation to all members		DC/SSA 12/04 – 02/05	
Initiate decision process	<u>TN with NI</u>	Discuss with senior policy makers entry point and key stakeholders; Factor in SGs in PRTSR countries		SSA 01/05 – 04/05	
Facilitate decision process	<u>TN with NI</u> Facilitator	Regional meeting for key stakeholders; Procure local facilitator		SSA 06/05	
Identify SSATP support to process and establishment	<u>TN with NI</u> And designated SSATP co-ords	Assess needs, initiate procurement of services		SSA 06/05 – 12/05	

POVERTY REDUCTION AND TRANSPORT STRATEGY ANALYSES					
Action	Actors	How	Results	Where/When	Costs (US\$),
REVIEW PROCESS					
Complete 2004 Country Reviews	<u>NI</u> With coordinating facilitator and regional facilitators	Support service procurement; Provide process guidance;	13 "2004 countries" complete reviews; Produce action plans	SSA 12/04 – 04/05	320000
Commence new country reviews	<u>NI</u> With TN & Regional SSATP Coordinators, Lead Coordinating Facilitator, Regional Facilitators	Engage with willing countries; Provide training; Support service procurement; Provide process guidance	10 "2005 countries" commence reviews	SSA 04/05 – 12/05	400000
Exchange experience and good practice	<u>NI</u> With TN & Regional SSATP Coordinators, Lead Coordinating Facilitator, Regional Facilitators, SGs	Identify, document good practice and lessons; share through exchange visits	PRTSR Process improved	SSA 01/05 - 03/05	90000
Assess and Disseminate review outcomes	<u>NI</u> With TN & Regional SSATP Coordinators, Lead Coordinating Facilitator, Regional Facilitators, SGs	Undertake interim assessment of review process (2004) countries, change methodology as may be appropriate	PRTSR Process improved	SSA 01/05 – 03/05	

Action	Actors	How	Results	Where/When	Costs (US\$),
<b>POST-REVIEW ACTION PLANS</b>					
Extend the role/remit of PRTSR Steering Groups	<b>NI</b> With TN & Regional SSATP Coordinators, Lead Coordinating Facilitator, Regional Facilitators	Support SG preparation of ToR, work plans; Link SGs into establishment of SSATP function or coordinator; Channel technical support through SSATP coordination arrangements	SG concept Institutionalized; SG's integrated with or performing SSATP coordination role	SSA 01/05 – 2006 and beyond	65000
Develop methods & indicators to monitor and assess the impact of transport on poverty reduction	<b>NI</b> With TN, DS, AD, Regional SSATP Coordinators, Lead Coordinating Facilitator, Steering Groups, Transport Ministries,	Define practicable set of action plan indicators and data to be collected; Define process for identifying responsible institutions, stakeholders; Define process for agreeing management body, work program, resources; Produce instrument/guidelines; Submit to 2005 Annual meeting for Review & Adoption	Practicable approach to Poverty Reduction/Transport Monitoring and Evaluation impact assessments	SSA 02/05 – 09/05	30000
Support action plan implementation	<b>NI</b> With TN, DS, AD, Regional SSATP Coordinators, Lead Coordinating Facilitator, Steering Groups, Transport Ministries,	Support extension of SG function - mandate ; Support/facilitate baseline survey in line with M&E initiative; Share outputs at 2005 Annual Meeting	Action plan start point properly defined, ownership of process clearly assigned	SSA 02/05 – 2006 and beyond	50000
Link development partners to PRTSR process	<b>NI</b> With TN, SSATP Team, WB TTLs, EC Delegations, donor partners' country offices/ reps	National Govt. donor meetings to explain process and outcomes; Encourage donors to include process and outcomes in country assistance strategies; Donors meetings at SSATP Annual meeting and elsewhere	Policy development actions and strategies identified in action plans mainstreamed into sector and sub-sector development investment programs	SSA, DC, Europe 03/05 – 09/05 – 2006 and beyond	0
Support Governments in structuring cross-sectoral dialogue mechanisms	<b>NI</b> With TN, Regional SSATP Coordinators, Lead Coordinating Facilitator, Steering Groups, Transport Ministries, donors	Identify & develop processes for cross sector dialogue and planning. Promote action plan recommendations; Promote the extension of the role/remit of Steering Groups to oversee the process; Assist with resource mobilization; Facilitate implementation	Appropriate ranges of voices listened to in policy development processes	SSA 03/05 – 2006 and beyond	0

POVERTY REDUCTION AND TRANSPORT					
Action	Actors	How	Results	Where/When	Costs (US\$)
Identify "good practice" in transport's contribution to poverty reduction	<b>TN</b> With NI, PMT, member countries (ministries, RMI, RTTP, UM, SSATP coordinators, PRTSR Steering Groups), local consultants	Provide guidelines for approach to SSATP partner countries; Identify group/person responsible for work; Support production of case studies; Analyze case studies for success factors, lessons, weaknesses; Support production of overall report and analysis; Support multi-sectoral review of MDG target/indicator matrix for implicit transport service demands; Present to SSATP 2005 Annual Meeting.	Good practice guidelines and analyses shared with all members, donors; Transport "case" strengthened	DC, SSA 11/04 – 09/05	50000
Design, promote "pro-poor" policy development and strategy implementation process	<b>NI, TN</b> With PMT. "Willing country" government and non government stakeholders; PRTSR SG if appropriate; Donors, international organizations; International policy development consultant.	Identify a "willing" country to pilot an initiative; Identify representative stakeholder steering group; Assemble good practice examples, and current concepts of sound policy development arrangements; Present to stakeholders and workshop concepts to identify core elements of the process; Design methodology and implement within ongoing or start-up policy process.	Sound participatory policy development and implementation process piloted; Results disseminated to SSATP partners, donors, others	SSA 01/05 – 12/05	Mobilize donor finance (estimate \$75000)
PERFORMANCE INDICATORS					
Activities	Actors	How?	Results	Where/When	Costs (US\$)
First cycle completion activities	<b>AD</b> uncompleted member countries	Collection of data which have not been so far; centralization and treatment; report writing	Final report of the first cycle	DC, SSA 12/04 – 02/05	4000
Country specific data management Institutional analysis	Each indicator member country representative	Desk work by the indicator member country representative	One short document by country	SSA 12/04	Local costs
Country specific primary data collection strategy	Each indicator member country representative	Desk work by the indicator member country representative	One short document by country	SSA 12/04	Local costs
Proposals for improved indicator set	<b>AD</b> + countries + relevant organizations to be identified.	Proposals centralized by Arnaud who will present the synthesis in a report.	Synthesis report	DC, SSA 01/05 – 03/05	Local costs
Data and methodology definition	<b>AD</b> + working group (Zambia, Uganda, Tanzania, DR Congo, Niger, Cameroon, Mali, Guinea, UATP)	Document with definition of data/methodology drafted by Arnaud; synthesis of comments by working group	Synthesis report	DC, SSA 01/05 – 03/05	Local costs



Action	Actors	How	Results	Where/When	Costs (US\$),
Data and methodology definition adoption	<b>AD &amp; DS</b> + Each indicator member country representative + 1 resource person	Workshop in an African country	Updated methodology for SSATP indicator initiative which includes a working plan for each country	SSA 04/05	50,000
Second Cycle data collection	<b>AD</b> + Each indicator member country representative + local consultants	Domestic work with support form Arnaud	Synthesis report	DC, SSA 10/05	90,000

## Road Management and Financing & Appropriate Transport Services

Not surprisingly areas of convergence between these thematic groups are evident, but the distinction between what is perceived as primarily an infrastructure focused theme, and the use made of infrastructure needs to be maintained. Originally entitled “affordable” transport services, the word “appropriate” has been substituted, almost by default. And it is considered that appropriate is a more generic adjective, incorporating affordable, as well as other characteristics important to the poor.

### Road Management and Financing

The framework of the 2004 WP should be maintained and strengthened, especially work to promote the effectiveness of regional associations, AFERA & AGEPAR. As far as they are concerned they must be encouraged to develop and implement annual action plans, which should pay attention to peer reviews, performance indicators, and dissemination. Other priorities included:

- An assessment of current road fund agencies and their performance;
- The development of a new SSATP dissemination strategy;
- The establishment of a database of African Experts (SSATP policy should be to rely on African expertise);
- Capacity building to be delivered through regional institutions.

**Table 5 – Road Management and Financing**

<b>THEMATIC AREA - ROAD MANAGEMENT AND FINANCING</b>					
Action	Actors	How	Results	Where/When	Costs (US\$)
Road Mgt & Fin tools Guide	<u>OE</u> MB with consultant, and SSATP coordinators	A study to develop a guide on the use and application of the road management tools (SOURCE, PAM, RED,HDM, RUC,PRA,RAA..)	Tools guide on how best to use the available tools with their limits and comparative advantages, disseminated to SSATP members	DC/SSA  Draft by next AGM	4man-months,  \$100,000
PAM review/adjust	<u>OE</u> , RA, Panel of experts, Coordinator, AGEPAR	Peer review, test appraise model, adjust as required, workshop on experiences to date	Improved validated model. Share experiences on how best to exploit the benefits offered by the model	SSA Q2, 05	20,000
SOURCE review	<u>AD</u> , <u>OE</u> <u>AGEPAR</u>	Assessment of experiences to date, Stock take and next steps	Assessment based on Experiences and users feedback. Future strategy and improvements identified	DC, SSA Q2 05	20,000
Dissemination of SADC Guideline on LVSR	<u>OE</u> MB, SADC	Support to Dissemination; countries/preparation of strategy	Good practices extended to non-SADC countries. Sensitisation on LVSR Guideline/good practice	SSA Q2, 05	20,000
RRRA-Study	<u>AD</u> DS	Finalise draft paper based on the review of experts	SSATP Note on RRAA disseminated and best practice shared	by mid 2005	\$20,000

Action	Actors	How	Results	Where/When	Costs (US\$)
Support to AFERA (2 <sup>nd</sup> gene RF promotion)	<b>MB</b> SB ARMFA	SSATP/ARMFA partnership consolidation, Support for ARMFA meetings/seminars. Emphasis on performance indicators. 2 V/C meetings with Executive Committee	SSATP/ARMFA partnership Strengthened. RF well equipped and knowledge shared. Existing 1 <sup>st</sup> gen RF well equipped to move towards more effective/accountable RFs	SSA 01/05 - 11/05	60000
RF data base	<b>MB</b> SB Consultants (Legal and institutional)	Critical review/analysis of legislation data base	Options and good practices identified, CD-ROM version 1.1 produced and disseminated	SSA 03/05 – 11/05	110000
RF case studies	<b>MB</b> SB with WB	3 Case studies (e.g. Namibia RF)	Issues, options and good practices and lessons shared with regional ARMFA	DC/SSA 03/05 – 06/05	
Support to AGEPAR and	<b>MB</b> OE AGEPAR members, RA practitioners and specialists	Develop knowledge base to support AGEPAR meetings/seminars. Emphasis on performance based maintenance	SSATP/AGEPAR partnership consolidated. Partners and road managers well equipped to improve performance and move toward commercialisation	SSA Q2 05	50,000
Develop ASANRA/AGEPAR partnership	<b>MB</b> OE AGEPAR	AGEPAR to develop closer relationship with ASANRA. Exchange of information possible joint future activities	Close working relations established between AGEPAR and ASANRA. Capacity building of AGEPAR members	SSA Q2 05	
Support to AGEPAR through developing a performance assessment of Road Administration.	<b>MB</b> OE, TN AGEPAR members,	Concept Note on Performance assessment of road administrations to subsequently produce a tool kit for the commercialization of road administrations	AGEPAR members awareness raised on critical issues to be addressed to move towards full commercialization of road administration	DC/SSA	50,000
Update Road Agency database	<b>OE</b> <b>MB</b> AGEPAR members	Update database on RA legislation	Good practice and lessons identified and will be captured in a CD-ROM – based tool that will be disseminated through AGEPAR	DC/SSA	In house
Rural Transport Knowledge Base Training for trainers	<b>GB</b> MB, SS  Identified regional experts, CSIR,ESAMI, TRL and IDL	Conduct two (Anglophone and Francophone) training the trainers workshops based on the Rural Transport Knowledge base	Rural Transport trainers well equipped to conduct further courses for 2005-07.  Knowledge and know how transferred to southern training institutions/organizations	SSA 01/05 – 06/05	100,000

Action	Actors	How	Results	Where/When	Costs (US\$)
RED Training for trainers (French + English)	<b>RA</b> MB AGEPAR to identify candidates	Conduct training the trainers workshops in English and French. AGEPAR to identify candidates	Trainers well equipped to conduct further courses for 2005-07. Knowledge and know how transferred to southern training institutions/organizations	SSA Q3 05	120,000
Support to RMF training module @ ENPC	<b>MB</b> SB AGEPAR/ARMFA to identify potential participants	Design and Selection of appropriate training materials, delivery of training	Increased number of trained staff and improved focus on performance targets	France Q2 – Q3 05	50,000
Support for regional based RMF course	<b>MB</b> SB AGEPAR/ARMFA to identify candidates University of Birmingham	Identification of appropriate partners, Design and Selection of appropriate training materials, delivery of training	Training delivery decentralized, capacity building of African expertise, increased ownership of training programs	SSA Q4 05	45,000
Establish African expertise data base	<b>SB</b> Regional Associations/Universities/SSATP technical partners/Consultants	Establish an inventory/assessment of African expertise	Concept note produced on a strategy to improve African expertise involvement in capacity building	DC, SSA Q4 05	50,000
RMF support to country policy formulation and implementation	<b>MB</b> SB GB Regional coordinators (e.g. Eritrea*, Nigeria, Swaziland, Gabon, DRC, Sudan*, Gabon, CAR) *if SSATP members	Limited focussed in country intervention in support of policy reform often in collaboration with Bank sector program	Policy dialogue engaged with partners countries to promote RMF /RTT policy reforms.	SSA 01/05 – 12/05	100,000
RTTP review	<b>GB</b> DS SS and Consultants/RTA	Assessment of past RTTP activities, evaluation of rural transport policy at regional level	RTTP methods/objectives assessed including stakeholders workshop on findings and develop actions to sustain rural transport policies	DC, SSA Q2 & Q3 05	60,000
Support establishment of rural transport association	<b>GB</b> Regional coordinators	Identify relevant rural transport policy partners (e.g. central and local governments). Support of inaugural meeting	Inaugural meeting to take place/ Rural Transport Association established	DC, SSA Q4 05	25,000

## Appropriate Transport Services

In addition to ongoing activities, which should be completed, attention will also be paid to:

- An evaluation of rural transport policy implementation (impact on governments of the RTTP);
- Update of the rural transport knowledge database;
- Dissemination of good practice initiatives (eg SADC guidelines on low volume sealed roads);
- Establishment of a rural transport agency association;

- Traffic management training;
- Establishment of a regional urban mobility core group.

**Table 6 – Appropriate Transport Services**

<b>THEMATIC AREA - APPROPRIATE TRANSPORT SERVICES</b>					
<b>Action</b>	<b>Actors</b>	<b>How</b>	<b>Results</b>	<b>Where/When</b>	<b>Costs (US\$)</b>
Review of rural transport services	<u>DS, MB, SS</u> Consultant	Survey in four countries by consultant	Transport services reviewed and development of Rapid appraisal methodology and results from four countries. Basis for decision on strategies to promote pro-poor transport services	SSA 01/05 – 05/05	160,000
Rural IMT Audit	<u>DS</u> MB, GB, Consultant	Consultancy to undertake technical audit of completed IMT initiatives	Basis for decision on future IMT program proposals	DC, SSA	50,000
Large cities: institutional/Financial Magt/Regulations	<u>AK MB</u> Consultants	Finalize study in four countries by consultant	Development of urban transport policy toolkit. Basis for strategy to sustain affordable transport services	SSA Q3, 05	350,000
Urban NMT Experiment Report, translation in French and dissemination	<u>HNJ</u> MB, MDF	Translate report into French	Best practice and lessons to promote NMTs in urban areas identified and disseminated.	DC, Q1 05	in house
Urban Mobility & Poverty studies: second study carried out on two cities, with national workshops	<u>HNJ</u> MB With local urban mobility actors (Govt and civil society) and consultants	Quantitative and qualitative surveys, local workshops with stakeholders	Analytical basis developed to formulate pro-poor urban transport strategies.	SSA 2005 - 2006	150 000
Urban Mobility & Poverty studies: follow up of actions in first study cities	<u>HNJ</u> With local urban mobility actors and consultants	Surveys, local workshops	Assessment the impact of transport on the poor in Douala	SSA Q1 05	15 000
Establish Observatory of urban mobility data: definition of data and of process for updating them regularly	<u>AK</u> <u>HNJ</u> With Indicators and UM SSATP team, and UM Group	Agreed upon and provide set of data and indicators for benchmarking; and procedure for regular update of urban transport data base	A strong tool established to assess urban transport performance and its impact on the poor in SSA.	DC and coordination meetings in SSA;	80,000
Support to UM Forum group: establish core membership and terms of reference	<u>AK</u> MB HNJ UM Group	Organize a coordination meeting; prepare terms of reference and membership criteria	Create a strong base for establishing a regional sectoral association to champion urban transport reforms	SSA Q2 05	
Dissemination of good practices	<u>HNJ</u> With SSATP team, UM Group, partners (UATP, MDP), and consultant	Prepare documentation, Present case study during workshop or meeting	Good practice disseminated to urban/rural mobility actors. Awareness raising	SSA, DC 01/05 – 12/05	In house

## Road Safety

This will be a new area of activity for the SSATP in 2005. The comparative advantages of the SSATP in policy development, and its knowledge sharing networks, as well as its

partnership credentials allow the program to add value to the work already being done by leaders in the road safety field, such as GRSP, CSIR, PIARC, WHO. Working with these and other organizations, participants in the annual meeting agreed a number of activities which the SSATP should initiate in 2005.

**Table 7 – Road Safety**

<b>THEMATIC AREA - ROAD SAFETY</b>					
<b>Action</b>	<b>Actors</b>	<b>How</b>	<b>Results</b>	<b>Where/When</b>	<b>Costs (US\$)</b>
Publish good practice bulletin	<b>TAA with PMT</b> SSATP, WB, GRSP, REC TCC, UNECA, PIARC, Selected countries	Agree ToR, procure consultancy services, review good practice examples, assemble in short bulletin, disseminate.	Knowledge of good practice shared with Program Partners, along with lessons learned	DC, SSA 01/05-04/05	50000
Promote preparation of appropriate design and safety standards	<b>TAA with PMT</b> SSATP, WB, GRSP, REC TCC, UNECA, PIARC, WHO, Donors, Willing Governments	Collaborate with RMF thematic team to agree "multi-partner" strategy for mainstreaming appropriate safety design elements into policy development and implementation.	Awareness of issues raised in selected countries, policy development process in place	DC, SSA, EU 03/05-12/05	50000
Support road safety knowledge sharing and dissemination	<b>TAA with PMT</b> SSATP, WB, GRSP, REC TCC, UNECA, WHO, PIARC, CSIR, AfDB, Donors, governments, Civil Society Organizations	Make available SSATP knowledge sharing capacity to all road safety stakeholders, make road safety a specific element of the new SSATP dissemination strategy.	Road safety knowledge sharing improved among SSATP partner countries.	DC, SSA 1/05 – 12/05	10000
Adoption of Common Regulatory Arrangements	<b>TAA with PMT</b> SSATP REC TCC, UNECA, AfDB, Donors, governments, Civil Society Organizations	Organize regional meeting to agree basic common safety regulatory regime, agree action plan to implement legal, admin changes	Regional harmonization of basic road safety standards and measures	DC, SSA 03/05-19/05	75000
Road Safety Policy Review/development	<b>TAA with NI</b> SSATP, GRSP, REC TCC, UNECA, Willing Governments	Identify willing governments, undertake stakeholder analysis, design workshop for review methodology, produce methodology, agree pilot countries	Practicable policy review/development methodology available	DC, SSA, EU, 02/05-08/05	150000
Support piloting of review methodology in willing countries	<b>TAA with NI</b> SSATP, GRSP, REC TCC, UNECA, Willing Governments	Provide services to pilot countries to undertake review process, support implementation	Improved road safety policies/strategies implemented within responsive development framework	DC, SSA 09/05 - 2006	150000

## **Regional Integration & Transport**

Stakeholders saw no need to “reinvent” the work they had done in Nairobi in February 2004, other than to highlight the slow pace of implementation, and specific obstacles to progress which had emerged in the intervening period. However, the REC “Action Plan”

was reaffirmed, and some aspects clarified, but its basic approach is maintained: all REC/SSATP actions in regional transport are focused on transit and inter-state transport corridors. This ensures consistency with the NEPAD Short term Action Plan, and the Medium and Long Term Action Plan framework.

At the heart of the initiatives lies the determination to institutionalize inter-REC coordination through the transformation of the transport task force into a Transport Coordination Committee. Over time it is envisaged that this entity will play an increasingly central role in monitoring and managing all corridor SSATP work as well as providing a key knowledge sharing and dissemination function.

Specific issues arising from implementation so far which will be addressed include:

- Review of observatory methodologies and institutional arrangements;
- The need to collate management good practice and disseminate lessons;
- Increased emphasis on establishing adequate corridor management arrangements;

Consequently, all the activities set out in the REC action plan remain in place, with some supplementary initiatives

**Table 8 – Regional Integration & Transport**

THEMATIC AREA - REGIONAL INTEGRATION AND TRANSPORT					
Actions	Actors	How	Results	Where/when	Costs
<b>New Observatories</b>					
Support DSM Corridor Management Committee	JFM, NI SADC, COMESA, EAC, PMAESA, FESARTA, DSM Committee, REC TCC, Transporters, SSATP	Identify constraints, propose & support institutional arrangements,	Functioning basic management arrangements	DSM, SSA, DC 01/05 – 05/05	40000
Support DSM Corridor Observatory	JFM, NI SADC, COMESA, EAC, PMAESA, FESARTA, DSM Committee, REC TCC, Transporters, SSATP	Agree ToR, Procure consultancy services, Undertake baseline survey	Observatory arrangements agreed, ready to be implemented	DSM, SSA, DC 02/05-08/05	70000
Support establishment N/S Corridor Management Committee	<u>MJ, JFM, NI</u> REC TCC, SADC, COMESA, FESARTA, PMAESA, Transporters, Govt. Reps, SSATP	Draft ToR and start-up arrangements, launch stakeholders' workshop, agree institutional, funding arrangements	Functioning basic management arrangements	SSA, DC 01/05-05/05	30000
Support to N/S Corridor Observatory	<u>MJ, JFM, NI</u> REC TCC, SADC, COMESA, FESARTA, PMAESA, Transporters, Govt. Reps, SSATP	Procure consultancy services (ToR already prepared), undertake baseline survey	Observatory arrangements agreed, ready to be implemented	SSA, DC 01/05-07/05	140000
Support Implementation of Beit Bridge Action Plan	<u>MJ, JFM, NI</u> REC TCC, FESARTA, Transporters, Govts, SSATP	Stakeholders agree action plan provisions, Implement	Beit Bridge border crossing conditions improved, lessons learned shared with SSATP partners	SSA 01/05-06/05	30000

DSM=Dar es Salaam

Actions	Actors	How	Results	Where/when	Costs
Promote multi-modal observatory Pointe Noire - Bangui	<u>JFM, MJ, MB</u> CEMAC, ECCAS, CICOS, UNECA, Govts, Transporters, Railways, REC TCC, SSATP	Agree ToR for designing methodology, procure consultancy services, support stakeholders' review design workshop	Observatory arrangements and methodology agreed by stakeholders, ready to be implemented	SSA 02/05-07/05	65000
Support to/collaboration with Douala-Ndjamena-Bangui corridor observatory initiatives	<u>JFM, MJ, MB</u> WB, EC, ECCAS, CEMAC, PMAWCA, RECTCC, Transporters, Corridor Management Group, Govts, SSATP	Support use of WB IDF and EU grants to prepare corridor committee, arrange process for undertaking baseline surveys	Observatory arrangements and methodology agreed by stakeholders, ready to be implemented	SSA 05	WB Grant EU Grant
Support establishment of Djibouti – Ethiopia Corridor Management Committee	<u>JFM, NI</u> REC TCC, IGAD, COMESA, Govts, PMAESA, Transporters	Depending on demand by stakeholders' and review by REC TCC, Draft ToR and start-up arrangements, launch stakeholders' workshop, agree institutional, funding arrangements	Functioning basic management arrangements	SSA 04/05-09/05	50000
Support establishment of Lagos-Abidjan Observatory	<u>MJ, JFM, MB, NI</u> WB, ECOWAS, UEMOA, REC TCC, Govts, Transporters, SSATP	Discuss with WB twinning with HIV/AIDS program, agree ToR, procure consultancy services, Undertake baseline survey	Observatory arrangements and methodology agreed by stakeholders, ready to be implemented	tba	WB Project
<b>Continuation of current work</b>					
Northern Corridor Observatory	<u>JFM, NI</u> COMESA, EAC, REC TCC, NCTTCA, KTA, Transporters, PMAESA, KPA, KRC, URC, SSATP	Finalize first phase, conduct stakeholders' results review workshop, agree parameters of second phase, design approach, implement	First phase lessons learned, improved methodology implemented in operationalized observatory	SSA 11/04-12/05	85000
Tema-Ouagadougou-Bamako & Niamey; Lome-Ouagadougou-Bamako & Niamey Corridors; (Abidjan corridors dependent upon security situation)	<u>MJ, JFM, NI</u> ECOWAS, UEMOA, REC TCC, AfDB, PMAWCA, Govts, Transporters, Unions, SSATP	Support establishment of corridor committees, consolidate current corridor work in collaboration with USAID, stakeholders results review workshop agrees lessons, extend observatories to Bamako and Niamey	Observatories functioning, improved institutional arrangements	SSA 01/05-12/05	100000
<b>Specific and multi corridor initiatives, new and continuation of current work</b>					
Port security actions	<u>JFM, MJ, NI, MB</u> REC TCC, IMO, PMAESA, PMAWCA, KPA, THA,	Procurement of consultancy services for audits of Msa, DSM, and W African port security assessments	Security action plans to ensure compliance with IMO standards	SSA 11/04-12/05	165000
N/S Corridor HIV/AIDS initiative	<u>MJ, JFM, NI</u> REC TCC, SADC, COMESA, FESARTA, UNAIDS, WB, EC, UNECA, AfDB, Donors, Transporters, Govt. Reps, SSATP	Support conference of key stakeholders & experts to examine opportunities for replicating Lagos-Abidjan experience, agree ToR for baseline survey/study to determine modalities and approaches	Baseline survey/study ready to be implemented, operational partners identified	SSA 01/05-04/05	50000



Actions	Actors	How	Results	Where/when	Costs
Axle load controls	<u>NI</u> REC TCC, UNECA, FESARTA, ASANRA,	Procure consultancy services, implement study of good practice on basis of agreed ToR.	Good practice report disseminated	SSA 01/05	20000
Pilot corridor road safety initiative	<u>NI, TN</u> REC TCC, FESARTA, DSM Corridor Committee, GRSP, Transporters, SSATP	Design road safety guide for the DSM Corridor – format accessible to transporters, drivers	Truck drivers' road safety risk awareness raised on DSM corridor	SSA 01/05	20000
Production of up-dated Northern Corridor Transit Traffic Agreement (Treaty)	<u>JFM, NI, MJ</u> REC TCC, NCTTCA, UNECA, EAC, KPA, KRC, URC, consultant, SSATP	Working with outputs of UNECA study, draft new legal document for review by NCTTCA; Review national law in members states to identify needed changes; agree with NCTTCA ratification procedures, dates.	Updated Treaty adopted by NCTTCA, national governments agree to ratification procedures and schedule.	SSA 11/04-03/05	60000
Border post legal issues	<u>MJ</u> REC TCC, ECOWAS, UEMOA, SADC, COMESA, USAID, FESARTA	Workshops in w and Southern Africa on harmonizing legal regulatory arrangements at border posts,	Action plans for governments and corridor management bodies	SSA tba	50000
Observatory Technical Note	<u>MJ, JFM, NI</u> REC TCC, UAR, SARA, PMAESA, PMAWCA, GRSP, SSATP	Commission consultancy services to produce a comprehensive technical note on corridor observatories	Observatory experience and good practice knowledge shared with key institutions and actors	SSA, DC tba	50000
Actions	Actors	How	Results	Where/when	Costs
Corridor Management Arrangements	<u>NI, JFM, MJ</u> REC TCC, SSATP	Produce a guidance note on corridor management options	Knowledge of practicable corridor management arrangements shared with key institutions and actors	SSA, DC tba	20000
REC COORDINATION & CAPACITY BUILDING					
Inter-REC Coordination	<u>NI</u> All RECS, SSATP	Support to the work of the REC Transport Coordination Committee (TCC)	REC TCC fully functional	SSA, DC 12/04-12/05	100000
Capacity Building to CEMAC, ECCAS	<u>MB, NI</u> UNECA, CEMAC, ECCAS	Promote ECCAS, CEMAC discussions to agree capacity strengthening needs. Procure TA/CB for deployment to the RECS	CEMAC & ECCAS Transport Planning & Policy Development capacity improved	SSA 01/05 – 12/05	90000

## Program Management

Program management did not deliver the level of services required by partners during 2004. The capacity issues which caused this situation are discussed in the Implementation Section below.

Specific areas of improvement were highlighted during the Addis Meeting, notably procurement of services for partners engaged in implementation, and dissemination. Additionally, during the course of 2004 the Program underwent an internal audit by the

World Bank's Internal Audit Department (IAD). The draft report is very encouraging, indicating that an overall result of "mostly satisfactory" will be delivered – this is the second highest rating possible. However, IAD proposed that financial controls needed improvement, and this too will be addressed in 2005.

**Table 9 – Program Management**

PROGRAM MANAGEMENT					
Action	Actors	How	Results	Where/when	Costs
Improve Capacity	<u>NI with TN</u> PMT, AFTTR	Recruit new team members, enlarge contribution by WB staff	WP Implementation kept on track	DC, SSA 11/04 –06/05	Covered by PMT costs
Improve responsiveness, communications	<u>NI with TN</u> PMT	Clear role definition for PMT members, communication paths properly disseminated to all partners	Communications brought back to good standards, reporting schedules adhered to	DC, SSA Throughout 05	Covered by PMT costs
Improve knowledge sharing, dissemination	<u>SB, MDF, AL, NI</u> PMT	PMT working party designs dissemination strategy, review process, strategy implemented	Clear knowledge sharing & dissemination strategy action plan implemented	DC 12/04-01/05	Covered by PMT costs
Procurement of WP goods and services improved	<u>NI with FB</u> PMT	Commission procurement guidelines product, disseminate to all partners and WP actors	Procurement guidelines understood by PMT and all partners	DC 12/04	Covered by PMT costs
Enhance Africa-based Program Management	<u>PMT</u>	Deploy new STPA to Central Africa, recruit 2 new regional coordinators for West and East/Southern Africa	Stronger more responsive Africa base for PMT	DC, SSA 01/05 –06/05	Covered by PMT costs
Improve financial controls	<u>NI</u> PMT	Undertake needs assessment, identify additional PMT position or inputs, procure resources	Financial controls improved	DC 11/04 – 4/05	Covered by PMT costs

**Table 10 – Program Management Team**

Full Time Coterminous Staff				Part Time World Bank Operational Staff			
Initials	Name	Post	Location	Initials	Name	Post	Location
AD	Armand Desmarchellier	Rural Transp. Specialist	DC	AK	Ajay Kumar	RMF/ATS Team	DC
AN	Anne Njuguna	Admin. Assistant	DC	DS	Dieter Schelling	Theme Leader ATS	Dar es Salaam
FB	Fanny Barrett	Procurement Specialist	DC	GB	George Banjo	RMF/ATS Team	DC
MDF	Monique Desthuis-Francis	Publication Manager	DC				
MB	Mustapha Benmaamar	Senior Policy Adviser	Yaounde	GP	Gylfi Palsson	Program Administrator	DC
MN	Mark Njore	Admin. Assistant	DC	HNJ	Hubert Nove-Josserand	RMF/ATS Team	Paris
NI	Nigel Ings	Program Manager	DC	JFM	Jean-Francois Marteau	Reg. Transport Team	DC
OE	Olav Ellevset	RMF Specialist	DC	MJ	Mark Juhel	Theme Leader Regional Transport	DC
TE	Tseggai Elias	SSATP Reg. coord. (E)	Nairobi	RA	Rodrigo Archondo	RMF/ATS Team	DC
TN	Tesfamichael Nahusenay	Deputy Program Manager	DC	SB	Steve Brushett	Theme Leader RMF	DC
Sida	To be appointed	RMF/Road Safety	DC	SS	Siele Silue	RMF/ATS Team	Accra
Cor.W	To be appointed	Regional coord..	West Africa	TAA	Tawia Addo Ashong	Road Safety Team	DC
Cor.E	To be appointed	Regional coord.	East Africa				

**Table 11 – Coterminous Staff Inputs (Staff Weeks)**

Description	Coterminous Full-Time SSATP Staff													Theme Totals
	AD Arnaud	AN Ann	FB Fanny	MN Mark	MB Mustapha	MDF Monique	NI Nigel	OE Olav	TN TesfaM.	TE Tseggai	Sida s/he	Coord. West	Coord. East	
Budgeted total SWS	24	21	38	42	42	42	42	42	42	10	35	28	28	
PMT Admin, Services	0	21	38	42	1	42	6	1	6	0	0	6	6	169
Theme & Activity														
Responsive Transport Strategies														
SSATP Program Approach and Function							2		7			4	4	17
PRSP/Transport Analysis							14		3	10		8	8	43
Indicators - (2004/2005) Measurements	24													24
Road Management & Financing					20			25	5		13			63
Appropriate Transport Services					10			16	6		5	2	2	41
Road Safety							5		5		17			27
Regional Integration & Transport					11		13		5			8	8	45
MAG/MDG							2		5					
Provisional Inputs	24	21	38	42	42	42	42	42	42	10	35	28	28	436
Difference, budget total/provisional inputs	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>BUDGETED TOTALS</b>	<b>24</b>	<b>21</b>	<b>38</b>	<b>42</b>	<b>42</b>	<b>42</b>	<b>42</b>	<b>42</b>	<b>42</b>	<b>10</b>	<b>35</b>	<b>28</b>	<b>28</b>	<b>436</b>
	AD	AN	FB	MN	MB	MDF	NI	OE	TN	TE	Sida	Coord.	Coord.	

**Table 12 – Operational Bank Staff Inputs (Staff Weeks)**

Description	Part-Time Bank Operational Staff												Theme Totals
	AK Ajay	DS Dieter	GB George	GP Gylfi	HNJ Hubert	JFM Jean-F.	MJ Marc	SB Steve	SS Siele	TAA Tawia	TS Tekie		
Budgeted total SWS	4	5	2	4	4	4	5	5	4	5	15	57	
PMT Admin, Services				4							15	19	
Theme & Activity													
Responsive Transport Strategies													
SSATP Program Approach and Function									4			4	
PRSP/Transport Analysis			2									2	
Indicators - (2004/2005) Measurements													
Road Management & Financing	2							5				7	
Appropriate Transport Services	2	3	2		4							11	
Road Safety										5		5	
Regional Integration & Transport						4	5					9	
MAG/MDG													
Provisional Inputs	4	5	2	4	4	4	5	5	4	5	15	57	
Difference, budget total/provisional inputs	0	0	0	0	0	0	0	0	0	0	0	0	
<b>BUDGETED TOTALS</b>	<b>4</b>	<b>5</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>5</b>	<b>15</b>	<b>57</b>	
	AK	DS	GB	GP	HNJ	JFM	MJ	SB	SS	TAA	TS		

In addition to the prescribed operational Bank staff inputs, it has been agreed that to the extent possible all transport staff attached to AFTTR (the unit which provides a “home” to the SSATP) will champion the SSATP policy messages in lending operations. It is hoped that specifically these staff will promote the PRTSR process, and other poverty reduction/transport initiatives in the countries where they have responsibility.

#### **4. Results 2004/2005**

The 2004 CY is not yet over and the annual report will provide overall results for the year. However, the results expected by the end of 2005, flowing from the ongoing WP activities, and the expanded/new initiatives proposed, need to be defined. And it is important to understand how these results will be expected to feed into achieving the purpose and goal of the LTDP. It is true that a major external mid-term evaluation will take place in 2006, and at present that is expected to have the character of an output to purpose review. But in the meantime it is worth, briefly, anticipating the situation at the end of 2005 compared with the end of 2004.

Table 2 shows the expected expenditure outturns for 2004, and is also useful as it provides a guide to the activities which are actually on-going or completed. And it must be borne in mind that the results for 2004/2005 must also be viewed within the context of the LTDP as a whole.

It is not the intention here to repeat the reports given at the Addis Ababa meeting, nor to preempt the 2004 annual report, but merely to highlight the salient features of the array of results as they build towards achievement of the LTDP purpose. The rationale described above locates specific activity results in the LTDP logframe, and this more or less exactly replicates the argument set out in the 2004 document. On a broader thematic basis the account of results so far and outcomes by the end of 2005 are as follows:

#### **SSATP Coordination and the Program Approach**

By the time of the 2004 Annual meeting, 5 countries had appointed SSATP coordinators, Guinea, Gabon, Zambia, Gambia and Nigeria. In 2005 following an ongoing review of the PMT strategy to promote the adoption of appropriate coordination arrangements, the target is that at least another 10 countries will have followed suit. Some will amalgamate the decision process with the PRTSR process (as recommended in PMN 9), and Cameroon is a notable example of that approach.

Adoption of a programmatic approach does not entail discarding one specific strategy for promoting sound policy development processes, and embracing another. It is simply a recognition by partners and implementers that a program approach is the most effective and efficient way of addressing the policy goals of the program. A number of activities promote a program approach, not as an end in itself, but because it is the only way of moving forward. The PRTSR process is an excellent example of this, road safety is likely to be another, work on indicators yet another, and the proposed corridor HIV/AIDs initiative will see it employed at a regional level.

Participants at the annual meetings effectively adopted a program approach as individuals by “voting with their feet” and sharing in the deliberations of a number of different thematic groups, no matter what their nominal area of interest. Adding an important and necessary dimension to the mix, the significant participation non-transport actors in the meeting added great value to the breadth of the discussions within which transport decisions were made.

### **PRTSR Processes.**

13 countries are currently “signed up” for the review process, and 5 are at various stages in the service procurement procedures (Mali, Cameroon, Senegal, Lesotho). Malawi is well into the process itself. Kenya commenced but procurement difficulties have caused a hiatus. The reasons for the slow process are due to the demands of the procurement process itself, insufficient guidance and poor responsiveness from the PMT. These constraints will be removed in 2005 (see implementation) and the target is to complete the 13 country reviews, and commence analyses in another 10 countries. The results, by the end of 2005, will include action plans (the main output of the PRTSR process) in more than half of the member countries. This will put a significant proportion of partners firmly on the path of achieving the overall strategic goal.

### **Performance Indicators**

15 countries will have completed the first data collection cycle by the end of 2004 (nearly half the membership). In 2005 there will be a number of consolidation activities, defining institutional arrangements and data collection strategies, as well as a review of indicators themselves. All these outputs will be work-shopped by participating countries, a guidance document produced, and the membership as a whole invited to undertake second cycle data collection.

### **Road Management and Financing**

All the RMF and ATS outputs feed directly into the LTDP logframe results 3 category, - sound institutional and financing strategies. The work plan seeks to address the broad range of required policy framework elements, rural and urban, services, infrastructure, means of transport. In many cases (see rationale) the activity arrangements require the participation of key stakeholders clearly focusing on the needs of the poor.

The key strategic approach is to build capacity, confidence, and expertise in regional organizations who can act as the principal regional champions of sustainable financing and appropriate management arrangements. In 2004 AFERA became well established after a difficult start, and participated in an AGEPAR seminar in Lome in April. Institutional arrangements are now in place, and the November 2004 meeting hosted by the Kenya Roads Board also saw AGEPAR participation. Promoting integration of AGEPAR with ASANRA is a priority agreed by all stakeholders, and a key outcome is

the beginning of bridge-building between the previously separated communities of Anglophone and Francophone practitioners.

In 2005 the policy development and implementation assistance will be focused both through these institutions and on key countries agreed by stakeholders to have priority needs of direct support, and where major sectoral investment programs are being designed – so as to integrate sound policy development/implementation processes.

Building management capacity through improving learning and access to a range of technical tools remains a core activity of the Program. In 2004 the latest version of the RED model was produced, and a launch training session in Addis Ababa will be followed up in 2005, along with the guidelines to use of all the management tools produced by the thematic group. Source will be evaluated, and work on PAM will be progressed.

### **Appropriate Transport Services**

The first phase of the urban mobility and poverty was completed in 2004, with results from Conakry and Douala. Understanding the needs of the urban poor is much enhanced, and the study report will be disseminated in English and French at the end of December. A second phase, building on the lessons learned, will be undertaken in 2005, provisionally in Ouagadougou and Kano. The results by the end of 2005 will, it is hoped, be a comprehensive understanding of the policy options for addressing the specific demands of the urban poor, to feed into the wider picture which includes the financial and regulatory dimensions, being studied in Douala, Dakar, Nairobi, and Kampala

The promotion in 2005 of the establishment of a regional core urban mobility group will provide a first home for the lessons emerging from this work, and an embryonic champion for developing appropriate urban mobility and regulatory policies.

By the end of 2005 a significant body of new knowledge will have been generated, and the beginning of an institution/association which can act as a focal point for the policy discussions and dissemination which will follow.

Capacity constraints seriously interfered with a number of other ATS activities in 2004, but the rural transport services study is about to be launched, the NMT work has been completed and is awaiting the production of a French translation, while the IMT audit has been deferred until mid-2005.

Flowing from the Addis meeting RMF/ATS group work was the very important decision to establish a database of African experts and specialists whose knowledge and experience should be the first resource of the SSATP and, indeed, other transport programs. This will be started in 2005.

### **Road Safety**

Whether or not the SSATP had any value to add to the current plethora of road safety initiatives in SSA was thoroughly debated during the Annual Meeting, and a clear outcome emerged. The Addis meeting included participation by non transport sector professionals (traffic police, health sector) as well as specialists from GRSP, CSIR, and the WB. SSATP’s comparative advantage and expertise in policy development processes and knowledge sharing should be utilized, in collaboration with a number of global and regional partners.

Proposed initiatives focus on these strengths, and the 2005 results include the formulation of road safety policy review methodologies, and their piloting in willing countries, as an element of sound strategy development. Knowledge sharing of new African initiatives as well as others outside the continent) will also be addressed in partnership with other institutions.

## 5. Implementation

Implementation in 2004 fell below expectations, and this is attributable to a number of factors falling under two main headings: PMT Capacity, Partner Capacity

### PMT Capacity

Two related matters contributed to the situation in 2004. Firstly the pace of funds mobilization was slower than expected (see Section 6, below), and secondly, implementation capacity within the PMT was also much lower than had been expected. Leaving out support staff (administrative assistance, financial management) 2004 had been based on 332 staff weeks of operational management. The actual figure will be 157 staff weeks by the end of December.

There are two main reasons for this: firstly, the slower pace of recruitment of the Deputy Program Manager and the Senior Policy Adviser, and delays in deployment of the SIDA supported team member. Secondly expected inputs from operational World Bank staff team members were reduced to a total of 52 staff weeks, mainly due to increased pressure on Bank Staff through the lending program, and a reduction in the Bank’s allocation to the Program in FY 05 (July 04 – June 05).

This situation will improve radically in 2005. Coterminous staff weeks (full time SSATP staff funded through the trust funds) will provide approx. 270 SWs of *operational* management time compared with 105 in 2004. Assuming Bank staff provide slightly higher levels in 2005, the total *operational* SSATP management time available will be 324 SWs compared with 157 in 2004.

	2004	2005
Coterminous Operational Management (Full time) SWs	105	267
World Bank Staff (Part time) SWs	52	57
Totals	157	324

It should be noted, however, that Bank staff time contributions will not necessarily be entirely a function of budget constraints, the Bank has indicated that in practice inputs may be higher. The overriding limitation is pressure on these staff's time due to the lending program. Use will also be made, if possible, of country office based transport staff, who could be extremely useful – but again their time is restricted for the same reason as HQs based staff. For increased inputs from WB staff outside the limits of the WB contribution to the SSATP, it is proposed that there should be discussions on the possibility of a policy statement by the Bank requiring additional staff to contribute to the SSATP WP, and indications as to how this time is to be charged.

Other significant factors contributing to the implementation difficulties are related to PMT capacity problems, and include procurement difficulties and poor responsiveness (communications). At the same time, 2004 has seen heavy demands on PMT time caused by the need to address a number of WB system issues. This is expected to ease in 2005, and these issues are addressed in the PMT arrangements (see activities)

Theme/Activity	Coterminous SSATP staff (SWs)	WB Part time staff (SWs)	Totals (SWs)
PMT Admin Services	169	19	188
SSATP Coordination	17		17
Poverty Reduction/Transport Analyses	43	4	47
Performance Indicators	24	2	26
Road Management & Financing	63	7	70
Appropriate Transport Strategies	41	11	52
Road Safety	27	5	32
Regional Integration & Transport	45	9	54
MDGs & Transport	7	0	7
<b>TOTALS</b>	<b>436</b>	<b>57</b>	<b>493</b>

The PMT Administration figure is high, but it must be remembered that this includes, procurement, publishing, financial and fiduciary control, logistics (travel etc), maintenance of databases, reporting, etc).

### **Partners' Capacity**

That the capacity of Program partners would be problematical was always well understood. One of the jobs of the PMT was to help address these deficiencies through a number of measures based contracting-in local resources where appropriate, and with direct support from the PMT. PMT capacity adversely affected both these areas. Service procurement turned out to be more complex than had been anticipated, and has been noted, PMT time constraints have been significant.

In 2005 the PMT situation will be greatly improved, and technical support to procurement and related areas is being addressed through the production of operational manuals and guidelines, together with training which the PMT will deliver.



## 6. Finance & Budget

Table 13 below sets out the expected TF income up to the end of CY 2005

Table 13 - Funding the LTDP, 2004, 2005 (US\$)

	end 2003	2004	Date	2005	end 2005	Trust Fund
EC		4624600	04/04			MDTF
Sweden	254329	508802	02/04	500000		MDTF
Norway		200000	11/04	400000		Norway TF
Denmark		400000	awaited	400000		???
Ireland		400000	awaited	400000		MDTF
France	155000	300000	10/04			France TF
UK	232000					UK TF*
IDB						
	641329	6433402		1700000	8774731	

Notes: \* The UK TF is a pre-existing facility established in May 2003, but which can be applied to the LTDP. The US\$ figures for 2004 contributions which have yet to be made, and those for 2005, are notional, based on current exchange rates. Indications are that these will change with further lowering of the value of the US Dollar.

The hoped for situation with most donors contributing to the multi-donor trust fund (MDTF) has only achieved partial implementation.

**Norway's** very welcome return to the Program has come about, but the arrangements agreed entail access to a broad TF facility established between Norway and the World Bank, a facility used by a number of programs. A "child" TF based on the larger fund has been established, and annual disbursements are made within the WBs Fiscal Year (July-June). The use of the funds is exactly the same as for the MDTF. In the case of the SSATP, an annual allocation of US\$400,000 has been requested, but the first tranche was limited to 50% of that amount. The second tranche will be released upon satisfactory reporting of disbursements from the first tranche. This is expected before the end of June 2005.

**Denmark's** contribution to the MDTF has been plagued by problems arising from Denmark's requirement that investment income be returned to the national treasury. Continuous attempts have been made to help Denmark find a way of deducting expected investment income before contributing to the MDTF, but it has so far been difficult to find an approach which satisfies both Denmark and the World Bank's TF Administration. The possibility that we may have to revert to a traditional Denmark/WB cannot be discounted.

**Ireland's** 2004 contribution to the MDTF is subject to finalization of the administration agreement which is expected to be accomplished before the end of November.

**The UK** funds reflected in the financing arrangements are the residue of a TF established in May 2003, and which allows the proceeds to be used for the LTDP. UK has agreed in principle for this TF to remain open until June 2005, and it is hoped that during the intervening period UK will be able to review its position regarding financing of transport programs.

**France** continues to support the Urban Mobility and Poverty actions of the WP, but can only address funding proposals on an annual basis.

Representatives from the **Islamic Development Bank** attended the Addis Ababa Annual Meeting, and expressed a desire to follow-up on initial discussions of support to the Program which took place at the end of 2003. Correspondence with the ISDB continues.

Contributions from the **EC and Sweden** have provided the mainstay of the Program during 2004 (with welcome funding from France and access to the UK TF).

In addition to the direct financial support to the Program, both **Sweden** and **Norway** are providing much needed technical assistance to the PMT in the shape of full-time specialists. The Norwegian expert, Mr Olav Ellevset, is expected to be in post as an RMF team member very early in 2005, and recruitment of a SIDA expert, who will provide some time for the proposed road safety work, is well in hand. The post will likely be filled during the first quarter of 2005.

### **Work Program Cost Estimates**

The cost estimates of the WP take account of both ongoing and completed 2004 activities and the proposed continuation/new work in 2005. What is being accounted is the LTDP, from its theoretical starting date of January 2004, to the end of December 2005. It is not practical or useful to deal with annual work programs as stand alone entities, because they are not.

At present, the projected 2004/2005 expenditure stands at about US\$1M more than expected TF income (appx. 11% in excess). This should not cause concern as the WP is capable of being trimmed, if necessary, and there remains the possibility of additional TF resources.

### **The World Bank Contribution**

The formal WB contribution for FY 05 (July 04 – July 05) is US\$350,000. This money is reserved for World Bank staff's time and travel contributions to the PMT . Due to internal Bank accounting, 60% is allocated to salaries and benefits known as "fixed costs", and 40% to "variable costs", travel and associated expenses. In theory this allows for Bank operational staff to contribute about 57 staff weeks to the SSATP. This figure has been extrapolated for calendar year 2005.

However, as noted in the section on Program Management, it is hoped that Bank staff will contribute more time than this, on an “informal” basis, charging their time to their lending program supervision budgets. Whether or not this expectation will be realized is a question that remains to be answered.