



SUB-SAHARAN AFRICA TRANSPORT POLICY PROGRAM



## SSATP Annual Meeting

# 2010

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# SSATP Annual Meeting 2010



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Kampala, Uganda

*"Moving Africa Forward:  
Transport Policies for Growth and Integration"*

## Proceedings

December 2010



Sub-Saharan Africa Transport Policy Program

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.

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The SSATP is a partnership of

- 36 Sub-Saharan African countries
- 8 regional economic communities
- 2 African institutions: *UNECA, AU/NEPAD*
- Current financing partners: *European Commission (main donor), Austria, Norway, Sweden, United Kingdom, African Development Bank, Islamic Development Bank, UNECA and World Bank (host)*
- Many public and private national and regional organizations

\* \* \* \* \*

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## ABBREVIATIONS

AFCAP	Africa Community Access Programme
AfDB	African Development Bank
AGEPAR	Association of African Road Managers and Partners
AICD	Africa Infrastructure Country Diagnostic
AIDCO	EuropeAid Co-operation Office
ALCO	Abidjan-Lagos Corridor Organization
ARMFA	African Road Maintenance Funds Association
ARTA	Africa Rural Transport Association
ASANRA	Association of Southern African National Road Agencies
AU	African Union
AUC	African Union Commission
CICOS	Commission Internationale du Bassin Congo-Oubangui-Sangha
COMESA	Common Market for Eastern and Southern Africa
COMETS	Corridor Medical Transfer System
CRM	commercialized road management
CRPI	country road performance index
DP2	SSATP Second Development Plan 2008-2011
DRC	Democratic Republic of Congo
EAC	East African Community
ECOWAS	Economic Community of West African States
ETS	emergency transport services
FABIO	First African Bicycle Information Organization
FESARTA	Federation of Eastern and Southern African Road Transport Associations
FIA	<i>Fédération internationale de l'automobile</i>
GHG	greenhouse gas
GRSF	Global Road Safety Facility
HIV/AIDS	Human immunodeficiency virus/acquired immune deficiency syndrome
ICA	Infrastructure Consortium for Africa
IFRTD	International Forum for Road Transport and Development
IRAP	International Road Assessment Program
ITDP	Institute for Transportation and Development Policy
LAMATA	Lagos Metropolitan Area Transport Authority
LTDP	SSATP Long-Term Development Plan 2004-2007
M&E	monitoring and evaluation
MDG	Millennium Development Goal
MRV	measurable, reportable, and verifiable
NAMA	nationally appropriate mitigation action
NEPAD	New Partnerships for Africa's Development

NMT	non motorized transport
OSBP	one-stop border post
PGPTS	pro-growth, pro-poor transport strategy
PIDA	Programme for Infrastructure Development in Africa
PRSP	Poverty Reduction Strategy Paper
PRTSR	Poverty Reduction and Transport Strategy Review
REC	regional economic community
RMI	Road Management Initiative
RTI	rural transport infrastructure
SADC	Southern Africa Development Community
SSA	Sub-Saharan Africa
SSATP	Sub-Saharan Africa Transport Policy Program
TCC	Transport Coordination Committee
TRL	Transport Research Laboratory
TSDMS	Transport Sector Data Management Systems
TTFA	Central Corridor Transit Transport Facilitation Agency
UNECA	United Nations Economic Commission for Africa
WAEMU	West African Economic and Monetary Union
WARSO	West African Road Safety Organisation

## EXECUTIVE SUMMARY

The 2010 annual meeting of the Sub-Saharan Africa Transport Policy Program (SSATP) was held October 18-20 in Kampala, Uganda. This meeting was an opportunity to bring participants up to date on current transport topics and to discuss subjects relevant to the SSATP's Second Development Plan 2008–2011 (DP2) work program. The meeting was also devoted to eliciting recommendations on adjusting the work program, taking stock of the progress made under the program, making sector policy recommendations to a ministerial round table, and convening the annual general assembly to collectively endorse key decisions on the program.

SSATP's work program is divided into three themes: (1) ensuring that transport strategies are pro-poor and pro-growth; (2) solidifying and enhancing the achievements in road management and financing, urban mobility, and rural access; and (3) supporting regional development through efficient trade and transit corridors. Each theme incorporates cross-cutting issues: road safety and security (including HIV/AIDS), transport and climate change, governance, gender and inclusion, and transport data management. Thus everything links together.

The national coordinators are at the epicenter of the SSATP network. Regional consultations with the national coordinators were held in September to review their profile and the mechanism for their appointment.

SAATP is currently facing several issues: measurement of Sub-Saharan Africa (SSA) transport policy performance, the inconsistent results among member countries, weak interaction with the national coordinators whose positions need to be strengthened, funding cutbacks from bilateral donors, and the future of the program when DP2 comes to an end. In the first half of 2011, a mid-term review of the progress made under DP2 will be initiated, and it will, among other things, propose informed scenarios for the future.

### *Main findings and recommendations*

This section summarizes the main findings and recommendations from the topical presentations and breakout group discussions at the annual meeting. The findings and recommendations are broken down to coincide with the main activities of the work program.

**Pro-growth, pro-poor transport strategy (PGPTS).** The PGPTS looks at transport from a poverty angle and then at poverty from a transport angle. Two important factors in the success of this strategy are the validation workshops held with the beneficiaries and the skills of the workshop facilitators. It is critical that the governments actually implement the strategy, recognize its benefits, and fund preparation of the next transport sector review.

**Road safety.** The main cause of accidents is poor driver behavior, professionalism, and technical and ethical standards, all of which point to the need for driver training. The SOTRA Institute organizes such training for commercial drivers in West Africa. Meanwhile, calls have been made to expand the northern corridor road safety initiative funded by TOTAL in West Africa. In March 2010, the UN launched the 2011-2020 Decade of Action for Road Safety, which seeks to improve transport infrastructure capacity, promote safer user behavior, build safer roads and vehicles, and establish post-crash care.

**Gender and HIV/AIDS prevention.** The role of gender is often believed to be too peripheral to some SSATP activities, and one proposal is that a person be designated to monitor this dimension. Governments are expected to develop clear policies on gender balance and HIV/AIDS prevention and devise pragmatic action plans backed by realistic budgets.

**Data management.** The availability of reliable transport data continues to be a challenge and a hindrance to the development of evidence-based decision making. As a result, decisions are based on intuition rather than reliable data, and it is virtually impossible to measure their impact. This situation also demonstrates the poor performance management and lack of monitoring and evaluation systems stemming from poor governance structures. Through PGPTS, SSATP promotes the development of monitoring and evaluation (M&E) frameworks in the transport sector. However, the discussion of performance management should be broadened from the ministries of transport to include other ministries such as finance and economic planning.

On a more practical level, SSATP has developed draft guidelines for the establishment of data management systems, which are currently being piloted in five countries selected on the basis of demand, previous involvement with the SSATP indicator initiative, and the existence of a program that can support the implementation of a data management system. In view of SSATP's failed attempts to develop a Web-based data system, plans are to support another institution seeking to do so—notably the transfer of Africa Infrastructure Country Diagnostic (AICD) study data to the African Development Bank (AfDB). In fact, SSATP's ongoing efforts to strengthen statistical capacity at the sector level complement the AICD/AfDB initiative of working with central statistics offices. In its Transport Sector Data Management Systems (TSDMS) guidelines, SSATP encourages a closer working relationship between sector and national statistical offices.

**Climate change.** The adaptation measures required in the face of climate change poses an additional cost to road and bridge construction of up to 20 percent, assuming today's service levels. Meanwhile, adequate maintenance becomes even more important when it is needed to mitigate the effects of heavier rainfall patterns and floods.

As for greenhouse gas (GHG) emissions, 18 percent of the GHG emissions in SSA countries stem from transport and are growing rapidly, whereas the comparable percentage worldwide is 13 percent. Curbing transport-related GHG emissions means preventing a large shift toward individual transportation (cars and motorcycles) by improving the quality of public

transport and the non-motorized transport infrastructure. To tap the various climate funds available, African countries should prepare measurable, reportable, and verifiable (MRV) mitigation actions for the transport sector. Transport projects specifically designed to reduce GHG emissions are often not cost-effective, and thus mitigation activities to reduce carbon emissions in Africa should go in line with far larger economic benefits producers like the reduction of traffic congestion, air pollution and accidents.

**Professional training.** In Sub-Saharan Africa, professional engineering bodies, on the one hand, and academia and the private and public sectors, on the other, not only act in silos but also are ill-prepared to support the growing size of engineering and transport-associated investments. Moreover, research and analytical efforts are declining. Such works are lacking both quality and quantity, but those shortfalls do vary from country to country. Overall, a better balance between education and skill development is needed. Information on successful capacity-building initiatives and the available training opportunities should be better disseminated.

**Road management and financing.** Achievement of the reforms needed to improve the management and financing of roads in Sub-Saharan Africa may be described as *a road partially traveled*. The key commercial principles promoted by the Road Maintenance Initiative (RMI) are not uniformly respected. However, the results on the ground are better in countries practicing commercialized road management, as concluded by a 2009 survey of commercialized road management practices in selected countries. Today, 27 SSA countries have a road fund, 19 have a road agency, and 13 have both. In most countries, M&E is fragmentary at best, and the existing management tools and mechanisms have not yet been exploited.

The most pressing priorities for road funds and road agencies are to focus on road maintenance and management efficiency, including adequate M&E; provide users with the expected level of service; and organize and strengthen the road construction industry. The resource base of road funds should also be expanded. A shift from “the user pays” principle to “the beneficiary pays” principle was proposed because the former is too restrictive and does not involve all beneficiaries of the road—notably, vehicle occupants, the extractive industries, and the roadside dwellers or activities that benefit from the presence of the road. However, despite a consensus on increasing the resource base for road maintenance, the proposal was not endorsed. It was viewed as too complex to implement and required further clarification and consultation among stakeholders.

The prevailing weaknesses of the regional organizations—African Road Maintenance Funds Association (ARMFA), Association of African Road Managers and Partners (AGEPAR), and Association of South African National Road Agencies (ASANRA)—was perceived to be the root cause of their inability to play a proactive leadership role, for example, in helping road agencies and road funds improve their working relationships through the enforcement of the appropriate interagency performance contracts.

In conclusion, it was recognized that in some countries the RMI principles have undoubtedly led to the adoption of good practices: effective institutional and financial arrangements through the establishment of road agencies, second generation road funds, new financing instruments for road maintenance, and institutional reforms to streamline sector management, including the abolition of force account. Even though commercial management principles are practiced in just a few countries, meeting the SSATP objective of safe, reliable, affordable, and accessible road services and infrastructure remains an issue in *all* countries, and the results vary from one country to the other. ARMFA, AGEPAR, and SSATP must continue their lobbying for the consolidation and multiplication of good practices as part of efforts to promote management efficiency and effective results in the road sector.

**Rural transport.** Rural transport, an integral part of food security, should receive more weight and resources. SSATP is encouraged to team up with the Africa Rural Transport Association (ARTA), the African Community Access Programme (AFCAP), or the International Forum for Road Transport and Development (IFRTD) to assist in advocacy for rural transport, eliminating the disconnects between agriculture and rural transport investments and formulating simplified, community-based rural transport policies. Lessons and good practices, such as involving the health and agriculture sectors in rural transport, do exist, but more efforts are required to replicate and disseminate them. One way is to produce a toolkit for rural transport that could, among other things, promote the use of non-motorized transport and suggest ways to involve more women and vulnerable groups in rural transport and to attract and retain young professionals.

**Urban transport.** The massive migration of people from rural to urban areas is the most spectacular demographic change to emerge in Africa in recent decades. Because traffic congestion is growing quickly in large cities, driven by rural-urban migration, poor land use and site planning, and an unregulated traffic mix, the development of well-conceived urban public transport plans has taken on new urgency. But an advocacy paper that develops this sense of urgency among decision makers is clearly needed.

To be successful, urban transport plans have to go beyond curbing traffic congestion to mastering a complex set of factors relating to the entire metropolitan multimodal system. For example, the “lite” variety of bus rapid transit (BRT) has proven effective in Lagos and Pretoria. This system, which is justified in areas having more than 6,000 passengers per peak hour, can be inserted in a 30-meter-wide right of way. It is structured as a public-private partnership with a concession contract and a private operator. A primary condition for successfully setting up a BRT is the active support of a prominent political champion, which was the case in Lagos. Meanwhile, the current development of commercial motorcycles in some cities eludes the long-term solutions to the fast-growing traffic congestion. Effective metropolitan transport planning must be comprehensive, continuous, cooperative, connected, championed, and communicated (the six Cs).

**Trade and transit corridors.** The cost of land freight remains extremely high in Africa: US13¢ per tonne-kilometer in Niger versus US 2¢ per tonne-kilometer in the United States. This cost represents the bulk of transport costs along a corridor, whereas the time lost at ports and border posts represents the bulk of travel time and delays. Governments should take decisive actions to remove the nonphysical barriers along trade and transit corridors and not simply count on improvements in physical infrastructure to drive down the costs of trade. For example, axle load regulations have been discussed for years, but harmonization and implementation are still patchy because of lack of political commitment. In the East African Community (EAC), there are 45 nontariff barriers, 15 of which are surface transport-related. These barriers include delays at the port and border posts; the uneven application of axle load specifications and the excessive number of weighbridges; corruption along the transit corridors; lack of electronic cargo tracking; and disharmonized transit charges, traffic regulations, and cargo insurance requirements. The encouraging news is that the tracking and analysis of logistics costs have begun in West Africa along the Tema-Ouagadougou and Dakar-Bamako corridors.

When elaborating new regulations, the regional economic communities (RECs) should engage the private sector. Otherwise, effecting change will continue to be difficult, the relevance of the new regulations will be questionable, and their implementation will be chaotic. Along the same lines, RECs should improve their working relationships with the corridor organizations.

The imbalance between imports and exports imposes a high percentage of empty backhauls, a serious driver of costs. This phenomenon deserves a more in-depth analysis to identify possible mitigation measures. The rapidly declining cost of broadband Internet has sparked the development of information technology applications that make the whole process more efficient. Single-window paperwork can now be preprocessed online anywhere. Cargo insurance guarantees and the payments required for transit shipments can be handled through e-banking and supported by cargo e-tracking systems. Meanwhile, transit management security can be improved by real-time cargo tracking, and transport observatories can collect, aggregate, reconcile, and verify data faster and produce immediate diagnostics and thematic reports. Relevant to all these suggestions was the recommendation that researchers analyze why some key stakeholders are resistant to change.

**Railway concessioning:** Most railway concessions have exhibited lackluster performance. They overestimate the serviceable freight market, underestimate investment needs, undercapitalize concessions, and embrace unwarranted expectations about passenger services. It is time to draw lessons from these weaknesses and develop a standard concession contract that addresses them and includes a detailed binding development plan that covers emergency repairs, rehabilitation, and further development.

### *Other business*

**National coordinators.** Revision of the status of the national coordinators was a prominent item on the agenda of the annual meeting. The dialogue within a country's transport sector is most often held between donors and government representatives with little input, if any, from the national coordinator. Today, only a third of the national coordinators are officially appointed and empowered; the others serve merely as focal points. The workshops in Kampala, Bujumbura and Ouagadougou, and more recently the meeting held by 18 national coordinators before the 2010 annual meeting, have resulted in practical proposals to raise their profile, specify the required skills mix, and formulate terms of reference. A more selective and formal appointment process needs to be discussed with the member countries.

**Review of two decades of SSATP existence.** An interesting historical review of Africa's transport policy achievements since SSATP's inception was presented to the annual meeting. "SSATP Two Decades On: A Review of Africa's Achievements, Their Sustainability and How It Was Done" covered what Africa has achieved with SSATP, how SSATP has evolved, how SSATP works, and how SSATP can help. It also provided a summary of the key areas in which African governments need to do more in sector reform or strengthen the sustainability of their sector reform outcomes; presented an overview to help sector ministers in their discussions on the future of SSATP; and refreshed participants' knowledge of SSATP.

**General Assembly.** The general assembly specified that the scope of the midterm review would be wide and would include proposals to update the SSATP framework and guidance on the commitment statement for country membership and on the future linkages between SSATP and the Programme for Infrastructure Development in Africa (PIDA), the Infrastructure Consortium for Africa (ICA), and the African Union Commission (AUC). The board informed the general assembly that Guinea-Bissau joined the 35 other SSATP member countries in 2010. Some members expressed their concern about the seemingly declining support and involvement of the RECs and of some development partners; others suggested that a REC-TCC meeting be organized during the next annual meeting. Finally, it was reported that the two proposals received from Cameroon and the Democratic Republic of Congo to host the next annual meeting were being examined by the board and the management team.



## **1. INTRODUCTION**

### **1.1. Background and Objective**

The main purpose of the annual meeting of the Sub-Saharan Africa Transport Policy Program (SSATP) is to provide an opportunity for a core group of professionals to discuss implementation of the program's Second Development Plan 2008–2011 (DP2) and possible future activities.

SSATP is a partnership of 36 Sub-Saharan Africa (SSA) countries, all SSA regional economic communities (RECs), public and private sector sub-regional organizations, and various international agencies. The partners share a vision that the implementation of sound transport sector policies will lead to poverty reduction and growth. Over the last 23 years, among other achievements, SSATP has played a leading role in developing the road fund concept to finance road maintenance. It has also helped the African Union to set targets for transport as part of efforts to achieve the Millennium Development Goals (MDGs). It has also cooperated in setting up organizations to manage transit corridors to support regional integration.

In many SSATP member countries, a network of transport regulators, users, and representatives of the private sector and civil society is working as a team to shape its country's transport policies and strategies, in particular anchoring transport in poverty reduction. An SSATP national coordinator in each member country helps to maintain communications on SSATP activities and identify opportunities to apply policy recommendations developed by the partnership.

SSATP's annual meeting is an important event for the partnership. The three-day technical sessions provide an update of progress on SSATP activities as well as opportunities to exchange knowledge, discuss important issues, agree on priority actions for transport policy development, and make recommendations for refinements of current activities. The general assembly meeting held after the technical sessions provides an opportunity for the representatives of the partnership to review and endorse the plans and recommendations developed at the annual meeting. The SSATP board oversees the progress of the Program management team in implementing the agreed plans between annual meetings.

Over the last five years, SSATP has been financed by the European Commission; the governments of Austria, Denmark, France, Ireland, Norway, and Sweden; the African Development Bank, Islamic Development Bank, the World Bank; and the United Nations Economic Commission for Africa (UNECA). It is also supported by the New Partnership for African Development (NEPAD) of the African Union. Based on the strategic guidance of the 2006 Annual Meeting and the recommendations from an output to purpose review of

SSATP, the 2007 Annual Meeting in Ouagadougou adopted the current SSATP Second Development Plan 2008-2011 (DP2), which consists of three major themes:

- *Transport strategy*—developing transport strategies that facilitate economic growth, poverty reduction, and achievement of the Millennium Development Goals
- *Transport sector management*—promoting sound transport services and infrastructure management methods that improve the access of the rural and urban poor to economic opportunities and social services
- *Regional integration*—promoting the adoption of trade facilitation measures in transit transport corridors serving Africa’s landlocked countries.

The cross-cutting issues of governance, road safety and security (including HIV/AIDS), gender and inclusion, climate change, and transport data management are also being addressed across all of these themes. Initially, implementation of the Second Development Plan moved slowly while the funding needed was mobilized, but progress is now being made in the three areas just outlined.

The 2010 SSATP Annual Meeting was inspired by the achievements of past meetings and builds on the strengths of the SSATP partnership to support growth and integration in Sub-Saharan Africa.

## **1.2. Structure of the Meeting**

As in previous years, the meeting was held over three days, starting on Monday. The national coordinators participated in working sessions over the preceding weekend. The first day was devoted to the formal opening, keynote addresses, and topical presentations in the plenary session. The second day was reserved for breakout group discussions. The agenda for the third day was devoted to feedback from the group discussions, a ministerial round table that ran in parallel and whose conclusions were presented in the plenary session, recommendations for the 2011 work program and feedback to the ministerial round table, and the formal closing followed by the general assembly for the members. The agenda of the annual meeting appears in Annex D.

## **1.3. Participation at the Meeting**

Some participants in the meeting were sponsored by SSATP: 18 national coordinators; seven delegates from the secretariats of the regional economic communities; 16 ministers and ministers’ representatives who joined the Ministerial Round Table; additional delegates from countries and organizations working with transport in Africa who are actively involved in SSATP activities, or who were making presentations at the meeting, or who have skills and knowledge that enhanced the discussions; and representatives of prominent regional and international transport-affiliated institutions (see list of participants in Annex E).

## 2. OPENING AND KEYNOTE SESSIONS

### 2.1. Opening of the Meeting

The Annual Meeting opened at 10:00 a.m. Benon Kajuna, national coordinator for Uganda, invited four speakers to address the participants.



Delegates standing during the National Anthem

Alex Kakooza, Acting Permanent Secretary of the Ministry of Works and Transport in Uganda, informed the audience that transport is essentially road-related in Uganda and the use of rail and waterborne transport is minimal (see Annex A for the four sets of remarks summarized here).

Paulus Geraedts, from the European Commission and a member of the SSATP Board, made a

statement on behalf of the financing partners. He reminded participants of the various donors' contributions in support of SSATP's Second Development Plan 2008-2011. He also quoted the conclusions of the recent Africa Infrastructure Country Diagnostic (AICD) survey, which determined that Sub-Saharan Africa should spend US\$93 billion per year over 10 years on infrastructure (\$18 billion on transport) to meet its needs and should develop cost-effective modes of service delivery. He then briefly enumerated the achievements of SSATP since its inception in 1987, and ended with an appeal to create a peer review mechanism to evaluate the transport policy performance of each country.

In his remarks, Hachim Koumaré, Chair of the SSATP Board, reminded participants of the importance of transport in reaching the MDGs and therefore the need to set an appropriate transport policy framework. He pointed to the importance of formulating transport policies oriented toward poverty reduction and identifying suitable criteria to measure their effectiveness. He also emphasized the need to reduce transport costs along transit corridors, to set up mechanisms to monitor the performance of the corridors, and to develop wider rural transport networks. He concluded by stating that the future of transport in Africa looks bright and that the SSATP Board stands ready to fulfill the recommendations that will come out of the comprehensive mid-term review of DP2 slated for next year.

The Honorable John Nasasira, Minister of Works and Transport in Uganda, delivered the opening speech. In his remarks, he denounced the high transport costs, the widespread truck overload, and the poor records on road safety that cost the community some 2 percent of its gross domestic product (GDP), as well as the insufficient budget for the proper maintenance

of road infrastructure. He, too, pointed to the importance of appropriate transport policies to improving the situation.

After the opening ceremony, the traditional group photograph was taken.

## 2.2. Keynote Presentations and Panel Discussion



At 11:40 a.m., Minister John Nasasira chaired a plenary discussion on the theme of the meeting, “Moving Africa Forward: Transport Policies for Growth and Integration.” The discussion was preceded by keynote addresses by Juma Kisaame, Managing Director of the Development Finance Company of Uganda, and Supee Teravaninthorn, Transport Program Coordinator for Africa at the World Bank.<sup>1</sup>

Juma Kisaame from the Development Finance Company of Uganda presented an overview of the weak condition of transport infrastructure and the low performance of transport services in Africa, compounded by the lack of intermodal connections and regional networks. He briefly analyzed the root causes of these problems—in particular, financial shortages, a lack of political commitment, the social and military conflicts, and incapacity to tap private resources. He suggested that transport authorities consider using public-private partnerships to mobilize more resources and that they encourage equipment leasing companies to help develop small and medium enterprises in the transport sector.

Supee Teravaninthorn made a deliberately provocative presentation on what she called the “silent crisis” of transport in Africa. She compared the high land transport costs in Africa with other international land and maritime costs and enumerated the impediments to the fast and smooth movement of goods in Africa, all of which contribute to the lowest logistics perception index in the world. She also noted other indicators that characterize the low standing of transport in Africa compared with that of the rest of the world: rural access index, road density and connectivity, urban transport motorization, and the cost of urban transport. Regulations are inadequate because they condone high transport tariffs and often act as a disincentive for the replacement of antiquated equipment with more efficient items. Government efforts to increase investments in road infrastructure have contributed to an average reduction in vehicle operating costs, but transport prices have remained high and unchanged. Meanwhile, the investment climate is generally disabling and cannot attract private resources through public-private partnerships. Social externalities are still high, especially road safety and the spread of HIV/AIDS. The sustainability of reforms and long-term planning are threatened by political instability and armed conflicts. And the cost of fuel

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<sup>1</sup> Both presentations can be found on the Annual Meeting web page or in the attached CD-ROM.

is abnormally high in a continent that is the world's third largest producer. Nevertheless, transport has a key role to play in the generation of economic growth and integration, if only by creating trade corridors to enlarge markets and connecting resource-rich rural areas to large urban growth and consumer centers. Part of the solution lies in improved governance and increased accountability, a more regional vision, and the use of output base contracting and road asset management techniques.

The presentations stimulated the plenary discussion that followed. During that discussion, the speakers were reminded that the situation is not as bleak as portrayed, and that the last five years have seen a growing investment in transport infrastructure, most of it from national resources (sometimes through sovereign bond raising). Some discussants pointed out that regional entities should also actively contribute to the mobilization of increased funding. Transit corridors were viewed as a suitable means for increasing internal trade, which today is dwarfed by the trade with international markets. A representative of the African Union informed participants that, following the study commissioned by the World Bank, the Programme for Infrastructure Development in Africa (PIDA) launched an initiative to identify the causes of high transport costs. The growing cost of construction is also a concern, and some would like this matter to be analyzed as well. The representative of the African Union emphasized the need to link SSATP to PIDA.

For some participants, the main problem is not related to infrastructure but to poor governance and lack of integrity, combined with inadequate business processes that should be revisited. The European Commission informed that a green paper is being drafted on innovative funding mechanisms and that its conclusions might help further regional integration in Africa. Trade logistics experts explained that in a transit corridor, connectivity and competitiveness are closely linked: delays at border posts, whose costs account for 10 percent of the total cost of the supply chain on average, can be significantly reduced by the use of a single-window clearance system and one-stop border posts.

For other participants, Africa with its 15 percent of the world's population and large share of the world's oil and mineral reserves, cannot remain a marginal economy and so must raise the level of service of its infrastructure assets. It should reactivate its railways, preserve its road network, fight truck overloading, and ask donors for more flexibility and risk taking in their funding packages. Eastern and Southern Africa have shown the way in urban transport development, and Western and Central Africa should follow suit. For example, Dakar has successfully implemented a vehicle fleet renewal program that should serve as a good practice. As much as possible, physical barriers should be removed from trade and transit corridors. In fact, the summit meeting of heads of states on the competitiveness of African countries should settle the pervasive problem of illegal road blocks. For all this to happen, the ministers in charge should complete a minimum tenure in office that will ensure institutional stability. Some remarked that the issue of joblessness was not mentioned in the presentations even though it remains a formidable challenge, particularly in rural areas. Something must be done to stem the rural-urban migration, especially of young people.

They should be trained to build rural infrastructure and derive revenues from this activity. Also, the continent must embark on cost-effective construction technologies with African competencies.

### **2.3. Parallel Sessions of Topical Presentations**

Four topical panels followed by panel discussions were held during the afternoon in two parallel sessions. The first session covered “Transport Strategies to Support Regional Integration and Reduce Poverty” and “Socioeconomic Impact of Transport Policies”. The second session covered “Sustainable Transport Sector Management” and “Selected Governance Issues in the Transport Sector”. What follows are summaries of the presentations to each panel and the accompanying discussions.<sup>2</sup>

#### **Transport Strategies to Support Regional Integration and Reduce Poverty**

This panel, which was chaired by Mutule Kilonzo, national coordinator for Kenya, heard three presentations.

*First presentation: “Development of a Joint Regional Transport and Communications Policy and Strategy and Priority Investment Plan: The COMESA Experience for Transport” Zemedkun Girma, Common Market for Eastern and Southern Africa (COMESA)*

COMESA considers transport and communication to be key elements of trade development. In keeping with this priority, it has developed a series of criteria for prioritizing projects in a 20-year regional public investment program on corridor development. Among these criteria, level of readiness is prominent. The program, which is designed around a management information system, is jointly elaborated with partnering RECs and takes into consideration initiatives from the private sector. COMESA has also designed a project profiling system to help lobby potential financiers.

*Second presentation: “Impact Review of the Poverty Reduction and Transport Strategies Review (PRTSR) and Piloting” Mamadou Talla and Kenneth Odera, consultants*

Since 2003, 21 countries have carried out a PRTSR. The presentation reviewed the results in 10 countries selected from the four regions of partner countries. The main immediate result was a larger allocation of funds to the transport sector following incorporation of the PRTSR recommendations in the broader Poverty Reduction Strategy Paper. However, materialization of the recommendations depends on the depth of the political commitment and the active involvement of the national coordinator. The panel recognized that only anecdotal evidence links increases in transport budgets to the use of PRTSR.

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<sup>2</sup> All presentations can be found on the Annual Meeting web page or in the attached CD-ROM.

*Third presentation: “First Pilot of the Pro-growth, Pro-poor Transport Strategy (PGPTS) approach” Jean-Bertin Ouédraogo, national coordinator, Burkina-Faso*

Jean-Bertin Ouédraogo described the PGPTS process followed in Burkina-Faso. The process, which is highly participatory and structured, ensures consistency with the existing strategies for dealing with land development, accelerated growth, sustainable development, the Millennium Development Goals, the law on land transport (*loi d’orientation des transports terrestres*), control of truck overloading, trade and transit facilitation, and many other cross-cutting themes. PGPTS has been under way for about a year and a half, including the validation stages and decentralized workshops. The process will be completed in December 2010, and in mid-February 2011 the resulting action plan will be presented to a round table of donors for potential financing.

#### *Discussion*

Most questions focused on the last presentation, and a clear conclusion was the need to set up an effective coordination mechanism among stakeholders to ensure the success of the overall process and give it the credibility needed to engage the donors further down. The PGPTS process comes at a cost, and some participants questioned why it still requires donors’ support. The benefits of such a comprehensive approach lie in a better understanding of a country’s growth areas, social issues, vulnerable groups, and cross-cutting issues. The process first looks at transport from a poverty angle and then at poverty from a transport angle, ultimately producing recommendations, an action plan, and an associated budget for presentation to a round table of donors. The panel pointed to the validation workshops with the beneficiaries and the skills of the facilitator as important factors in the success of the process.

### **Socioeconomic Impact of Transport Policies**

Chaired by Hachim Koumaré, head of the SSATP board, this panel on the socioeconomic impact of transport policies included four presentations.

*First presentation: “Road Safety in Uganda” Patrick Sanya, commissioner, Ministry of Works and Transport, Uganda*

The commissioner described how roads are the dominant transport mode in Uganda. They accommodate 95 percent of goods and 99 percent of passenger traffic, but the number of accidents is on the rise, with a fatality rate of 78 per 10,000 vehicles. The main causes of accidents are human error (80 percent), defective vehicles (10 percent), poor road conditions (5 percent), and environmental factors (5 percent). Various initiatives have been launched to reduce the number of accidents, including in the areas of education, engineering, legislation, and enforcement. It is recognized that regional and international road safety activities benefit Uganda’s road safety programs. Current challenges include the need to address the lack of

road safety policy and strategy, insufficient funds, weak lead agencies, weak enforcement (and sometimes resistance to enforcement), paucity of data, limited road safety education, and inadequate rescue services. To deal with these challenges, authorities will consider collaboration between national and international agencies and a national road safety policy and strategy (road safety regulations, a national road safety authority, a road safety education policy, a road safety database, pre-registration inspection of motor vehicles, road infrastructure safety improvement, and private sector involvement in road safety).

*Second presentation: “The TOTAL/GRSF Northern Corridor Road Safety Initiative” Leopold Tzeuton and Joseph Adewa, TOTAL, and Victor Mengot, World Bank*

This road safety initiative is structured around three levels of partnership: global—Global Road Safety Facility (GRSF), World Bank, and TOTAL France; regional—project team and TOTAL Regional Project Coordination; and national—Kenya and Uganda. The main problems encountered along the northern corridor are the high cost of goods transport and services; the high accident rates often stemming from poor training and driving standards combined with difficult working conditions; the frequent delays often due to police road blocks; deficient signage; and the weak enforcement of road safety standards because of a lack of equipment, personnel, and logistics. Road safety awareness has been raised by various policy initiatives such as the Accra Declaration, the Global Ministerial Conference on Road Safety, and the UN Decade of Action for Road Safety. The UN policy initiative aims to stabilize and then reduce the level of road fatalities through five areas: improving infrastructure capacity, promoting safer user behavior, building safer roads, building safer vehicles, and setting up post-crash care. In Africa, this effort is supported by UNECA, the RECs, the Association of Southern African National Road Agencies (ANSARA), the West African Road Safety Organisation (WARSO), and a number of countries joined by Uganda in May 2010. The northern corridor road safety initiative is set to deliver a safe systems strategy, national road safety agencies, funding, and sustainability.

*Third presentation: “The UN Decade of Action on Road Safety 2011-2020” Paul Kwamusi from the Fédération internationale de l’automobile (FIA)*

On March 2, 2010, the UN General Assembly launched an effort to determine Africa’s readiness and preparations for the UN Decade of Action—2011. The objective is to stabilize and then reduce the level of road fatalities by 50 percent. The five pillars of the effort are manufacturing capacity, safer user behavior, building safer roads, building safer vehicles, and post-crash care. The effort, which is essentially led by the RECs as well as ANSARA, WARSO, and other groups, requires countries to launch the decade. Uganda did so in May 2010. More efforts at the country level are required.

*Fourth presentation: “Monitoring and Advocacy for Efficient HIV/AIDS Interventions” Barney Curtis, Federation of Eastern and Southern African Road Transport (FESARTA)*

This presentation focused on three significant HIV & AIDS-related transport projects in Western, Eastern, and South Africa. Thirty-three wellness centers and information units



have been established on corridors for reaching, educating, and treating truckers and sex workers. During the post-presentation discussions, the partnership among the Abidjan-Lagos Corridor Organization (ALCO), the North Star Alliance, and FESARTA was raised in order to call on them to expand their services to more resident populations in contact with drivers at the border zones and hot spots along the Abidjan-Lagos corridor. One option is to upgrade the information units at the border into wellness centers and, among other things, to strengthen the Corridor Medical Transfer System (COMETS) for the monitoring of mobile patients. Mobile centers have been operated in South Africa since 2010. Over the last three years, the number of sero-positive people has declined slightly, and thanks to the wellness centers about 260,000 persons have been reached as part of information, education, and communication efforts.

### *Discussion*

The following observations emerged from the panel discussion

- Kenya, Uganda, and Tanzania have completed their road assessment work under the International Road Assessment Program (IRAP). Ensuring the safety of pedestrians is a major concern but the cost-benefit ratio of the intervention is more than 10:1.
- The TOTAL/GRSF Northern Corridor Road Safety Initiative must include road designers, policy makers and enforcers, and it should consider promoting the separation of traffic as an essential part of the solution. The audience suggested that the TOTAL initiative be expanded to West Africa. In a related area, the representative of the East African Community (ECA) mentioned that the UN Decade of Action would be launched in May 2011 in Africa. It was recognized that the best way to collaborate in any effort is to produce and use common documents.
- Preparation of the Accra summit of ministers of transport and heads of state is in progress, and information will be shared. It was proposed that SSATP be involved, and a focal point should be appointed soon.
- In the fight against the spread of HIV/AIDS, panel participants welcomed the number of interventions and the reduction in incidence as measured. However, they felt that measures should be taken to follow up on those who tested positive, in particular, so that they could avoid contaminating others. In the transport sector, HIV & AIDS work appears to be focusing only on truckers with little mention of women. The audience proposed that the extent and level of impact be differentiated by gender, even more so now that data are available not only on truckers but also on women. It was suggested as well that road agencies be networked.

### **Sustainable Transport Sector Management**

This panel, chaired by Anthony Ekundayo Mobereola from the Lagos Metropolitan Area Transport Authority, included three presentations.

*First presentation: “Urban Transport Looking Forward” Ajay Kumar, World Bank*

Ajay Kumar pointed out that most of Africa’s large cities are highly congested because of poor land use and site planning. Explosive demographic changes and rural-urban migration are forcing cities to sprawl and create new destinations outside the city center that can be reached only by car in the absence of adequate public transportation. This phenomenon is generating substantial traffic congestion, aggravated by encroachment on the right of way and ineffective parking and traffic management. Recently, the situation has worsened with the proliferation of commercial motorcycles, which, though in demand, completely elude the long-term solutions to the fast-growing traffic congestion. In addition, too many institutions are involved in urban transport, rendering any remedial actions more cumbersome. And above all, there is no organized collection of data, and accurate data are in short supply, so that most decisions are poorly informed and solutions are often preconceived and piecemeal. Climbing out of this hole requires understanding that the urban transport approach must go beyond curbing traffic congestion to mastering a complex set of factors related to the entire metropolitan multimodal system. Effective metropolitan transport planning must be comprehensive, continuous, cooperative, connected, championed, and communicated (the six Cs).

*Second presentation: “Focus on Efficiency and Results Effectiveness: The Road Maintenance Initiative (RMI) Revisited” Kingson Apara, World Bank*

This presentation follows recent consultations with stakeholders about the results of two decades of implementing the Road Management Initiative (RMI).<sup>3</sup> It was learned that the results are not as good as expected, the key commercial principles are not uniformly respected, monitoring and evaluation (M&E) is fragmentary at best, SSATP advocacy has slowed, and the RMI is silent on new topics such as climate change and decentralization. However, the results are better in countries practicing commercialized road management. The RMI should shift its focus from maintenance financing to results on the ground, develop a model to rank road management efficiency based on a country road performance index, and distribute awards annually. A new infrastructure “fitness to users” factor should be developed, and the principle “the road users pay” should be broadened to “the road beneficiaries pay.”

*Third presentation: “Transport Sector Data Management” Tshepo Kgare, SSATP data management specialist*

The availability of reliable transport data continues to be a key challenge in developing evidence-based decision making in the region. As a result, decisions are based on intuition rather than reliable data, and it is virtually impossible to measure their impact. Generally, most countries have no framework for performance management and monitoring and

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<sup>3</sup> The meetings, which were held in Arusha and Johannesburg, included the African Road Maintenance Funds Association (ARMFA) and the Association of African Road Managers and Partners (AGEPAR).

evaluation, both of which are principles of good governance.

Data being a government-wide problem as well, SSATP should consider engaging other ministries, such as finance or economic planning, in the discussion about performance management and monitoring. For its part, since inception of its indicator initiative in 2004, SSATP has made efforts to bridge the data gap by (1) developing and gaining members' agreement on a set of 62 minimum requirement indicators for the sector; (2) drafting guidelines for Transport Sector Data Management Systems (TSDMS); and (3) developing corridor performance monitoring systems through the creation of observatories. The main activity for 2010–11 is piloting the TSDMS guidelines in the five countries selected on the basis of demand from those countries, previous involvement with the SSATP indicator initiative, and the existence of a program that can support implementation of a data management system or, barring that, government commitment to implementation. Because SSATP has failed in its attempts to develop a Web-based data system, the approach is to support other institution seeking to do so—notably, the transfer of Africa Infrastructure Country Diagnostic (AICD) study data to the African Development Bank (AfDB). SSATP's ongoing efforts to strengthen statistical capacity at sector level appear to complement the AICD/AfDB initiative of working with central statistics offices. In the TSDMS guidelines, SSATP encourages a closer working relationship between sector and national statistical offices. In addition, SSATP notes the extensive use of RNET in the development of AICD and will seek to collaborate with AfDB in strengthening the capacity of countries in this area. Such collaboration would contribute vitally toward AICD's long-term sustainability, and SSATP will continue to engage with AfDB on the issue.

### *Discussion*

Panel participants recognized the need to develop mass transit using waterborne (Abidjan) or rail (Dakar) transportation wherever possible and to better sensitize land development authorities. The present unregulated mix of traffic finds animal-pulled carts, pushed carts, two-wheelers, buses, commercial vans, and individual cars fighting for a piece of the roadway. But the need to integrate multiple complex urban development factors in order to develop a suitable and effective mass transit system may not require replacing the traditional metropolitan transport authority with a metropolitan development agency.

The presentation on the RMI triggered mixed reactions from panel participants, some of whom found it too radical, despite the fact that the presenter insisted that the fundamental principles remain and that the proposition aims only at building a new framework for country performance that would recognize that all countries do not progress at the same pace. Some participants questioned the benefit of introducing a new paradigm (the beneficiary pays) and potentially destroying the still-valid principles set forth by the RMI. Others emphasized that these reforms take time and that, for instance, only now has Uganda opted for a road fund. Participants agreed that SSATP must not only continue but also strengthen its advocacy for good practices as defined by the current RMI indicators. Failure to do so might threaten the budgetary support provided to some countries by the European

Union and other donors. A few road funds have been disbanded because they did not meet a government's special interests, and disbandment occurred with little, if any, resistance or lobbying from SSATP, ARMFA, or a continental network.

As for data management, it was concluded that decision makers' lack of interest in accurate data is a sign of bad governance. The key issues are how to build capacity and mobilize funds to organize a quality, sustainable data collection system, and practical responses are expected in the TSDMS note to be published by SSATP. Autonomous revenue-earning entities such as air transport and port agencies collect accurate data on a regular basis because they need the data to assess their performance and competitiveness. Autonomous road agencies and road funds should follow that example.

### **Selected Governance Issues in the Transport Sector**

This panel, chaired by Paolo Ciccarelli from the European Union's EuropeAid Co-operation Office (AIDCO), heard three presentations.

*First presentation: "Road Governance and Transport Costs in West Africa" Niels Rasmussen, West Africa Trade Hub*

The West Africa Trade Hub observes and analyzes the procedures, costs, and travel times for transporting goods to and from selected landlocked countries in West Africa. Funded by the U.S. Agency for International Development (USAID), this initiative shares its findings with the public and private sectors and seeks their combined support to improve transport and logistics efficiency and increase Africa's competitiveness in world markets. Special attention is paid to road harassment, bribes, and other barriers to the free movement of goods, and reports and maps are published regularly. Niels Rasmussen noted a few key findings of the initiative. Drivers who have their papers in order and are driving trucks that meet requirements and are carrying goods that are properly documented are much less harassed. The bulk of the transport cost along a corridor (Tema-Ouagadougou) is the trucking (63 percent); more than half of the cost at the destination dry port is informal (51 percent); and the bulk of travel time and delays occur in the port. A study on transport cost along the Tema-Ouagadougou corridor is completed, and studies on transport cost along the Lomé-Ouagadougou and Dakar-Bamako corridors are nearing completion.

*Second presentation: "Railways Concessions in Sub-Saharan Africa: Lessons Learned" Tony James, World Bank*

Railway privatization in Africa, which began in 1995, has assumed different forms of public-private partnership ranging from management contract (Sizarail) to hybrid concession contract *affermage* (Sitarail) to full concession (Camrail, Tanzania Railways Corporation, Railway Consortium of Zambia). The results have been mixed, but mostly because of unrealistic expectations from both parties and a superficial assessment of the condition of the infrastructure and the commercial potential. Most railways are small in terms of

activity—nine carry less than 500 million tonnes per kilometer (mTk),  $500 \text{ mTk} < 3 < 1000 \text{ mTk}$  and  $2 > 1500 \text{ mTk}$ , —and revenues are limited. Some such as Camrail manage to concentrate on high-value freight and can apply a higher transport tariff. Others such as the Transgabonnais have a high level of activity but low revenues. In all cases, however, the volumes and revenues have increased over their pre-concession levels. And yet many rail lines run parallel to roads in an unregulated modal split that advantages the road mode whose investment and maintenance costs are borne by the state except for a minimal fuel tax in certain countries that is equally charged on heavy-goods vehicles and personal cars. As a result, truckers can easily beat the rail tariff and deprive the railways of profitable markets.

The rail tracks and other infrastructures of most railways, except the Transgabonnais, are obsolete and must be replaced. Concession contracts foresaw that the concessionaire would bear the cost, and the concessionaires thought that operations would generate enough revenues to cover operations and maintenance as well as investment in rolling stock and infrastructure.

And yet not only were the revenues overestimated but the capital expenditures were grossly underestimated. The infrastructure investment required for Sitarail and Camrail, for example, amounts to about three and a half times their annual revenues. As a result, some concessions have been amended to return the responsibility for infrastructure investments to the state, while for others infrastructure investment is funded by external aid, which is lent to the operator. Many concessions have also been pushed into dire financial straits by their insufficient capital base.

Finally, many states want operators to develop passenger services that do not chronically generate losses, and the arrangements for subsidizing these services are not adequately executed or respected.

In summary, the four main reasons for the lackluster performance of most concessioned railways are overestimation of the serviceable freight market, underestimation of investment needs, undercapitalization of concessions, and undue expectations about passenger services.

*Third presentation: “Training of Truck Drivers” Patrice Bayeto, SOTRA Institute, West Africa*

The SOTRA Institute organizes training for truck drivers, bus drivers, taxi drivers, and drivers of other commercial vehicles. The training is open to public and private companies. The menu of course modules includes refreshers, practical and theoretical courses, highway code, behavioral issues, city and rural driving, and basic mechanics training. Special attention is paid to training female drivers—in particular, a program for the Metro Transit Authority of Ghana.

#### *Discussion*

The debate that followed the presentations focused essentially and passionately on the presentation on railways, thereby demonstrating the high level of interest in this transport mode. The questions revolved around the reasons for the low performance, the insufficient

capitalization by concessionaires, the failure of African states to start concessions earlier, the levels of activity before and after the concession, and the comparative advantages of the concession model versus the *affermage* model. Panel participants agreed that it is necessary to develop a standard contract that addresses the weaknesses encountered in most current concessions, to give more weight to the *affermage* option, and to require that a detailed, binding development plan covering emergency repairs, rehabilitation, and further development be part of the concession contract.

#### **2.4. Plenary Discussion of Topical Presentations**

The second day of the annual meeting began with a plenary session chaired by Supee Teravaninthorn from the World Bank. Two presentations were on the agenda: “Update on Progress with SSATP” by Stephen Vincent, Program Manager of SSATP, and “Mainstreaming Gender into Sub-Saharan Africa Transport Policy: Towards Inclusion” by Jocelyne Do Sacramento from the World Bank.<sup>4</sup> Each presentation was followed by a plenary discussion.

##### **Update on Progress with SSATP**

The DP2 work program is divided into three themes. The first one ensures that transport strategies are pro-poor and pro-growth; the second one solidifies and enhances the achievements in road management and financing, urban mobility, and rural access; and the third one supports regional development through efficient trade and transit corridors. Each theme addresses cross-cutting issues: road safety and security (including HIV/AIDS), transport and climate change, governance, gender and inclusion, and transport data management. Thus everything links together.

The national coordinators are at the epicenter of the SSATP network, and it is therefore paramount that they are empowered and qualified. Regional consultations with the national coordinators were held in Kampala, Bujumbura and Ouagadougou in September and just before the annual meeting, to review their profile and the appointment mechanism in an attempt to strengthen their position.

Among the current issues faced by SSATP are the inconsistent results among member countries, the weak interaction with the national coordinators, the funding cutbacks from bilateral donors, and the future of the Program when DP2 comes to an end. A mid-term review of the progress accomplished under DP2 will be held in the first half of 2011, and it will, among other things, propose informed scenarios for the future.

In the debate that followed this presentation, the audience expressed its concerns about the implications of a funding decline and exhorted SSATP to find ways to overcome this threat.

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<sup>4</sup> These presentations can be found on the Annual Meeting web page or in the attached CD-ROM.

Some found that the causes of inconsistent results among countries are rooted in the late release of funding, the startup delay of DP2, and the lengthy appointment process of the previous Program Manager. On the same topic, what seems to be a lack of commitment by some member countries is often due to poor communications with the national coordinator and between countries and the SSATP Program management team. A representative of the EU informed the audience that a survey of the perceived activities of the national coordinators in their respective countries was carried out among EU delegations and produced negative feedback. Moreover, the survey revealed that SSATP is rarely present in the transport sector dialogue with a country; it is most often held between donors and government representatives. It is therefore very important to raise the profile of the national coordinators in order to not only better involve SSATP in the country policy dialogue, but also increase its ability to mobilize funding in the future. Many audience members agreed on the need to raise the national coordinators' profile, but some believed they would play a more effective role if they were posted by their own country in a regional office. In response, the Program Manager confirmed that the status of the national coordinators was a top priority on SSATP's agenda and that the recent consultations would result in practical proposals that would soon be submitted to the Board.

### **Mainstreaming Gender into SSA Transport Policy: Toward Inclusion**

The SSATP transport policy approach to gender issues is dual; on the one hand, it aims to promote inclusion, paying equal attention to women's and men's needs, and, on the other, it supports specific actions to empower women. Jocelyne Do Sacramento, the presenter, informed the audience that she would host a side session with the assistance of women's groups to share good practices and explore ways to help countries that are integrating gender issues into their transport policies.<sup>5</sup> In concluding, the presenter reminded the audience of a memorable quote from the former UN secretary general Koffi Annan: "Gender equality is more than a goal in itself. It is a precondition for meeting the challenge of reducing poverty, promoting sustainable development and building good governance."

The gender issue presentation resonated with the representatives of women's groups who were present. They deplored the fact that the gender dimension was too peripheral in some of SSATP's activities and advocated more budgets to increase the gender focus. Some women's groups expressed their willingness to move away from informal activities toward formal ones and asked for SSATP's financial and technical assistance to achieve that goal. The Program Manager clarified that the decision to not include a specific group discussion on gender issues in the agenda was the result of a big debate. Instead, it was decided that gender aspects would be discussed in each session as appropriate. Jocelyn Do Sacramento

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<sup>5</sup> The findings of this session have been annexed on the Annual Meeting web page or in the attached CD-ROM.

added that before specific gender-related activities can be undertaken in countries, these countries must formulate a gender policy and strategy and then elaborate an action plan backed up by a realistic budget, but that still has not happened.

In concluding, the chair of the plenary session acknowledged the convening power of SSATP, urged donors to use it to the fullest while continuing to support the program financially, and exhorted the management team to speed up the actions identified to strengthen the program's effectiveness.

### 3. BREAKOUT GROUP DISCUSSIONS

The six breakout discussion groups scheduled for the remainder of the day were divided into two groups of three, one to meet in parallel sessions at 10:40 a.m. and the second to meet in parallel sessions at 4:20 p.m. At the intervening plenary presentation, Bruce Thompson, infrastructure policy adviser spoke on "SSATP Two Decades On: A Review of Africa's Achievements, Their Sustainability and How It Was Done."<sup>6</sup>

#### 3.1. Morning Cluster of Breakout Group Discussions

##### Urban Transport

This group was chaired by Ousmane Thiam, National Coordinator for Senegal, and the discussions were led by Ajay Kumar from the World Bank. The group heard four presentations.

*First presentation: "Development of Bus Rapid Transit in Sub-Saharan Africa" Ian Barrett, consultant*

Ian Barrett drew on his own personal experience in Lagos, Accra, and Kampala with the bus rapid transit (BRT) system, as well as on work by his colleagues in Dar-es-Salaam and Johannesburg. He reported that the BRT-lite concept can increase urban mobility, reduce transport costs, and provide better-quality transportation in many large Sub-Saharan African cities where the preliminary conditions are met. The primary condition is a passenger load of at least 6,000 per peak hour. The BRT system can be inserted in a right



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<sup>6</sup> All the presentations can be found on the Annual Meeting web page or in the attached CD-ROM.



of way 30 meters wide. It requires an effective public-private partnership, with the public sector acting as asset manager and providing the land and the transport rights and the private sector acting as a system owner/developer and providing the rolling stock. The concession contract is preferred, possibly with a subsidy to cover a loss. Fares should cover the maintenance and operations costs but not infrastructure costs, and the BRT system should match the competition along the same route. The benefits to users lay essentially in faster trips and in schedule predictability. An important condition for successfully setting up a BRT is gaining the support of a prominent political champion and mastering the political timetable.

*Second presentation: “Lessons from Implementation of BRT in Lagos” Olugbenga Dairo, Lagos Metropolitan Area Transport Authority, Nigeria*

This presentation focused on the institutional and funding challenges to implementing a BRT system, the critical partnerships to be established with stakeholders, and the physical challenges such as infrastructure and the project coordination mechanism.

*Third presentation: “Findings from the African Public Transport Congress held in Dakar in Sept. 2010,” Zoro Bi Nagoné, General Manager, Abidjan Urban Transport Agency, Côte d’Ivoire*

Zoro Bi Nagoné described the overarching objective of the congress as to find solutions for removing the bottlenecks that choke the competitiveness of African economies. All of the solutions share the following elements: establishing and subsequently enforcing a suitable institutional and regulatory framework, creating an urban transport regulatory authority, defining and implementing public service criteria, and taking into account the externalities of every urban transport system (such as safety, pollution, and displacement).

*Fourth presentation: “Integration of Public Transport and Poverty Reduction in Douala” Julienne Tsafack Maneteu, Urban Community of Douala, Cameroon*

This presentation included a description of the steps taken by the Urban Community of Douala to tackle the dysfunctions identified in the SSATP’s Poverty and Rural Mobility Diagnostic study carried out in Douala in 2004. The study found that the city was sprawling rapidly but that transport infrastructures and services were not keeping pace. As a result, the travel times from outlying districts to downtown were lengthy, requiring a long walk to the bus stations, and transport costs were consuming a quarter of a household’s budget. In response, the Urban Community of Douala embarked on an extensive program of rehabilitation and upgrading of road infrastructure, which had a positive impact on travel times, pedestrian security, travel costs, and people’s mobility and contribution to the economic development of the city. The investment plan was successful because it came out of a comprehensive urban development plan and was accompanied by the institutional support of the national urban transport company SOCATUR and the creation of a regulatory authority.

## *Discussion*

The discussion that followed the four presentations highlighted the need for a holistic vision of urban transport and careful planning; recognized that the availability of adequate funding was a prerequisite; and insisted on the need to find a strong political champion to overcome the many obstacles to successful completion.

### **Trade and Transport Facilitation and Intermodal Transport Strategies**

This breakout group was chaired by Hosea Nyangweso from the East Africa Community Transport and Communication Council, and discussions were led by Jean Kizito Kabanguka from SSATP. Four presentations were made.

*First presentation: “Corridor Logistics Costs Initiatives,” Jean Kizito Kabanguka, SSATP*



This presentation was preceded by a short movie on the northern corridor, highlighting the successful measures taken to remove obstacles to the smooth movement of goods. The presenter clarified the meaning of various indicators and technical terms used for monitoring corridor performance and explored the different areas in which improvements have been made. Despite many successful efforts to facilitate the movement of goods along transit corridors, the cost of land freight transport remains extremely high in Africa (US\$.13 per tonne-kilometer in Niger versus \$.02 per tonne-kilometer in the United States), as does the logistics cost that incorporates all transshipment, port, border post, and customs clearance costs. A major culprit is the sheer imbalance between imports and exports, which imposes a high percentage of empty backhauls. In conclusion, more regulatory reforms and harmonization are required to drive down the cost of trade, and more regional integration is necessary to increase Africa’s competitiveness in the global market.

*Second presentation: “Innovative Use of ICT in the Management of transit Corridors, Athman Mohamed, Trade Mark East Africa*

Trade Mark East Africa (TMEA) is a multi-donor initiative headquartered in Nairobi that aims to promote regional trade and economic integration in East Africa by eliminating nontariff barriers and to support transport observatories, single-window clearance systems, integrated border management, and transit management security. TMEA is taking advantage of the rapidly declining costs of broadband Internet, mobile phones, and information technology, and has developed specific information and communication technology (ICT) solutions to improve the effectiveness of the four mechanisms just cited. Single-window paperwork can now be preprocessed online anywhere; cargo insurance guarantees and

payments required for transit shipments can be processed through e-banking and supported by cargo e-tracking systems; transit management security can be improved by real-time cargo tracking; and transport observatories can collect, aggregate, reconcile, and verify data faster and produce immediate diagnostics and thematic reports. According to the presenter, the first trials of the system will be carried out in the central corridor, and confirmation has already been received from the Central Corridor Transit Transport Facilitation Agency (TTFA), and a bank in Dar.

*Third presentation: “Regional Integration and Inter-States Trade—EAC” Hosea Nyangweso, East African Community Transport and Communication Council*



The East African Community (EAC) is a regional intergovernmental organization with the mission to “widen and deepen economic, political, social and cultural integration to improve the quality of life of the people of East Africa through increased competitiveness, value added production, trade and investments.” The EAC countries established a Customs Union 2005 with the aim to dismantle

trade barriers and increase intraregional trade. There are 45 nontariff barriers in the EAC of which 15 are surface transport-related. They include delays at the port and at border posts; varying applications of the axle load specifications and an excessive number of weighbridges; corruption along the transit corridors; lack of electronic cargo tracking; and disharmonized transit charges, traffic regulations, and cargo insurance requirements. The predominant element of the high transit cost is road haulage (88 percent). The primary contributor to long transit times is port procedures (49 percent) and border post procedures (13 percent). EAC is promoting joint border inspections, one-stop border posts (OSBPs), ICT solutions, and single-window systems to cut down delays at border posts. OSBPs and customs automation are ongoing and require acceleration and consolidation, whereas national single-window systems and integrated ICT-based logistics solutions continue to require investment and commitment.

*Fourth presentation: “Trade and Transport Instruments along Corridors—COMESA,” Eliombo Lisumbu, northern corridor permanent secretariat (on behalf of the author Gilbert Maeti who could not participate in the annual meeting)*

COMESA is implementing a trade and transit facilitation policy, using instruments similar to those used by EAC and facing the same obstacles. One way to improve the situation is to strengthen the 10-corridor system and build capacity

#### *Discussion*

In the discussion that followed, the panelists representing five regional organizations and one

UN organization made the following recommendations:

- *Economic Community of West African States (ECOWAS)*. The private sector undertakes trade activities, not the regional economic communities. It is therefore vital that the RECs keep the private sector informed on an ongoing basis of the changes proposed and the trends envisaged in trade regulations. Harmonized axle load control and cooperation between countries on trade are important, as are information technology solutions, especially to track goods.
- *Common Market for Eastern and Southern Africa (COMESA)*. The studies on comparative logistics cost between countries should be continued as well as the monitoring of the cost-benefit ratios of the various facilitation measures. Because some may prove to be not worth the effort, the focus should be on the quick wins and low-hanging fruits.
- *Central Corridor Transit Transport Facilitation Agency (TTFA)*. The relationship between the corridor organizations and the RECs should be improved by having the RECs assign the corridors for monitoring implementation of the trade and transport facilitation initiatives, including those spearheaded by the RECs.
- *Southern African Development Community (SADC)*. Regarding one-stop border posts, because such physical infrastructure will take time to complete, it is a good idea to implement institutional and operational reforms while the infrastructure is being built. Meanwhile, it is still not easy to assess whether all the regional recommendations are actually being implemented by member states—in particular, the anticorruption measures.
- *United Nations Economic Commission for Africa (UNECA)*. Efforts must be made to increase trade within Africa, which today is a mere 10 percent and align ourselves with the African Union. Cross-cutting issues should be taken into account more systematically.
- *Commission Internationale du Bassin Congo-Oubangui-Sangha (CICOS)*. Transit corridors cross rural areas with little if any connectivity and a low human resource capacity, both of which place a serious constraint on corridor management. Country decentralization policies should take these factors into consideration, and regional and national policies should be better harmonized with trade facilitation and expansion.

The floor was again opened for comments and recommendations. The following proposals emerged from those discussions.

First, because only 20 percent of transport time is actual driving time, it is essential to educate drivers (and the women with whom they associate) on how to avoid the consequences of irresponsible behavior along the corridors during drivers' downtime.

Second, empty backhauling is a serious driver of cost, and this problem deserves a deeper analysis to uncover possible mitigation solutions.

Third, despite significant improvements in physical and regulatory infrastructures, delays are

still observed, but the reasons for them are not analyzed.

Fourth, clearly some operators and stakeholders resist changes and favor the status quo. Participants recommended that analytical work be undertaken to identify the reasons for reluctance to change, and that SSATP possibly sponsor such work.

Fifth, it was further recommended that the analysis of logistics costs performed in East Africa be replicated in West Africa, where the level of information is more fragmentary. In West African transit corridors, road infrastructures collapse prematurely because trucks are overloaded; however, the cost of repairs is borne by the whole community as well as the additional costs that stem from corridor inefficiency. It was also reported that the current transport tariff in constant currency has not been altered since 1987, despite significant changes in fuel, equipment, and labor costs. This matter deserves further investigation.

Private sector representatives complained that they are not consulted systematically, and often not invited to participate in key discussions on formulating transport and logistics regulations. So long as there is no political will to include the private sector in the decision-making process, effecting change will continue to be difficult, the relevance of and schedule for the application of new regulations will be questionable, and their implementation will be chaotic. The meeting also raised concerns about the low priority given to the movement of staple foods along feeder roads that connect with these corridors compared with the priority given to the import-export movements along the corridor axes, and yet the cost of transport can reach 100 percent of the value of food crops. Because the problem of food security continues to loom and intra-African trade is minimal, this issue, too, deserves more attention.

The political will to resolve transport problems, in particular transport delays, was questioned using the example of the Malata border post. Despite significant preparatory work, it is still not a one-stop border post, and the transit delays remain abnormally high. On the same note, harmonization of axle load regulations among countries within the same REC or between RECs at the continental level has been discussed for about 10 years, but implementation is stalled because of lack of political commitment. The meeting also observed that intermodal strategies do not receive enough consideration in the regional policies for trade and transit facilitation.

### **Strengthening Professionalism in the Transport Sector**

This breakout group was chaired by Frederick Addo-Abedi from the Rwanda Transport Development Agency, and discussions were led by consultant Jeff Turner. Three presentations were made.

*First presentation: "Developing Africa's Professional Engineering Institutions," Lorraine de Ronde, South African Institution of Civil Engineering (SAICE)*

Lorraine de Ronde distributed a questionnaire to the participants so they could provide

feedback on the needs of the engineering profession in Sub-Saharan Africa (because of the competing parallel sessions, the number of participants was unfortunately low). She then reported that the inadequacy of the skills available in engineering-related fields in Sub-Saharan Africa is recognized. Professional engineering bodies in Sub-Saharan Africa, on the one hand, and academia and the private and public sectors, on the other, act independently. Meanwhile, the local professional bodies in Sub-Saharan Africa are ill-prepared to support the growing size of engineering- and transport-associated investments. A few actions are under way under the aegis of the Africa-UK Engineering for Development Partnership. The UK is partnering with professional engineering institutions in Africa to support efforts to build their capacity, particularly in providing access to rural areas; to promote investment in infrastructure that is sustainable within the context of the available resources in Africa; and to promote the links between African engineers and other key professionals, including decision makers in the private and public sectors.

*Second presentation: "Training for the Commercial Driving Sector," Ana Luísa Silva, Transaid*

This presentation revolved around three issues affecting transport professionals in Sub-Saharan Africa: degree of professionalism, ethical standards, and laxity of enforcement of rules and regulations. More specifically, it highlighted that road safety is a major concern and a reflection of the low quality of professionalism, technical and ethical standards, and enforcement within the transport sector. The training carried out has not been broad enough to cover all transport sector professionals. Meanwhile, the high rate of road accidents has sparked calls for an analysis of the causes of this phenomenon, which has in turn shone the spotlight on driver behavior. The focus so far has been on developing standards and adopting them nationally in the training of drivers and trainers, starting with training of truck drivers. However, in view of the broad range of players in the trucking industry, from the individual truck owner to large companies, some private sector players have remained reluctant to support the initiative. Governments have provided support, but they have moved slowly in implementing the developed national curriculum.

*Third presentation: "Recommendations from the ILO/AFCAP Workshop on Developing Engineering Capacity in the Rural Transport Sector," Jeff Turner, consultant*

In his presentation, Jeff Turner explored the capacity in both quantity and quality of transport professionals, the capacity of the existing training institutions, and also the progress being made toward achieving gender equality in training and opportunities in the transport sector. The number of experienced transport professionals in Sub-Saharan Africa is inadequate. Moreover, the transport sector is dominated by men. The institutions training transport sector professionals seem to operate in isolation from both the public and private sectors. Research and analytical work in the transport sector have exhibited a declining trend in Sub-Saharan Africa. Dissemination of the available information on instances of successful capacity-building efforts and on the opportunities available for training of transport sector professionals in Sub-Saharan Africa are limited.

## *Discussion*

After a discussion, the group agreed on the following points.

First, capacity deficits in the transport sector in Sub-Saharan Africa are present in both quality and quantity, but they do vary from country to country. The current capacity gaps in terms of both the quantity and quality of transport professionals, and of training institutions country by country, should be assessed. This assessment should be followed by comprehensive drills to update and address the capacity gaps. Meanwhile, SSATP should consider capacity building when developing its future work program. Both the number and the right skill mix of qualified and experienced transport sector professionals in Sub-Saharan Africa are inadequate. Some professionals in the sector are also being underutilized.

Second, there is a gender imbalance in the number of professionals in the transport sector and the opportunities available to them. It was agreed that the sector should try out some measures to address this imbalance and explore effective models, including affirmative action.

Third, the segment of academia that trains transport sector professionals acts independently and may not be using state-of-the-art tools and resources. The synergy and links between universities should be improved.

Fourth, the local professional bodies, including professional engineering and transport sector bodies, must be reenergized to respond to the needs of the construction industry while contributing to setting standards for the certification and performance of engineering professionals and technicians in Sub-Saharan Africa. Information on successful instances of capacity-building initiatives and the available training opportunities in Sub-Saharan Africa should be compiled and disseminated. The questionable professionalism and unethical behavior exhibited by some professionals in the transport sector compromise the quality and attainment of the intended sector results. The sector should seek a balance between education and the development of skills.

### **3.2. Plenary Discussion on Measuring Policy Performance in Sub-Saharan Africa**

This session was co-chaired by Joseph Atta-Mensa from UNECA and David Kajange from the African Union. Consultant Bruce Thompson made the presentation “Measuring Sub-Saharan Africa Policy Performance: A Work in Progress.”

Bruce Thompson reviewed Africa’s lasting achievements over two decades: 50 percent of main roads and 25 percent of rural roads in good condition compared with the only 20 percent in good condition in 1987; a significant increase in road maintenance spending spearheaded by road funds; the commercialization of road management through road agencies; an increase in access to rural markets, schools, health centers, and urban services; concessioning of half of the railways, which are now delivering better services; freer movement of transit traffic; and better accounting of cross-cutting issues (nevertheless, the

domestic construction industry is still underdeveloped). Over these two decades, SSATP saw a period of fast expansion in the 1990s, some difficulties at the end of the decade, and then a rebirth in 2000. The SSATP's Long-Term Development Plan 2004–2007 (LTDP) led to the ongoing DP2, which is characterized by a stronger African network with national coordinators at its heart. It is now time to measure the performance of SSA transport policies in order to identify and propagate the successful ones, better tackle financing issues, develop good management practices, demonstrate and advocate the contribution of transport to economic growth and welfare, and meet national and regional demands. The review must benefit all stakeholders and partners and should measure transport or road sector policy performance first in a small group of countries before replicating to all. For each theme of the SSATP work program, key questions, judgment criteria, and indicators should be developed. Benchmarking adjusted to country typology would allow a classification of good, average, or poor performing countries in terms of applying SSATP principles and obtaining results.

The presentation triggered many questions, comments, and responses from the audience, and the main ones are reproduced here. First, the average percentages of main and rural roads in good condition were questioned and found higher than the reality. Second, the review of the performance of SSA transport policies should not be too biased toward the road transport mode; after all, ports have an important role on the aggregated cost of transport. The railway mode was more prominent in the first Long-Term Development Plan, and led to the publication of a railway concession toolkit. Data on ports are readily available from the East African and West African port organizations. Third, what could be done quickly to hold competent railway operators bound by concession contracts that do not provide for a reasonable return on investment? Better risk sharing by the parties should be negotiated through a contract amendment. Third, SSATP should publish the list of transport-related MDG indicators and targets to which the ministers of transport have made a commitment and undertake a study to monitor progress and carry out an assessment in 2015. The upcoming mid-term review of DP2 will cover this concern. Fourth, a distinction should be made between providing transport infrastructure and providing transport services when assessing improvement of access. Improvements in railway services should be qualified because passenger services have not always improved. Often, the poor quality of passenger services is rooted in a flawed or disrespected subsidy scheme. Fifth, the SSATP membership has seemed to stagnate at 36. Can something be done to increase participation? The chairs then summarized these points, and the session closed at 3:45 p.m.

### **3.3. Afternoon Cluster of Breakout Group Discussions**

#### **Management and Financing Strategies for Transport**

This breakout group was chaired by Samuel Nengue from ARMFA. The discussions were led by Kingson Apara from the World Bank. The group heard two presentations.



*First presentation: “Good Practice Strategies for Improved Management and Financing of Roads in Sub-Saharan Africa,” Mike Pinard, InfraAfrica Consultants*

This presentation summarized a study whose objective was to showcase the good strategies that have led to improved management and financing of roads in Sub-Saharan Africa. The study was based on a 2009 survey of commercialized road management practice in selected countries. Currently, 27 countries have a road fund, 19 have a road agency, and 13 have both.

Running roads like a business and not like a bureaucracy requires complementary reforms in the four building blocks analyzed in the survey: responsibility, ownership, financing, and management. The main conclusion of the study was that achievement of the necessary reforms for improved management and financing of roads in Sub-Saharan Africa may be described as *a road partially traveled*—that is, not a single country fully complies with the Road Maintenance Initiative blueprint, but good progress has been made on many of the building blocks at different levels in each country. Among the key findings of the study, Mike Pinard, the presenter, flagged the following:

- Adoption of an appropriate institutional framework is critical.
- Adoption of commercialized practices typically takes 4–6 years to mature and materialize; public relations campaigns are needed to educate the population.
- Proper appointment procedures for the chief executive officer and staff and competitive salaries are central to the sustained performance of a road fund and road agency.
- Potential conflicts of interest should be avoided at all cost on the boards.
- Road agencies and road funds should improve their working relationships by adopting appropriate interagency procedures agreements; systematic measurement of performance data is indispensable.
- Most countries are still unaware of the RMI tools; there should be more exchanges of country experiences.
- Countries should measure the results on the ground on an ongoing basis, and SSATP and African organizations such as ARMFA and AGEPAR should continue their advocacy work for consolidation and expansion of the RMI principles, which have without a doubt led to improved management and financing of roads.

In the discussion that followed the presentation, the following points were made.

First, because the stakeholders were not fully involved in the conception of the building blocks, this lapse should be rectified to avoid further conflicts. Indeed, no solution—such as road tariffs—should be imposed on them without their consent. Second, experience has shown that a road fund with no board and that reports only to the ministry of finance stands little chance of becoming successful—one example is the current road fund in Uganda.

Third, the probability of developing thriving public-private partnerships is higher in countries in which the construction industry is mature—South Africa is a good example. Fourth, how much autonomy do road agencies actually have? Full autonomy does not exist, and certainly not in policy matters. What is needed is less government involvement in policy execution, and having a majority from the private sector on the board helps achieve that. Fifth, the road fund/road agency mechanism deals essentially with main roads, and so what is happening to rural roads? In many countries, a portion of the revenues from the road fund is allocated to rural roads; decentralization of rural road management would certainly help improve the situation.

*Second presentation: “The Way Forward: The Commercialized Road Management Model,”  
Kingson Apará, World Bank*

This presentation was identical to the one made at the earlier session, “Sustainable Transport Sector Management,” but this time the focus was on the commercialized road management (CRM) model. The CRM model is based on quantitative standardized criteria to rank road performance in its compliance with commercial management principles, management efficiency, and results effectiveness. The model includes the harmonized benchmarks and triggers from which a country road performance index (CRPI) is derived. The presenter, Kingson Apará, proposed a paradigm shift from the four building blocks of the RMI to the four pillars (or criteria) of the CRM. The four pillars are (1) efficiency compliance with internationally recognized business principles; (2) results effectiveness, including “fitness for purpose”; (3) monitoring and evaluation using harmonized benchmarks; and (4) advocacy and sustainability through an independent ranking and prize system. He also suggested applying a new cost recovery principle to all roads regardless of the traffic volume and proposed the principle of “the beneficiary pays” as an extension of the current principle, “the user pays.” The proposed changes would require the buy-in of the AGM and then the stakeholders for implementation. Implementation and monitoring would be the responsibility of the regional associations, and an independent body, still to be determined, would carry out regular assessments and awarding. If endorsed by SSATP’s constituents, the proposed CRM model could be introduced in the 2011 work program.

#### *Discussion*

The second presentation on the CRM model sparked an animated debate.

The main resource for the road fund (fuel levy), is limited and must be complemented by other substantial sources of funding. Some countries have found alternative sources after having recognized that taxing fuel would have increased the smuggling of fuel from some neighboring countries. Road users are increasingly accepting the concept of a user charge providing that roads are in good condition. Therefore, the SSATP needs to focus on improving management efficiency, providing the expected level of service, and organizing and strengthening the road construction industry.

In terms of level of service, because many roads have a regional span, the maintenance

standards and work schedules for these roads should be worked out at the regional level. The proceeds of the road fund should also finance the maintenance of urban roads, where most of the fuel tax is collected.

Meanwhile, some participants found that the executives of the road agency and the road fund were wielding too much power in view of their status as consultants. Likewise, they believed that the boards should not be dominated by the private sector, and that commercialized management should not go hand-in-hand with privatization, especially because most governments have shown an inability to monitor and regulate concessions. Members of the group insisted that what matters most is the recruitment of fully qualified candidates on the strength of their expertise rather than purely political appointees and that steps should be taken to prevent unqualified members of the private sector from serving on boards.

Others seriously questioned the proposed new concept of “the beneficiary pays,” suggesting that it would reopen endless discussions with economists and the International Monetary Fund. Kingson Aparara, the presenter, responded that the principle of “the user pays” is too restrictive because it is limited to the vehicle and does not include its occupants or the road interests and roadside dwellers who directly benefit from the presence of a road. However, he acknowledged that more work still needs to be done on the implementation of the broadened principle, and he hoped that the upcoming workshops would provide answers as well. He also asserted that the principle should be equally applied to any type of road, even those with low volume, based on the argument that a road is an economic benefit regardless of type or size. Group members agreed on the following points: good practices do exist, but they must be better disseminated; problems remain with the accuracy and interpretation of statistics and data, highlighting the need for a better operational organization; road associations must combine their efforts to help develop a strong road construction industry; the resource base should be broadened; and efforts should be made to increase and improve data collection for monitoring and evaluation and advocacy purposes.

### **Rural Transport**

This breakout group was chaired and facilitated by Bougouma Kouta from the Ministry of International Cooperation, Air Transport, Infrastructure, and Energy, Senegal, and included three presentations.

*First presentation: “Getting the Harvest to Market: Food Security, Agriculture and Rural Transport,” Frederick Were-Hingeyi, Ministry of Works and Transport, Uganda*

The presenter reported back on the main findings of the workshop jointly organized by SSATP and Africa College IITA (International Institute for Tropical Agriculture) in Ibadan, October 5–7, 2010.

Transport is an integral part of food security, and the food trade in Africa requires a nuanced

understanding of farmers and their production, transport, and household strategies. The major barriers to increased productivity are poor storage facilities and the subsequent damage to harvested products. Farmers receive only 30–50 percent of the final market prices because of middlemen, the types of commodities produced, and the perishability of those commodities as well as distance to the market. Women make up 70 percent of farmers in most countries and rely on head loading for transport of their goods; their trade in bumper harvests depends on the availability of transport services and good feeder roads.

These findings led to the following recommendations: improve the information base for policies, plans, and the search for funding needs; review sector policies in agriculture through a rural mobility lens and develop synergies; and bridge research gaps and explore new funding opportunities.

*Second presentation: “Emergency Transport Scheme: Transport Role in Tackling Maternal Mortality in Northern Nigeria,” Ana Luísa Silva, Program Manager, Transaid*

Emergency transport services (ETS) convey pregnant women suffering from complications or distress to the hospital. Transaid has been successfully implementing such a project in several districts in Jigawa State in northern Nigeria, and so the project is spreading to more districts.

ETS is a community-managed concept whereby local taxi drivers volunteer to deliver services free of charge except the fuel cost. The project includes providing clean delivery kits to poor women, training volunteer drivers, and sensitizing drivers and the local population. The ETS project provided assistance to 248 pregnant women between May and September 2010.

*Third presentation: “Rural Transport in Africa: Current and Planned Activities under DP2” Vincent Lissom, national coordinator, Cameroon, on behalf of Jephitar Chagunda, Executive Secretary, African Rural Transport Association (ARTA)*

The main objectives of ARTA are advocating for rural transport, eliminating disconnects between agriculture and rural transport investments, and formulating sound rural transport policies. Specific activities are included in SSATP’s DP2 work program: improving the information base so that policy makers are better able to appreciate the magnitude of the rural development problem, disseminating workshop findings, piloting recommendations from the rural transport policy framework in four countries, and building capacity by training trainers and improving training materials.

#### *Discussion*

Group members agreed that road transport policies and programs in Sub-Saharan Africa must be simplified and community-based. SSATP should link up and collaborate with the various regional Africa Trade Hubs supported by USAID. These hubs, which are being established at various locations, are intended to deal with food security and to promote intra-regional trade and farm-to-market linkages to increase farm gate prices and tap into

available resources. For its part, ARTA should develop a road map to involve more women and vulnerable groups, reach out to the rural population in mountainous areas, and contribute to improving the use of animal traction. Meanwhile, SSATP has been invited to develop a toolkit for rural transport. It should also address non-motorized transport in the same way that it is addressing gender issues.

Group members agreed on the following set of recommendations: (1) involve the rural population at the community level, especially the youth, in feeder road maintenance projects; (2) encourage food processing in rural areas; (3) involve SSATP national coordinators in the development of rural transport policies and strategies; (4) be very clear about the benefits, options available, and project prioritization for rural transport; (5) encourage private sector participation in the design of rural transport projects; (6) amend deficient policies and emulate good practices from pilot countries; and (7) develop and disseminate the knowledge base in collaboration with partners in both the agriculture and transport sectors with a view toward facilitating linkages between the various stakeholders in the rural areas.

### **Climate Change**

This breakout group was chaired by Karabo Marite, director of planning, Ministry of Public Works and Transport, Lesotho. The discussions were led by Holger Dalkmann from the Transport Research Laboratory (TRL) in the United Kingdom. The group heard three presentations.

*First presentation: "Impacts of Climate Change in Sub-Saharan Africa: The Future Need for Adaptation in the Transportation Sector," Karsten Pedersen, chief project manager, COWI (consulting firm)*

According to Karsten Pedersen, the time horizon for assessment of the future impacts of climate change under a scenario analysis is up to 2050. Based on the present models in place, uncertainty prevails in predicting climate change at the global level and particularly at the local level. Four climate scenarios are used for case studies on the impact of road transport interventions in the context of adaptation and mitigation. The impact of climate change will add yet another layer to the already critical issues such as overload, adequate maintenance, and their related effects on constrained national budgets. Adequate maintenance becomes even more important in the context of climate change to mitigate the effects of heavier rainfall patterns and floods. Adaptation measures will add to the cost of road and bridge construction by up to 20 percent, assuming that service levels remain as they are today. Any optimal design of roads should take into account climate change issues.

*Second presentation: “Towards Sustainable Low-Carbon Transportation in Sub-Saharan Africa,” Manfred Breithaupt, Corporation for Technical Cooperation (Deutsche Gesellschaft für Technische Zusammenarbeit, GTZ)*

Eighteen percent of the greenhouse gas (GHG) emissions in SSA countries stem from transport and are growing rapidly; the comparable figure worldwide is 13 percent, or 23 percent of CO<sub>2</sub> emissions. The objective is to reduce GHG emissions in developing countries by 50 percent by 2050. To attain this goal, it is necessary to follow the AVOID (travel)–SHIFT (to more environmentally friendly modes)–IMPROVE (the energy efficiency of transport modes) approach. In Africa, it is important to prevent a large shift toward individual transportation by improving the quality of public transport and the infrastructure for non-motorized transport (NMT). Rural-urban migration and the explosion of population in large cities in Africa only highlights the importance of rapidly setting up mass transit systems that are adapted to transport needs and are wisely combined with NMT infrastructure. Good examples can be found in Bogotá, Colombia; Curitiba, Brazil; Zurich, Switzerland; and Freiburg, Germany. Finally, since the 2010 climate summit in Copenhagen, Africa must develop nationally appropriate mitigation actions (NAMAs) to qualify for funding under climate change envelopes.

*Third presentation: “Climate Financing Opportunities for Resilient, Sustainable, Low-Carbon Transportation in Sub-Saharan Africa,” Holger Dakmann, program director, TRL*

Climate financing offers opportunities and growing prospects for sustainable low-carbon transport and adaptation activities; indeed, the post-Copenhagen summit envelope is US\$27 billion. However, Africa’s share is limited to some 12 percent, and within this share the transport sector can claim only less than 1 percent. Nevertheless, the available funding is less of an issue than resource mobilization based on credible proposals for concrete actions. A broad variety of funds with different processes and preconditions are available for mitigation and adaptation, but few have been tapped in Africa, and even less so in transport. It is important that African countries act proactively and prepare measurable, reportable, and verifiable (MRV) mitigation actions for the transport sector in order to indicate that funding will be needed for this sector. SSATP could help in this process.

#### *Discussion*

A consensus was reached on the following points. Africa needs to increase its awareness of climate change issues, mitigation and adaptation measures, and climate financing, and build its capacity to deal with these areas. The challenges will be to redesign sprawling African cities using NMT and public transportation approaches that have the potential to lower GHG emissions. In an already budget-constrained environment, adequate road maintenance is even more important to minimize the impacts of climate change. Because transport projects specifically designed to reduce greenhouse gas (GHG) emissions are often not cost-effective, mitigation activities to limit carbon emissions in Africa should be carried out with an eye toward producing far larger economic benefits such as reducing traffic congestion, air

pollution, and accidents. SSATP could play a role in assisting countries develop nationally appropriate mitigation actions.

### **3.4. Report Back from the Breakout Group Discussions**

On day three, the breakout groups began to report on their discussions. The session was chaired by Bamory Traore from the African Development Bank. Seven reports were presented, six from the breakout discussions and one from the meeting of the national coordinators that took place over the weekend.<sup>7</sup> The chair decided to give the floor to the audience after the first four reports and again after the next three reports.

#### *First Three Reports from Breakout Group Discussions*

The report on “Urban Transport,” presented by Marius Pokou, from Côte d’Ivoire, and the report on “Trade and Transport Facilitation and Intermodal Transport Strategies,” presented by Rukia Shamte, executive secretary of the Central Corridor Transit Transport Facilitation Agency, Tanzania, were similar those reported earlier section 3.1. In the second report, however, the need to include intermodal transport strategies in the trade and transport agenda came out more forcefully. The conclusions and recommendations in the report on “Strengthening Professionalism in the Transport Sector” presented by Robert Geddes, technical manager of AFCAP, did not differ from those reported in section 3.1, but three recommendations were added: (1) to provide equal employment opportunities to men and women in the sector, (2) to suppress quotas for women in university and training courses, and (3) to ask SSATP to undertake an assessment of the effectiveness and value for the money of international technical assistance.

#### *Report on Meeting of National Coordinators*

The report on the national coordinators meeting was presented by Sihaba Nkinga, director of policy and planning at the Ministry of Infrastructure and Planning, Tanzania. The purpose of the meeting of 18 national coordinators held over the preceding weekend was to draw common conclusions from the two regional meetings that took place in Bujumbura, Ouagadougou and Kampala in September. Three recommendations emerged: (1) the transport indicators should be explored further; (2) the visibility of the national coordinator should be increased during development of the national transport strategy; and (3) SSATP should provide the national coordinators with more support.

#### *Discussion*

The chair then opened the floor for comments and questions, which triggered the following questions. Where is the agenda for increasing the visibility of national coordinators and devising means to measure progress? How are the national coordinators appointed—

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<sup>7</sup> These reports can be found on the Annual Meeting web page or in the attached CD-ROM.

shouldn't SSATP revisit the process? Who do they represent? What power do they have? What is their accountability in terms of the implementation of policies by their country? Shouldn't they be appointed from a regional rather than a national perspective?

In response to the questions about national coordinators, it was pointed out that only one-third of the national coordinators are currently officially appointed and empowered; the balance is made up of focal points. More consultations should be held with the ministries in charge of roads and transport (often two different ministries) to better institutionalize the function of national coordinator and avoid gaps when the incumbent transfers or retires. A skills profile and terms of reference are being developed. Overall, what is required from many of them is a more proactive role.

Participants also raised points about other areas. In urban transport, a proposed study would demonstrate the importance of urban public transport in order to have the decision makers more involved and concerned. The role and power of the different actors—national, regional, district, and municipality—should be clarified. Regulatory authorities might help do that—the Lagos Metropolitan Area Transport Authority (LAMATA) is an example.

In the area of trade and transit facilitation, a new request is made for a decisive intervention from Uganda's minister of transport to convert Malaba into a one-stop border post. However, a few information technology issues are delaying the process.

Regarding professionalism in the transport sector, a question was raised about how to accelerate the transfer of technology. This transfer occurs at two levels: from country to country in Africa and from industrialized countries to Africa. Links do exist through academia or professional organizations such as the Africa Community Access Programme (AFCAP) in rural areas.

Finally, a clarification was made about the many recommendations from the breakout sessions. Because of its limited capacity, SSATP cannot be directly involved in setting up and implementing the proposed actions; however, it will work closely with regional, national, and professional institutions and provide technical and lobbying support.

#### *Second Three Reports from Breakout Group Discussions*

The report on "Management and Financing Strategies for Transport" was presented by Ousmane Issa, national coordinator for Niger. The recommendations were reported earlier in section 3.3, but Issa stressed the following points in his report. The Road Management Initiative principles remain useful, but their implementation must be improved. Among the causes of the remaining weaknesses is the current lack of capacity of the regional organizations (such as ARMFA, AGEPAR, and ANSARA) to assume leadership and wield the power expected from them. There is a consensus on the need to expand the resource base of the road fund but not on the means, in particular the proposed principle "the beneficiary pays." The quest for additional funding should be balanced by an equal effort to improve spending efficiency.



The report on “Rural Transport” was presented by Abdul Awadh, an engineer with the Tanzania Forum for Rural Transport and Development. Again, the recommendations were similar to those made in the earlier report in section 3.3 but more actionable. Awadh stressed the following points: successful Rural travel and transport interventions require collaborative multi-sector efforts (especially among transport, agriculture, and health) to achieve food security, economic growth, and poverty reduction. Lessons and good practice exist, but more effort is required to replicate them. SSATP should promote the existing knowledge banks and repositories. (e.g. DfID, AFCAP, IFRTD, etc.).

The last report, “Climate Change,” was presented by Patrick Kayemba from the Institute for Transportation and Development Policy/First African Bicycle Information Organization (ITDP/FABIO). Here again, the recommendations do not differ from those in section 3.3, but Kayemba did emphasize the following in his report. For one thing, clearly more knowledge should be gathered and disseminated on how to integrate the climate change dimension in the transport sector and access the many funds available under specific preconditions. For another, adequate road maintenance could go a long way toward fulfilling the role of effective mitigation measure.

#### *Discussion*

During the discussions that followed, it was highlighted that incentives should be found for attracting young professionals to rural development and retaining them, and that SSATP should better lobby decision makers to put rural development on their agendas, which currently are too biased toward building large infrastructures.

## **4. THE 2011 WORK PROGRAM AND THE MINISTERIAL ROUND TABLE**

Hachim Koumaré, chair of the SSATP board, presided the plenary session on recommendations for the 2011 work program.

### **4.1. Recommendations for the 2011 Work Program**

The Program Manager, Stephen Vincent, presented a summary of the 2010 and 2011 work programs broken down by themes and activities. The presentation highlighted the status of the 2010 activities and summarized the activities proposed for 2011. The recommendations for refinements of the 2011 work program derived from the plenary and breakout discussion groups were highlighted as the work program was presented. The Program Manager stressed how important the role of national coordinators is to the success of the overall program since they are at the intersection of interactions between the SSATP team, transport ministers, development partners and transport stakeholders at large. He concluded by flagging a few current issues in the ongoing program: the mixed implementation results, the



need to strengthen interactions within the partnership, the reduced financial contributions from bilateral donors, and the planning for post-DP2 activities.

Before inviting comments and questions about the 2010 and 2011 work programs, the chair reminded the audience that the Program Manager had presented a framework that will be refined using the recommendations made by the participants and taking into account budget and capacity constraints. However, because of time constraints that refinement could not be undertaken during the annual meeting, but it would be completed soon by the SSATP management team.

Participants then made the following points:

- *Gaps in activities.* No activities are under way in the areas of railway transport, air transport, port and maritime transport, and river and lake navigation.
- *National coordinators.* It was agreed that their visibility should be increased at the national and regional levels. However, they would have to be more effective than they are now to play the role expected of them.
- *Future of SSATP.* Various activities could already be included in the third development plan (DP3), but they should be captured in the upcoming mid-term review.
- *Gender and inclusion.* A designated person could monitor the progress on gender balance across the various themes and activities.
- *Pro-growth, pro-poor transport strategy.* The chair stressed that the strategy should be in sync with the preparation timetable for the national Poverty Reduction Strategy Papers (PRSP). Therefore the new pilot countries, in addition to Zambia, could be the Democratic Republic of Congo, Swaziland, and perhaps Uganda. Besides, significant efforts are still required to educate countries on the merits of actually implementing these strategies rather than merely using them to attract more contributions from donors. The country itself should champion poverty reduction, not the donors. Meanwhile, there were some mixed views about the positioning of support to HIV/AIDS prevention activities. Some saw such support as a stand-alone cross-cutting activity; others saw it as associated with road safety, as it is now.
- *Government and integrity.* A representative of the European Commission indicated that it has published very comprehensive guidelines to government and integrity, which include a section on transport.
- *Data management.* A few countries—Kenya, Democratic Republic of Congo, and Guinea-Bissau—asked for a specific support from SSATP in this area. The data

management expert responded that, in addition to being demand-driven, the support could go only to countries that have an ongoing data collection program adequately funded by the country or external assistance.

- *Road management and financing.* SSATP was invited to resume its advocacy work for the RMI principles.
- *Trade and transit corridors.* SSATP will also ask the West African Economic and Monetary Union (WAEMU) to assist in the selection of a suitable corridor for a West African corridor observatory.

The chairman concluded the session by reminding participants that the study on transport costs had sparked a passionate debate and that follow-up should be incorporated in the new program.

#### 4.2. The Ministerial Round Table



Ministers of transport, deputy ministers and representatives for ministers from 14 countries<sup>8</sup> participated to the SSATP Annual Meeting and attended the Ministerial Round Table to mainly discuss the SSATP project of a policy performance review in Sub-Saharan Africa, the role of and visibility of the SSATP national coordinators, the future of SSATP and to adopt a ministerial statement. Member of the SSATP Board also attended. This closed meeting was chaired by the Honorable John Nasasira.

Hachim Koumaré, Chairman of the SSATP Board, opened the meeting by emphasizing that SSATP is an instrument that has facilitated, and continues to facilitate, change at country and regional level. To assess the extent of change, the policy performance review aims to

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<sup>8</sup> Burkina Faso, Burundi, Cameroon, Central African Republic, Chad, Côte d'Ivoire, Democratic Republic of Congo, Gabon, Ghana, Guinea, Senegal, Swaziland, Uganda and Zambia.

identify country and regional “role models” that could support countries and regions where policy development lags behind.

On the future of SSATP, the Chairman raised questions on SSATP geographical coverage, the location of the Program management team, the linkages with the Programme of Infrastructure Development for Africa (PIDA), the EU-Africa Partnership on Infrastructure and the Infrastructure Consortium for Africa. Lastly, he questioned how a future SSATP should respond to facilitating better rural transport, to increasing rise in urbanization and to climate change.

### **Measuring transport policy performance in Africa**

To stimulate debate on measuring policy performance, Bruce Thompson, SSATP consultant, set the policy performance review in SSA in the context of the achievements Africa has made with SSATP support. He also outlined the dynamic evolution of SSATP from its inception in 1987 to the current Second Development Plan (2008-2011). The spirited discussions covered a wide range of concerns on policy performance as summarized below:

- ***Policy development:*** the insufficiency of policies to tackle intermodal transport issues; and the rapid turn-over of ministers in some countries that hampers policy development and implementation;
- ***Road fund operations:*** the limited revenue base of some Road Funds; and the low level of road maintenance levy in some countries;
- ***Road agencies:*** the difficulties of managing rural roads because of their multi-ownership (Ministries of Agriculture, Local Government, Tourism); the low level of rural accessibility;
- ***Road maintenance:*** the low benefits and high cost of private contractors for road maintenance in some countries; and the low level of the enforcement of axle load regulations;
- ***Road safety:*** the high level of road fatalities and injuries; and the poor roadworthiness of vehicles arising from weak regulatory enforcement;
- ***Corridor management:*** the high cost of road maintenance for small coastal countries burdened with overloaded trucks from landlocked countries; the insufficient enforcement of axle load regulations; the difficulties of setting appropriate road transit charges; the never-ending problems of cross-border delays and the slow process of documentation clearance; the slow pace of the incorporation of regional agreements in national legislation.

In conclusion, the participants:

- Believed the policy performance review was timely;

- Requested the review should cover the rail sector;
- Welcomed that their concerns on the operations of road funds and road agencies; the use of domestic contractors; the management of rural roads; the issues of road safety and employment (labor-based approaches), and PRTS as a vehicle of policy formulation would be assessed;
- Understood that the corridor management issues would also be fully addressed.

### **SSATP National Coordinators**

Ousmane Thiam, SSATP National Coordinator for Senegal, outlined the key role of national coordinators as the promoter of SSATP principles and good practices in country policy development and implementation. He emphasized that a coordinator should be a high-level person, a listener, a team player, and a person of integrity. Such a person should have access to the Minister and be supported by a coordinating team. The coordinator should have the means to draw upon professionals who can, from time to time, assist the coordinator to facilitate transport policy development and its link to national development. In addition, he stressed that the coordinator must be an integral member of the policy dialogue between government and development partners. However, few coordinators play such a role and are insufficiently supported by SSATP and at a country level have low visibility.

Participants recognized the significance of the role of national coordinators and that the future of the Program depends on their success. A few participants felt that it was incumbent of the Minister for Transport to take the necessary actions to ensure the effectiveness of the coordinator. In countries where ministers change positions frequently, it was recognized that such practice would impact negatively on coordinator performance. Suggestions for improving the effectiveness of the coordinator were proposed, for example, to function in a similar way to an AfDB antenna office. In addition, participants cited that lessons could be learned from other programs using similar coordinator functions, for example, regional HIV/AIDS program. However, no mention was made as to how such a SSATP national coordinating function could be financed.

In conclusion, the participants:

- Undertook to take measures to enhance the position and the role of the national coordinator;
- Proposed that the national coordinator should be appointed by the minister for transport;
- Suggested that the national coordinator should have a mandate and the support to call together cross-sectoral people in promoting SSATP.

## **Future of SSATP**

Recommendations from the overall debate on the future of SSATP were:

- To expand the geographic coverage of SSATP needs to North Africa thereby linking Sahelian countries in particular with Mediterranean ports.
- To widen the scope of the Program to all transport modes.

## **Ministerial statement**

Participants reviewed a draft ministerial statement, making several modifications and expanding the ministerial commitments. This ministerial statement was adopted and presented to in a plenary session to all SSATP stakeholders at the annual meeting. (See Annex B for the full statement).

The ministers received the two background papers prepared by Bruce Thompson: “SSATP Two Decades On: A Review of Africa’s Achievements” and “Measuring Sub-Saharan Africa Transport Policy Performance.”

## **5. PLENARY MINISTERIAL SESSION**

The plenary ministerial session was chaired by the Honorable John Nasasira, Minister of Works and Transport, Uganda. Stephen Vincent, SSATP’s Program Manager, reported to the ministers on the main recommendations from the breakout sessions and reiterated the following points: (1) transport modes other than roads should receive attention; (2) rural transport should be prioritized; (3) investment funds should not be committed until sufficient political commitment is gathered to resolve the institutional issues; (4) a national coordinator should be appointed and supported; (5) climate change issues should be integrated in the transport agenda; and (6) governments should work with professional associations. He repeated his report on the national coordinators and the current issues affecting SSATP as presented earlier. After this presentation, the Statement of the Ministers was read by the Honorable Laure Marie Kawanda Kayen, Minister of Transport and Communications, Democratic Republic of Congo.

Hachim Koumaré then invited countries to offer to host the next annual meeting of the organization. The representative of Cameroon informed the assembly that his country would like to host the next annual meeting, but that the request is still with the highest authority of the country and the definitive proposal should be forthcoming in about a month. The Minister of transport and communications of the Democratic Republic of Congo then announced that her country was making a firm proposal to host the next SSATP annual meeting in Kinshasa.

## 6. CLOSING OF THE ANNUAL MEETING

At this point in the meeting, the representative of Cameroon, Vincent Lissom, made the customary acknowledgment remarks on behalf of the delegations and expressed their gratitude to the host country and the organizers followed by closing remarks pronounced by Aymen Osman Ali from the African Development Bank and on behalf of the SSATP Board. Minister John Nasasira finally delivered his closing remarks and congratulated the participants for their contributions. The meeting was officially closed.

## 7. SSATP GENERAL ASSEMBLY

The SSATP general assembly convened soon after. The agenda was adopted. Paulus Geraedts, a representative of the European Commission who sits on the SSATP Board, delivered the Board's report on SSATP activities since the last general assembly in October 2009 in Lilongwe.<sup>9</sup> He reported back on the progress and achievements of SSATP and covered the following topics: the role of the Board; the number, objectives, and achievements of board meetings; the financing and staffing situation; the status of activities; the results of last year's survey; the host country for the next annual meeting; and the scope and objectives of the midterm review of DP2. On the latter point, he explained that the scope of the midterm review would be wide and would include proposals to update the SSATP framework and guidance on the commitment statement for country membership and the future linkages of SSATP with the Programme for Infrastructure Development in Africa (PIDA), Infrastructure Consortium for Africa (ICA), and the African Union Commission (AUC). He also reminded the assembly that the midterm review should achieve two objectives: (1) evaluate the sustainability, effectiveness, and efficiency of the DP2 activities, and (2) suggest a way forward for future activities.

The chair of the Board pointed out to the assembly that Guinea-Bissau had joined the 35 other SSATP member countries in 2010. He also reported that the ministerial round table recognized that the link between the national coordinator and the national minister(s) is weak and should be strengthened; it recommended that the Program adopt a continent-based approach.

He then invited comments and questions from the assembly, which follow:

- There is a risk of two-speed implementation in proactive and lagging countries; the ministers' involvement will be more noticeable when the national coordinators are more visible.

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<sup>9</sup> This report is on the Annual Meeting web page or in the attached CD-ROM.

- The support and involvement of the regional economic communities and the development partners appear to be declining; their participation should be strengthened. It is perhaps worth considering holding a specific REC-TCC meeting during the next annual meeting. In response, the Board pointed out that it is developing partnerships with other donors and tightening links with the RECs. The Board also observed that the timing of SSATP events and the REC meetings often conflicted and that more attention should be paid when scheduling meetings.
- The ministerial statement as well as the presentation of the work program by the Program Manager should be sent to all the ministers (covering transport or public works) present and absent.
- The maritime subsector should be incorporated in the work program, and support of preparation of the national PRSPs should be continued.
- The chair of the Board confirmed that it will increase the visibility of the national coordinators and suggested that they record their achievements in order to receive the appropriate support at national level. He also confirmed that the maritime subsector will be incorporated in the work program and support of the PRSPs maintained.

Acknowledgments were then offered by various members of the assembly. The president of the African Union of Public Transport expressed its gratitude to SSATP for its support of the organization of the first international congress in Dakar in October 2010. The chair of the Board acknowledged the huge contribution of Bruce Thompson to the SSATP Program as the European Commission representative to the Board. He expressed his gratitude for Thompson's intellectual leadership on transport policy issues, the extended network of partners he helped develop, and his continued support now as a consultant. The representative of the African Development Bank confirmed the Bank's continued support, not only financially but also in facilitating achievement of the regional integration dream. Supee Teravaninthorn, representing the World Bank, expressed the gratitude of the Bank for being a partner in a truly demand-driven program in which all participants are put on an equal footing. Paulus Geraedts, representing the European Commission, reminded all that SSATP is a policy program and policy making is difficult to achieve. He pointed out that the ministers pledged to increase the visibility of the national coordinators and endorsed the SSATP work program, both of which are encouraging steps forward. He thanked everyone for the frank and fruitful discussions. It was noted, however, that the women's representation at the meeting was probably less than 30 percent, and that representation should be improved that next year.

Finally, the chair of the Board expressed warm gratitude to all the persons who made the meeting a success and his sincere gratitude to the host government. He concluded with the following remark: "If the elderly could and the youth knew this world would be different; at SSATP we have both so let us organize ourselves to achieve the dream of transport."



## 8. EVALUATION OF THE ANNUAL MEETING

Seventy-nine persons attending the annual meeting, or about 32 percent of the registered participants, excluding security and ancillary personnel, responded to a questionnaire designed to evaluate the meeting. Next year, a different approach should be used to increase the percentage of respondents to 70 percent.

The questionnaire was divided into four main parts, each of which was subdivided into specific topics for which participants were asked to provide a rating and additional comments. What follows are the ratings and a summary of the comments received for each topic.

### 8.1. Effectiveness of the Annual Meeting

#### **An effective forum to inform and update stakeholders**

<i>Rating</i>	<i>Percentage</i>
Very effective	24
Effective	52
Fair	24
Not effective	0

Seventy-six percent of respondents found the annual meeting an effective forum for informing and updating stakeholders. Yet they also found that the overload of presentations, the poor timekeeping outside the sessions, and the poor time management during the sessions reduced the valuable time

needed for discussion. They found as well that the linkage between the presentations and the work program was not clear enough; a detailed status of the work program should have been distributed before the meeting; and a better way than filling in a questionnaire should be found for valuing the effectiveness of the annual meeting against cost, output, and outcome.

#### **Stakeholders effectively involved in confirmation of the 2011 work program**

<i>Rating</i>	<i>Percentage</i>
Very effective	23
Effective	48
Fair	29
Not effective	0

Seventy-one percent of respondents thought that stakeholders were effectively involved in the review and confirmation of the 2011 work program. However, only 55 percent believed the breakout sessions allowed sufficient discussion; 9 percent believed that the breakout sessions did not allow sufficient discussion.

**Breakout sessions effectively allow for sufficient discussions on SSATP themes and the way forward**

<i>Rating</i>	<i>Percentage</i>
Very effective	6
Effective	49
Fair	36
Not effective	9

Some respondents added the following comments: (1) feedback reporting is not validated by the participants and can be biased by the reporter; (2) the discussions should be conducted in a better fashion, and guidance should be provided so that participants can agree on recommendations that will help in fine-tuning the work program and charting the way forward; (3) there are too many breakout sessions, which deprives active participants from contributing more substantially; (4) recommendations from the breakout sessions may not have been taken into account properly for the presentation of the 2011 work program because of the too-short turnaround time.

**The meeting as an effective forum for professional networking and information sharing**

<i>Rating</i>	<i>Percentage</i>
Very effective	46
Effective	40
Fair	13
Not effective	1

With its 86 percent positive rating, the topic of whether the meeting was an effective forum for professional networking and information sharing reveals what was apparently the meeting’s most effective outcome. However, some respondents added that the private sector was not involved enough and that a list of participants should have been distributed at the start of the meeting to allow people to identify those they wanted to contact. Related to that, quieter cocktail parties would have eased personal interactions.

**The SSATP Web site as an effective instrument to share information**

<i>Rating</i>	<i>Percentage</i>
Very effective	22
Effective	49
Fair	27
Not effective	2

71 percent of respondents found the SSATP Web site to be an effective medium for sharing information. Some respondents suggested sending an e-circular to members to inform them of major updates or postings, posting information on events organized or key decisions made by the RECs, publishing good practice papers from member countries, and using a stand-alone Web site.

## 8.2. Organization and Outcomes of the Annual Meeting

### Pre-meeting arrangements and reception on arrival

<i>Rating</i>	<i>Percentage</i>
Very good	38
Good	38
Fair	13
Poor	2
Very poor	0

These responses on pre-meeting arrangements and reception on arrival are a combined rating. The highest rating was given to reception at the airport and transportation to the hotel, the lowest for visa and flight arrangements.

### Arrangements for the meeting (accommodation and venue)

<i>Rating</i>	<i>Percentage</i>
Very good	60
Good	34
Fair	6
Poor	1
Very poor	0

### Timely availability of documentation in each language

<i>Rating</i>	<i>Percentage</i>
Very good	15
Good	36
Fair	29
Poor	11
Very poor	11

### Relevance of issues and outcomes (combined for the three days)

<i>Rating</i>	<i>Percentage</i>
Very good	21
Good	51
Fair	25
Poor	2
Very poor	0

The relevance of issues discussed during the first and second days received a higher rating than the clarity and conclusiveness of outcomes of the second day and even more so than those of the third day.

### 8.3. Meeting Format and Process

The topics associated with meeting format and process produced responses that duplicated those made in response to the topic effectiveness of the meeting and are therefore not repeated here. Many comments seemed to apply to the two topics that follow.

#### **Appropriate balance between presentation and discussions (day one)**

<i>Rating</i>	<i>Percentage</i>
Yes	65
No	35

#### **The sessions allowed for ample discussions on the themes and way forward**

<i>Rating</i>	<i>Percentage</i>
Yes	52
No	48

Some respondents added that some presentations were too long and confused as well as rushed and required too many questions directed at clarification. The chairs also took too many questions, and there was not enough time to respond. Some respondents made the following suggestions got improving the situation (other than the obvious response to the weaknesses just cited): share the presentations and position papers ahead of the meeting, do not squeeze in additional presentations, and do not allow seasoned members to monopolize the floor and extend the length of the meeting. A related topic was timekeeping during the sessions.

#### **Timekeeping effective during most sessions**

<i>Rating</i>	<i>Percentage</i>
Yes	63
No	37

### 8.4. General Comments

The most important aspect of the annual meeting is the possibility it offers for networking and sharing and obtaining information on the work program.

Some aspects of the meeting should be changed: adopt better time management; include less protocol and fewer ceremonies; ensure that presentations relate more closely to the SSATP program; include fewer presentations and more time for discussion; devote more time to review of the work program; invite reports by the RECs on implementation of the previous ministerial statements; seek a deeper involvement by the private sector; and invite private sector involvement in policy formulation.

What is missing and should be included: progress on the action plan from the previous meeting; an action plan for the national coordinators and the RECs; the presentations in French and English before they are screened.

The following miscellaneous comments were forthcoming as well. On the pre-meeting information, the travel itinerary should be confirmed earlier, and full information about the hotel registration policy and tariff should be provided. On the role of the national coordinators, they should be given a clear work assignment; they should be appointed more selectively; and they should interact with and represent all transport modes, not just the institution to which they belong. On time management, consider skipping the ministerial roundtable. On the sessions, include a session on transport cost/tariff and select more case studies and less theory and M&E. Finally, it was suggested that the meeting planners compile all papers and comments in one booklet that would become a time-referenced document and ensure that the venue possesses a good Internet connection.



## 9. ANNEXES

### 9.1. Annex A. Opening and Closing Speeches

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*Introductory Note Address by M. Alex Kakooza, Acting Permanent Secretary,  
Ministry of Works and Transport, Uganda*

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Honorable Minister of Works and Transport,  
Ministers of State and Members of Parliament present,  
Excellencies, Members of Diplomatic Corps,  
Representatives of Regional and Sub regional Organizations,  
Representatives of Donors and Development Partners,  
Representatives of SSATP Members States,  
Government Officials, Distinguished Delegates, Ladies and Gentlemen,



I would like to welcome you to Uganda and in particular to the Uganda`s transport sector led by Honorable Minister, John Nasasira. The sector is steered by the Ministry of Works and Transport, and our vision is to provide reliable and safe infrastructure in works and transport that will deliver timely, quality, cost-effective and sustainable services to the people of Uganda. The Ministry is given further guidance by the Sector Working Group which comprise of Development Partners, line ministries, professional bodies and the private sector, chaired by the Permanent Secretary.

So on behalf of the Sector Working Group, I want to extend my appreciation to the SSATP for its support in the area of transport reform and policies which have enabled the country to improve its infrastructural facilities and services.

I want particularly to thank all development partners who have extended support and the various key stakeholders in the construction industry who have implemented various plans and programs in the transport sector.

Honorable Ministers and delegates, allow me to mention that Uganda`s transport sector is mainly dependent on Road transport which accounts for over 95 percent of total traffic.

The use of railway and water transport in Uganda is minimal. However, support is being sought to develop these two sub sectors under the new National Transport Master Plan and a Master Plan for Greater Kampala Metropolitan Area (NTMP/GKMA) in order to ensure a multi-modal transport system in the country.

Ladies and gentlemen, I am sure the transport network challenges are not unique to Uganda alone but to most SSATP countries. I am therefore happy that the theme for this year's annual meeting is "Moving Africa Forward: Transport Policies for Growth and Integration".

I want to believe that the outcome of our deliberations from this annual meeting will go a long way in sharing knowledge that will lead to improved transport infrastructure and services in SSATP countries.

Honorable Ministers and delegates, for Africa to improve its transport infrastructure and services, we need to focus on:

- a) Developing comprehensive and pro-poor transport strategies to support growth & integration;
- b) Improving management and governance in the transport sector;
- c) Facilitating trade and regional integration through improved transit transport along African transport corridors; and lastly,
- d) Being mindful of the climate change which is affecting the transport sector.

Once again, I welcome you to this annual meeting and I wish you fruitful deliberations.



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Statement on behalf of SSATP financing partners,  
Paulus Geraedts, European Commission

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Honorable Minister,  
Distinguished guests,  
Ladies and gentlemen,  
All Protocol Observed,



It is a great pleasure for me to be here and would like to thank the Honorable Minister John Nasasira for the warm hospitality. I am making this address on behalf of the European Commission and other financing partners to SSATP DP2 spanning from 2008 to 2011 with donor commitments.

*[Not surprisingly, this means that I am currently speaking on behalf of Norway, Sweden, the United Kingdom, the African and Islamic Development Banks which are contributing to the Trust Fund the SSATP DP2 is financed from, and of course, not to forget the World Bank, UNECA and Austria with their valuable contributions through staff time, funding of organization of events or secondment of staff. The European Commission's commitment as the main contributor to the Trust Fund to SSATP is 8 million Euros.]*

Honorable Minister, Mr. Chairman, I believe the motto "Moving Africa forward, transport policies for growth and integration" was particularly well chosen taking the recent findings of the Africa Infrastructure Country Diagnostic Study commissioned by the Infrastructure Consortium for Africa into consideration.

The study concludes that for meeting Africa's infrastructure needs over the next decade, spending needs of some USD 93 billion per annum would be required, the majority for the power sector, followed by water and sanitation and the transport sector. Transport accounts in this respect for an annual spending need of some USD 18 billion.

This also shows we and our developing U.S. partners need to use "aid better", notably for development aid to act as a catalyst, attracting investment, promoting technology transfer and facilitating trade. Innovative sources of financing are to be expanded and translated into systemic action including the private sector. Using aid better means improved

coordination pipeline, and exchange of information on policies, working methods and projects in the pipeline.

In response to these challenges, the role and support of the SSATP under a possible "whole of the continent" approach as well as the successful national and regional performances within the three thematic areas of SSATP DP2, become more than relevant when it comes to future sustainable transport delivery and socio-economic growth.

Honorable Minister, Mr. Chairman, I'm glad to say that the EC and some of the financing partners here present take this very serious, as proven by their active involvement and commitment to the Infrastructure Consortium for Africa, with its Secretariat in the AfDB.

Furthermore, the EC, through its large network of Delegations, together with representatives of donors and financing institutions, have also developed close dialogue with national Governments on the necessary transport and infrastructure sector policy and institutional and financing reforms to support increased infrastructure investment – for an important part together with or based on the principles developed by SSATP.

We are broadening this dialogue to include issues such as the overall business environment, regional integration, climate change, and closer cooperation with the private sector. And we are counting on SSATP to provide further guidance in the future - feeding knowledge and exchanging information into these country based dialogues and thus bringing them to a higher level.

Looking now at issues of "where does SSATP come from and where does it go", please allow me to flag some of the achievements of SSATP under the previously mentioned three thematic areas of the present DP2:

Firstly, the SSATP has significantly contributed to setting up road funds, securing a predictable flow of revenue for maintaining road networks in reasonable conditions. As of now, 27 out of 36 SSATP countries have a second-generation road fund in place.

Secondly, 18 countries operate a road agency, independent from line Ministries and applying the commercialization principles and good practices promoted by SSATP. In this context, the fostering of the autonomous nature of agencies remains an ongoing challenge.

Thirdly, developing the right sector strategies and principles for the promotion of basic access, enhanced service delivery etc. has also been at the heart of the SSATP portfolio. Member countries applying those principles have benefited from better rural infrastructure and services.

Last but not least, it can be noted that transit traffic delays at border crossing have been reduced in some regional corridors where "one-stop border posts" have been successfully set-up, for instance between Zambia and Zimbabwe and Kenya and Uganda. The latter

being a result of the efforts of countries working with the RECs, supported by the SSATP.

It should also be noted that SSATP is an important resource and reference for many players on various international for – for example, our SSATP Chairman of the Board recently participated in an infrastructure event in Beijing organized under aegis of OECD DAC China Study Group. The objective of the DAC China Study Group is to bring China and DAC donors together in order to learn from each other and to compare practices. In addition to the recent infrastructure event in Beijing, with the European Commission, other events were held on partnerships in general (in Berlin, with Germany), agriculture (in Bamako, with France), and one more will be held on private sector, with USAID.

Another example of cross fertilization will be the SSATP contribution to the EU Africa Business Forum where our Chairman will chair a session on How to deepen involvement of local private sector in infrastructure delivery, including professional development in the transport contractors business in Africa—with other panelists from Germany, Portugal and also from Africa.

Looking at the enormous transport challenges ahead in Africa and the future role of the SSATP in this context, the relevance of moving towards a continental African approach will have to be taken into account and discussed at this Annual Meeting. Obtaining full-fledged political endorsement at ministerial level for a continent-wide policy program that promotes sound transport policies at national, regional and continental level would in this context be paramount and we owe it to ourselves to use this opportunity of meeting here in Uganda to assess whether SSATP offers a good basis and sufficient cliff-hangers for such endeavor.

I trust we all would like to see SSATP succeed in seriously "making the difference" in its future support to African Countries for the development of sound policies and strategies for the provision of reliable, safe, efficient and affordable transport.

Would it not require a political endorsement of its ideas and knowledge outputs?

Would SSATP not need to be solidly anchored in African soil, well framed in a sustainable environment with the capacities to implement and disseminate its policy recommendations?

Would SSATP not need to be more open, and evolve from exclusive membership to all-inclusive partnership?

In this new enthusiasm, it is important to recognize further challenges such as:

- How does SSATP knowledge and experience feed into the strategic program of PIDA? It is good to see the AUC is becoming a regular visitor of this SSATP Annual Meeting!

- Private sector is an important partner of SSATP already, but how to pluck better and more fruit of the private sector's role in development of the transport sector?
- It is essential to attract financing for transport infrastructure in Africa – how does SSATP work on the resource mobilization? And in that same vein, what cross fertilization can we find with the Infrastructure Consortium for Africa, housed the African Development Bank?
- Outreach to other transport partners – JICA already acknowledged, and other partners like China and Brazil?

The coming three days, we will all work together, on today's global challenges, including climate change and governance, and on the three main themes of SSATP's second development program (I) comprehensive pro-poor and pro-growth transport sector strategies, (II) sustainable institutional and financial arrangements in the road infrastructure and (III) regional integration.

The Mid-Term Review of DP2 and discussions on the approach on planned review of transport policy performance will furthermore be on the agenda. We will ask the Ministers to take bold decisions on a peer review mechanism that intends to rank countries on their transport policy performance.

We will be guided by capable moderators through discussion, debate and free exchange of ideas, in order to shape next year's Work Program for SSATP and the future role of SSATP at continental level, in order to provide guidance to the Program Management Team and SSATP's network of National and Regional Coordinators and Thematic Leaders, and, ultimately, in order to improve the transport infrastructure and service levels on this beautiful continent.

Thank you for your attention.

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*Opening Remarks, Mr. Hachim Koumaré, Chairman of the SSATP Board*

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Excellency Mr. Minister of Transport and Public Works,  
Honorable Ministers,  
Heads of Missions and representatives of institutions,  
Distinguished guests,  
Ladies and gentlemen,



On this opening day of the SSATP Annual Meeting 2010, it is once again my honor and pleasure to address this august assembly of high-level personalities, partners, stakeholders and friends of SSATP.

First and foremost, I would like to express my sincere thanks and gratitude to His Excellency President Yoweri Kaguta Museveni and his government, as well as the people of Uganda for the hospitality enjoyed by all the participants since their arrival in this welcoming land, Uganda.

Allow me also to sincerely thank the Honorable Minister for having allowed to host this meeting and also for the excellent facilities that he has put at our disposal for the smooth conducting of our deliberations.

My thanks also go to your entire team that worked unrelentingly, since the presentation of the offer, one year ago, to host the current sitting.

Ladies and Gentlemen,

This is no longer need to demonstrate the importance transport infrastructure and services has in economic and social development of our countries. In Africa, it is necessary that we come together to render our transport systems and services more efficient in order to contribute to the achievement of Millennium Development Goals (MDGs). These MDGs constituted the main agenda of a special heads of state's summit a month ago during the United Nations General Assembly in New York.

As you well know, each of the eight MDGs has several targets. For example, one of the targets of MDG no.1, i.e. reduce extreme poverty and hunger is to "reduce by half the

number of individuals living on less than one dollar a day”.

Without a good transport system and a good network of transport infrastructure, the regular transportation of agricultural produce from production centers towards consumption centers is compromised. This situation usually compels agriculturalists and animal keepers to give up all hope of improving their conditions of living.

Without rural roads and appropriate means of transport, it will be impossible to reduce maternal mortality by three quarters –which is one of the targets for improving maternal health, i.e. MDG no.5.

We could say the same of each of the eight MDGs. Also one of the issues posed by the challenge of rapidly achieving the MDGs is: How do we put up efficient transport systems and services in our countries?

All assessments lead to the same conclusion, it is important to formulate and implement good national and sub regional transport policies especially in the part of Africa south of the Sahara, this is why SSATP exists.

Good policy constitutes measures that can guarantee a secure, reliable, effective and economically viable transport system that helps the neediest to access markets and services. These measures allow a country to integrate itself and to face international competition much better.

Policy precedes the provision of affordable transport infrastructure and services, which everyone wishes for, from the farmer, the woman in a rural area, to the trader and the industrial enterprise or the teacher and the doctor, to mention but a few. All these only need access to reliable and secure services.

Good policies on transport infrastructure and services favor increase in exports, agricultural production and investments and strengthening of regional integration due to better mobility of goods and persons. They are important in the industrialization process and help in avoiding economic backwardness and poverty.

**Well, the big question is how do we put in place appropriate policy framework?**

Firstly, it is important to find solutions to the sectoral problems faced by the states. Secondly, governments and the organs in charge of transport should at national and sub regional levels formulate policies based on the solutions arrived at, on the sectoral level and take into account some established principles such as, participation of all players, equitable allocation of budgetary resources, adoption of a sectoral approach that integrates MDGs, good governance, improvement of rural access, improvement of transport services, facilitation of trade in order to support competition and regional integration, security as well as social and environmental aspects.

- Experience shows that in order to come up with realistic policies, it is important to involve all the key players in the formulation of transport policies that respond to their needs. Transport sector policies should also share the meager resources with other key national sectors such as health and education and be integrated in the national macroeconomic framework.
- Transport policies should benefit from a substantial part of the national and sub regional budgets. These budgetary allocations could mainly be obtained by making sure that transport is duly considered in the DRSP and regional integration programs.
- After this exercise, transport planners have to identify the needs to be fulfilled, because it is important to know the amount of resources available before coming up with realistic sectoral and sub-sectoral programs. Such an approach is essential for dialogue with development partners and financial institutions.
- It is equally important to emphasize and encourage development of transport in rural areas by putting in place proper conditions through appropriate financing by not levying taxes on non-motorized transport, the sale of land in rural areas as done in China, etc. in order to reduce the number of rural people living beyond 2km far from an all weather road.

Honorable Minister,  
Ladies and Gentlemen;

Allow me at this juncture to briefly bring back to mind the essential role played by the Sub-Saharan Africa Transport Policy Program (SSATP) in the achieving of Millennium Development Goals and those of NEPAD.

As you all know, the ultimate objective of SSATP is to provide a thinking framework and to lobby for reforms and formulate transport policies for continuous and coherent development of the transport sector on the continent. Based on this fact, the Program constitutes a partnership that encourages the promotion and sharing of good practices among countries, regional economic communities and through other players involved in the transport sector on the continent.

During the 23 years of SSATP partnership, we have come up with a common vision with different stakeholders in the program.

We have successfully conducted an analysis of transport strategies for the reduction of poverty (PRTSR) in 21 countries, with the objective of creating a coherent framework, to shape transport strategies towards poverty reduction and to improve the linkage between country transport policies and poverty reduction objectives.

Significant progress has been made in sectors such as the creation of second generation Road Funds, promotion of institutional reforms in the administration of roads in at least 28

countries as well as the creation of road security organs in 19 countries in Africa.

Regional integration of the continent takes up an important position among our objectives and we have focused our efforts on the promotion of policies that lead to reduction of transport costs along the transport corridors and the improvement of competitiveness of African economies.

We have influenced our partners' policies so that the renovation of transport infrastructure currently in progress be coupled with facilitation measures in order to improve international and intraregional commercial exchanges. It is in this vein that a Transport Coordination Committee was put in place at the Regional Economic Community level. In other regards, observation bodies dedicated to the monitoring of performances in the corridors have been put up in West Africa (UEMOA corridor) and in East Africa (North corridor). We are working towards the setting up of an observatory in Central Africa (Central corridor and Multimodal CICOS corridor). The role of SSATP has been and will be the development of the concept and ensuring settlement in permanent structures.

The putting in place of legal frameworks for the administration of corridors (North Corridor Transport and Transit Accord, Central Corridor Transport Protocol, CICOS Corridor Protocol) has been initiated and the legal instruments for the facilitation of transport and commerce are being reviewed by our partners.

Concerning DP2, we centred the programme actions on three main themes and other improvements are ongoing.

Concerning the measurement of the performance of transport policies in Africa, it is worth remembering that last year we suggested to partner countries, the putting in place of a system of evaluation of transport policy performance. The main issue was the agreement on procedures and necessary indicators to be integrated in a periodic report on the formulation of transport policies in the SSATP member countries. This report was supposed to borrow a leaf from the « Doing Business » report of the business sector, and the « Human Development Index (HDI), on socio-economic policies.

This way forward is meant to create an instrument for comparison among countries, in order to find out the relevance of their respective policies, evaluate the progress achieved and share good practices. We look forward to regular publication according to intervals that will be agreed on during this meeting in consultation with certain ministers.

This is why during the discussions you will be asked to reflect on the following points that will allow us to work:

The methodology to adopt in order to publish credible reports;

“Key parameters” to be used for measurement and appreciation of good transport policies;



Which elements of governance and gender should be considered? Etc.

We are strongly committed to this exercise, and we remain convinced that key suggestions and answers will be found in order to start this work from this year on.

The SSATP Annual Meeting begins with three –day technical sessions, which will give an update of progress relating to SSATP activities, and provide opportunities to share knowledge, agree on priority actions for transport policy development, and make recommendations.

The implementation of DP2 program is focused on the following main themes: *Comprehensive pro-poor and pro-growth transport sector strategies; Sustainable institutional and financial arrangements for infrastructure and rural and urban transport services, and Trade facilitation.*

The above, together with the support to country coordination network as well as communication and visibility strategy of SSATP, will put the Program in a position to favorably respond to the Theme for the 2010 Annual Meeting namely: ***“Moving Africa Forward: Transport Policies for Growth and Integration”***.

Let me at this point suggest some reflections that could facilitate a self evaluation related to the above theme:

- What do we need to do again?
- Have we done enough to influence policies and strategies by involving more grass -root populations for the purpose of raising their standard of living?
- Have we taken steps to strengthen the national coordination function to be capable to provide the decision makers and all the stakeholders with sufficient information and a strategic framework for their implementation?

The future looks bright. One encouraging situation is that a number of factors are converging to create an enabling environment for attracting direct foreign investment in the Sub-Sahara Africa transport sector:

- policy makers have gone beyond paying lip-services to community decisions on transport policies;
- Sub-Sahara Africa region is now considered a low-risk zone. As we all know investors will rather prefer a low risk zone with lower profit rates than a higher risk zone with higher profits.
- Member countries are imbibing the spirit of administrative transparency by streamlining trade procedures and Customs rules- Examples of Single window in Dakar and “Gazing into the mirror at the Port of Douala as there is a new drive to

put in place infrastructure modernization agenda for transparency and timely clearance of goods.

- There are several programs for the development of capacity building in human resources and countries are taking advantage of modern information technology, which is an indispensable tool for cross border trade through measures of transport facilitation.

In whatever situation the sub-Saharan Africa countries find themselves, the over-riding concern must be the enhancement of the welfare of the people. The challenges of eradicating poverty is an imperative whichever way the issue is viewed, but more particularly through the development of transport infrastructure and provision of services.

The Regional Transport facilitation program pursued by SSATP is an ideal ground for facing up to the new challenges capable of testing the response capacity of national rules merging with regional dimensions and aspirations. We also know that any rules-based system, in order to be credible, must have few simple regulations which should be strictly enforceable and be enforced. Unfortunately, and so far even though there has been sporadic progress, most regions have allowed security measures and concerns to adversely affect free transportation and inter-State trade.

A mid- term evaluation of DP2 will be carried over very soon, and I am sure this will reinforce once again the necessity of another policy program with more strategies. We in the SSATP, are ready for the change to better serve African transport in order to support the socio economic development of the continent and hence the reduction of the poverty.

I would like to conclude this remark by referring to one of our leader, a most respectful African leader, a leader who has inspired many Africans. He said that if freedom, if freedom is what my country needs to be developed, I am ready to die for it. We -in the SSATP say that, if the mid- term evaluation of SSATP concludes that, transport policy in all African regions is what Africa needs for sustainable growth and regional integration, then we are ready to put together all our efforts with development partners to provide the appropriate transport policy that will support the socio economic development, the regional integration and the prosperity of our continent.

Thank you for your attention, GOD Bless Uganda and the SSATP.

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*Opening speech, Honorable John M. Nasasira, Minister of Works and Transport*

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Honorable Ministers,  
Members of Parliament,  
Excellencies, members of the Diplomatic Corps,  
Heads of Regional Economic Communities,  
Representatives of Development Partners,  
Members of the SSATP Board,  
Senior Government officials,  
Distinguished Delegates,  
Ladies and Gentlemen,



On behalf of the Government I welcome you to Uganda, and to the 2010 Sub-Saharan Africa Transport Policy (SSATP) Program Annual Meeting. As a country, we are proud to host you during this meeting. I trust you will be able to see and enjoy some of the attractions nature has gifted our country with, during the field visits. Please enjoy your stay in Uganda.

It will be recalled that at the 2009 SSATP Annual Meeting which was held in Lilongwe, Malawi, the Government of the Republic of Uganda offered to host the 2010 SSATP Annual Meeting. The Government of Uganda would like to extend its appreciation to the SSATP for accepting our request and to all the delegations that have been able to come.

Ladies and gentlemen, as you are aware the SSATP is an international partnership designed to facilitate policy development and related capacity-building in the transport sector in Sub-Saharan Africa. The SSATP objective is that robust transport sector policies and strategies are developed that will lead to safe, reliable and efficient transport infrastructure and services for our people thereby contributing towards sustainable economic growth and poverty reduction among the partner countries.

Uganda's economy has been growing rapidly over the last ten years. Real GDP growth has averaged 7.4 percent per year over that period. Last year, despite the global recession we were able to register a GDP growth of 7.1 percent. This achievement is largely due to the

policies of my Government which has facilitated inward investment and placed a strong emphasis on the development of transport infrastructure and education. These are indeed enshrined in the Second Development Plan of the SSATP.

We commend SSATP second Long Term Development Plan which concentrates its activities on three main themes:

1. Comprehensive Pro-poor and Pro-growth Transport Sector Strategies,
2. Sustainable Institutional and Financing arrangements for road transport infrastructure and rural and urban transport services and
3. Improving transit transport.

The Theme of this meeting ***“Moving Africa Forward: Transport Policies for Growth and Integration”*** is therefore most appropriate.

Uganda is ensuring that the fruits of growth are evenly shared across the citizens of Uganda. We have adopted pro-poor transport strategies. In particular, we are keen to ensure that our National Road network fully serves the strategic needs of all regions of the country, and that the network is brought into all-year good condition by a variety of interventions. In addition, we are attempting to ensure that all rural areas are fully connected to the national roads to aid economic and social development in these areas. My Ministry is providing a wide range of technical support for over 100 local government entities that are collectively responsible for a network of 62,000 km of District, Urban and Community Access Roads, with a planned budget this Financial Year (2010/2011) of around \$70 million.

In implementing the Second Long Term Development Plan, Uganda is also ensuring efficiency and accountability in the management of roads to ensure that the gains we have made over the last few years are not eroded. We created a national roads agency in 2008 and an autonomous road fund in 2009. Since the last SSATP meeting in Lilongwe, the Uganda Road Fund has become fully operational, and this is its first full Financial Year. We are confident that road maintenance of national roads can be fully funded from road user charges, and that later we will be taking steps to fully fund the maintenance of District, Urban and Community Access Roads.

Uganda has, therefore, like many SSATP member countries divested the implementation and funding of road development and maintenance from the parent ministry. What has resulted here in Uganda is a Ministry of Works and Transport which is fully focused on providing leadership in the sector, on setting high standards in transport and construction, and on providing a monitoring and evaluation framework that enables government to measure its progress against policy targets.

Ladies and gentlemen traffic congestion in African capital cities remains a challenge. You

are aware that one of the Tasks for SSATP in 2010 was directed at urban transport. The main tasks were to disseminate successful experiences in African and Latin American countries, relying more on member organizations to promote the creation or the strengthening of urban transport authorities and gathering political support in favor of public transport, and to assess non motorized mobility needs and intermediate means of public transport. We are happy to report that Uganda has intervened quickly in Kampala to create a sustainable transport system that meets mobility needs of all. To this end, we are pursuing physical projects, such as introduction of Bus Rapid Transit, and institutional reforms to create a strong urban transport authority. We know these are tough challenges, and Uganda is keen to learn from other countries and from SSATP's collective experience.

Given its location, Uganda is indeed a transit country within the Great Lakes region. We are active players in all region integration protocols. Uganda therefore, acknowledges SSATP's assistance in the development of the Northern Corridor and the World Bank supported Transport and Trade Facilitation Project. I would however, wish to express our concern at the high transportation costs in our region which hinders trade and growth and we will continue to work closely with SSATP to deepen the knowledge of logistics costs in line with the Almaty Program of Action.

For some time, overloading on our roads has continued to be a problem. We are working on measures to improve axle load control, and I am pleased to report that overloading in Uganda is gradually reducing.

Another area of concern is road safety which still remains a big challenge in Uganda. This is a major risk factor hampering efficient transport services in Uganda. Our high accident rate of 160 fatalities per 10,000 vehicles is still very high. It is estimated that road accidents cost the Ugandan economy around US\$ 100 million per year. This represents over 2 percent of the country's GNP. I know that some SSATP countries share these kinds of frightening statistics and we need to work together with all countries to address the situation.

Ladies and Gentlemen, Uganda has started to implement its 5-year National Development Plan (NDP), which is our over-arching planning document. It contains the twin objectives of economic growth and poverty eradication. The objectives are to be pursued in a quasi-market environment where the private sector will remain the engine of growth and development. The Government, in addition to undertaking the facilitating role through the provision of conducive policy, institutional and regulatory framework, will also actively promote and encourage public-private partnerships in a rational manner. Furthermore, the Government will continue to pursue outward-oriented policies by encouraging foreign investments and exports with high value addition, as well as pursuing sound macroeconomic policies and management. A "Business Approach" will be pursued to improve public service delivery.

In the National development Plan, the transport sector is identified as a complimentary sector which supports the key growth sectors. In order to produce a vibrant transport sector which delivers on this objective, we have taken a multi-modal approach, in which all transport sub-sectors will be fostered and developed. The strong approach to road development and maintenance I referred to earlier is being complimented by progressive strategies in other modes of transport. In particular, we are placing a strong emphasis on rail transport – particularly for freight. Our railway network and service declined dramatically in the last part of the last decade, and our approach is now to rebuild lines, construct new lines, and to go for a unified standard gauge in common with our Kenyan counterparts. Our objective is not just better rail communications with Kenya, however - we also aim to provide or facilitate connections with Southern Sudan and Rwanda and to develop the Central Corridor (Southern Route) to Dar-es-Salaam.

Ladies and gentlemen, Uganda is very committed to the full implementation of the SSATP activities. As Government, we have implemented the devolution of some functions to the Uganda National Roads Authority and the Uganda Road Fund, assisted by this initiative. The Government has increased the budget for Road Development and Maintenance from about 12 percent to 19 percent of the total budget.

As I noted earlier, we are vigorously implementing axle-load controls. We have already adopted a number of policy initiatives, most notably our construction industry policy, which aims to strengthen capacity in this important sector. We are now embarking on revising our overall transport policy, with a view to incorporating the multi-modal initiatives I referred to earlier. We are also about to start the development of a Transport Sector Investment Program (TSIP). This will build on our National Transport Master Plan, and is designed to evaluate and prioritize projects from the most appropriate mode to meet our transport and development objectives, and to identify the resources necessary to fund the Program. I believe the TSIP will provide a strong foundation for Government, development partner, and private sector investment in the whole transport sector.

I would also like to take this advantage to thank our development partners from the European Union, Sweden, Norway, United Kingdom, Austria, African Development Bank, Islamic Development Bank, United Nations Economic Commission for Africa (UNECA) and the World Bank for their continued support towards the activities of the SSATP.

Lastly I commend this Annual General Meeting of the SSATP for the theme that need to be pursued. More than ever, the challenges before us are great, but not insurmountable. The issues of regional integration and trade; governance and accountability; and all the important cross cutting challenges stand out clearly and need due attention during this meeting. I would like to appeal to all delegates to dedicate your time to the meeting so that we come up with a framework for improved transport system in Africa. SSATP is ours and I

am sure the SSATP Board and the Program Manager and his team would like to hear us and to be clear of the appropriate policies that can make our partnership stronger and more result oriented.

With these few remarks, it is my singular honor to declare the Sub-Saharan Africa Transport Policy Program 2010 meeting officially open and I wish you fruitful discussions.

I thank you all for your kind attention.





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*Keynote Address by M. Juma Kisaame,  
Development Finance Company of Uganda*

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Honorable Minister John Nasasira,  
Honorable members of Parliament,  
Chairman of SSATP,  
Representatives from the development partners,  
distinguished guests,  
ladies and gentlemen,

It's my pleasure to deliver the keynote address to this esteemed audience gathered here today to discuss the role of transport for sustainable development on the African continent. But before I do so, I just want to share with you a quick story.

There was a frail old woman with two bags of groceries who was waiting for a bus, and just behind her, there was a young energetic man. They were all waiting to board the same bus. When the bus came, they entered. It was full, and there was only one seat at the far end. So the boy muscled his way, shoved the lady aside, she fell down, and he took the seat. As the bus was full, one of them was a sophisticated lady who thought that the boy was uncultured. He didn't have the etiquette. There was a surgeon in the back. His immediate reaction was that the lady must have broken three ribs. And then there was a lawyer. He was wondering whether there could be no laws against such behavior. So you can see, and then there was a psychiatrist, who thought that maybe the boy was a mental case.

What I'm trying to say here is that one incident was looked at from different perspectives by different people depending on their background, and the same thing is with this transport sector. It's quite a complex subject, there are so many stakeholders, no single player can find solutions to the complexity of the issues that are facing us in the transport sector. So I think we need to have a way to use different perspectives, and all parties have to contribute. Transport plays a strong catalytic role in achieving sustainable development in an economy. The transport sector is very much interlinked with and influences developments in other sectors of the economy. The movement of people and goods provides vital economic and social benefits, and this key sector can significantly impact on delivery of health services, access to markets, education, create employment and, of course, connect communities and provide access to products and markets that generate opportunities for economic wealth.

But what is the status of the transport in Africa? Generally, road transport is the most dominant mode of motorized transport, accounting for 80 percent of goods transportation and 90 percent of

passenger transport. However, an analysis of 103 cross-border links shows that 33 percent are unpaved roads, 16 percent are paved roads in poor condition, and 30 percent are paved roads in good and fair condition.

Rail transport in Africa is disjointed with very limited penetration. With the exception of North Africa, railways generally have low levels of traffic. In East Africa, they're in a pathetic state without data and infrastructure and fragmented across the entire region. Maritime transport is the most dominant mode of transport for moving freight to and from Africa. It accounts for over 92 percent of Africa's external trade. African ports handle only six percent of the global traffic, of which about six ports, three in Egypt and South Africa, handle about 50 percent of Africa's container traffic. Africa is also endowed with a number of rivers and lakes that have great potential of inexpensive, energy efficient and environmentally friendly inland waterways. Most of these are not yet exploited, and in terms of air transport, the continent has over 4,000 airports and airfields, of which only 20 percent have paved runways, and South Africa has the largest number of airports and accounts for about five percent of global air traffic.

I think those statistics tell a big story. There is quite a lot of things that have to be done, and we cannot realize the growth potential until we get the right policies and are able to marshal all the resources to overcome a number of challenges. I'll mention some of the challenges that we are faced with and need to address today.

The poor road network and railroad transport infrastructure, which are commonly used as means of transport and agent to development and integration, are still in a poor state due to inadequate maintenance and funding constraints. So we find that even where we have the roads, they are not properly maintained, but the roads themselves are still inadequate especially when you go to the rural areas.

There is also poor urban planning and limited infrastructure, especially in the rural areas. Because of poor urban planning, you have high levels of pollution. If you look in most countries which don't have efficient mass transport, they rely on small vehicles, minibuses, all private cars, and these cause a lot of pollution and health issues. This is a really big challenge. How do we develop affordable mass transport to alleviate some of these issues? In the rural areas, women sometimes are used as beasts of burden. I'm told they carry three times as much cargo to the markets than men because they don't want to carry things on their heads, so the ladies end up carrying most of the goods, and because there isn't sufficient motorized trucks to get the goods to the markets.

There's also a lack of absorptive capacity in some countries, even where you have the money. Putting the funds in proper use or getting the designs of the right infrastructure is a problem. So, again, you may have the money, but if you don't have the technical competencies, the problems remain.

In regards to transit times, there are too many undue delays due to factors which can be unclear, or to conflicting rules and regulations, inefficient service providers, roadblocks, and cumbersome

administrative and customs procedures, creating a serious challenge to transport facilitation and trade on the continent and resulting in increased costs. Most African countries face these costs associated with transportation in accessing the markets or with insurance for moving goods from one country to another. In East Africa, where we have what they call a PTA insurance, some of these costs can be quite prohibitive, the situation is even worse for landlocked countries like Uganda, which only rely on road transport. While the costs become very high, you yourself become uncompetitive in the context of regional integration.

Then, of course, there is limited integration of the road and rail network. When you look at the African map, you see the result of disjointed networks so it's very difficult even for us to trade among ourselves. In fact, it is easier for us to trade with the European partners because of the waterways than trading among ourselves.

The other one is conflicts. When you have conflicts in the region, it becomes very difficult to provide sustainable transport because if there is a wall, if there is unrest, how do you maintain the infrastructure? And if it is lacking, how do you build it? This is a big challenge, especially in the great lakes region. So I think it's very important that we have peace, and I'll share with you another quick story on that.

There was a surgeon, an engineer and a politician. They died, and they went to the gates of heaven, but as they reached heaven, St Peter realized that they had budget and accommodation for only one person. So they discussed, and after a long debate, they said that the one who has the oldest profession will be the only one allowed into the gates of heaven. The surgeon declared, I am the one who deserves to go in, as you know when God created Adam and then Eve, he used one of Adam's rib, the work of a surgeon. So as he was still arguing, the engineer said, no, it can only be me because, as you know, in the beginning there was chaos and so it took planning, careful planning, which an engineer can do before they can even create Adam. Then the politician told them, please, all of you step aside, I'm the one who created the chaos.

In other words, we need proper governance and political support for all these things to happen. But when there are opportunities, and I am looking now at both the private and public sectors, I see the current situation in Africa as opportunities which need to be exploited by all the stakeholders, both in the public and the private sectors. We need to connect the cities in Africa to facilitate trade. The Trans-African Highway needs to happen, and this can only happen if there is collaboration among the various governments and all the various nations through which this highway is going to connect.

Investment in infrastructure facilities, roads, airports, ports, modernizing all these, these are big opportunities that are just waiting to happen. How do we enhance existing infrastructure? How do we create modern infrastructure to be able to handle the business? Then, of course, we need to adopt best practice. There are a lot of things that have been done elsewhere. This morning, I think the Chairman of SSATP was talking about getting experience from countries like China, countries like Malaysia. The best practice is there. We can adopt the best practice to upgrade infrastructure in

the region and design appropriate urban transport systems to meet the demands of the growing populations in cities. The Minister, for instance, talked about a BRT for Uganda and we can't wait to see it happen. I know some countries have taken steps in this direction.

Malaysia has also been able to develop most of its infrastructure using a public-private partnership. There is no reason why we cannot get the private sector to act very closely with the government to overcome the funding challenges and the absorption capacity. The private companies would have their engineers design the roads, bring in best practices, and then make sure that we get these things done fast. Malaysia is a very good example. In the last two decades, they have successfully funded over 200 PPP projects, and at least 90 percent of these have broken even. Providing infrastructure can be good business if it is properly structured, if you have the right investment climate. In Malaysia, most of these are connected with the transport sector, roads, rail, ports, signaling systems, etc. They are even going further by establishing a facilitation fund to provide support to private sector projects of high strategic importance. These are things that we can explore. And the benefits of PPPs include funding, enhanced absorbing capacities, maintenance, which is a big challenge here. One speaker mentioned here that we need about close to \$20 million, \$17 million every year to build more roads and also to maintain them. And this is big money, so if you can do the PPPs, that can solve part of the problems.

Funding is the biggest challenge. Outside the international donor community, we need to mobilize domestic resources, we need to come up with initiatives like issuing bonds, even the cities, if they are well-governed, they should be able to come up with viable projects that can then mobilize funds locally by issuing bonds. This happens elsewhere. I like the idea of the Road Fund, which has been spearheaded by SSATP, this is a good initiative that many countries have responded to, including Uganda. We also need to lower transportation costs and develop a sustainable transport system that achieves the twin objectives of reducing gas emissions as well as providing effective movement of people and goods. Again, this issue was touched upon by the Chairman of the SSATP when he talked about environmentally friendly and sustainable transport systems. Again, that's a very big challenge.

So what are some of the things we need to do? As we look forward, I'm saying that we probably need to look at the formation of strong transport organizations, regulatory reforms, and better services. African women in the rural area need to be heard and a participatory approach becomes necessary. We also need adequate legislation and investment climate support. Most of the countries in Africa don't have the legislative framework for supporting private-public partnership, but this is something we can put together, there are experiences we can learn and quickly get these going. We need to review and eliminate non tariff barriers by harmonizing regulations along borders, strengthening regional economic blocks. This is very important. If Uganda wanted to put up a railway from here to Mombasa and to Dar-es-Salaam, we can't do it alone. We need Kenya, we need Tanzania, we need Rwanda, all the members of the East African blocs. If we were able to plan as block in East Africa, it will give us more mileage, because it is much easier to harmonize the policies and get a commitment of all the governments. Doing it alone will take a long time.

Legislative reforms on used vehicles? A double-edged sword. You want the people to afford a

means of transport, but at the same time we need to control green gas emissions. One option would be to regulate the vehicles entering this part of the world. We should be looking, if possible, for subsidies, well-justified for much cleaner, faster and safer modes of transport. If we look at leasing, we do have a very successful leasing program. We provide leases medium term (4-5 years) for commercial or private vehicles. We are also active in syndication in some of the projects, and I'm sure that if we had the adequate legislative framework, we would be happy to participate in PPPs. We would be more than happy to participate in formal syndication, as most of these are quite big projects. We also support the construction companies, because one of the challenges is the lack of adequate capacities in local firms. We need to build local capacities, especially for maintenance of rural infrastructure. We do provide support by giving them the guarantees when they are bidding for contracts, as well as for financing the equipment.

In conclusion, I just want to share with you one last story. A village initiated a scheme to collect milk to support the poor children living in the village, and it was agreed that before daybreak, every family would contribute to a glass of fresh milk. One villager thought that since the whole village is contributing, if I put water instead of milk, it will do no harm, since nobody will find out and in any case, every would have brought milk. I therefore can keep my milk and have more for my family. So in the darkness of the early morning, they all brought their contribution in the common container, and at the appointed time, the container was opened in the presence of the villagers, it was filled to the brim, with, guess what, water! All I am saying is that this is a common cause and that we can't pay lip service to it, we all need to walk the talk and fulfill whatever commitments that we pledged. Thank you very much.



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*Closing Remarks, Mr. Aymen Osman Ali, African Development Bank and SSATP Board Member*

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Honorable Ministers,  
Distinguished Guests,  
Ladies and Gentlemen,



Over the past few days we gathered here in Kampala, meeting as the SSATP partnership, and today we are reaching the conclusion of yet another memorable three days.

We have once more engaged in invigorating professional discussions, renewed our friendships, made new friends, caught up on developments in the transport sector, and shared experiences continues to thrive.

During this Meeting we were reminded once again of what the SSATP remains the foremost as a knowledge creation and sharing forum. Colleagues from the EU, AfDB, industry representatives, and the World Bank as well as from the private sector, made presentations and contributed to discussions on infrastructure development, regional integration, climate change, trade facilitation, rural transport governance in the transport sector and transport sector management.

The SSATP should always strive to respond to the needs and demands of its African partners by exploiting its comparative advantage in airing issues and seeking solutions. During these meetings the SSATP was able to identify emerging issues; share findings of studies of long known challenges and through its proposed work plan define activities to address some of the issues. The draft work plan for 2011 as presented testifies to this. However, it is apparent also, that some of the topics flagged require increased prominence. I refer in particular to demand for more work on climate change, gender, road safety and on data management to help design more effective policies. The meetings affirmed the importance to reinforce the capacity and enhancing the visibility of the SSATP National Coordinators.

Some of the main recommendations include among; the addressing of future linkages with African institutions in the SSATP mid-term review to be carried out in 2011; presenting the findings and recommendations of the transport policy performance review at the next African conference of African Ministers of Transport. This shows how the partnership shaped the direction of the program, all thanks for your active participation.

We were able to work to achieve the above because of the generosity of our hosts, the Government of the Republic of Uganda. We were shown that, indeed, Uganda is the warm heart of Africa, and indeed the pearl of Africa. Special thanks go to the Honorable Mr. John Nasasira, Minister of Works

and Transport; and to the Local Organizing Committee, who contributed to making our meeting a success. Thank you very much for the magnificent facilities, the warm and generous hospitality, and efficient services.

We also appreciate the work of the conference service providers, who were available at all times to help our participants with the wide range of issues that accompany successful hosting of international gatherings of this nature. In addition, we want to thank our interpreters and translators who made sure that our discussions were accurately shared. Thank you.

We are very grateful to the SSATP Program Management Team for the tremendous work they accomplished. The preparations for this meeting started long ago: conceiving an appropriate theme and designing a process with both enough breadth and depth to cover a wide range of relevant transport sector issues. Special thanks go to Stephen Vincent, the Program Manager and the rest of the Team who worked tirelessly for the last weeks and are still doing so to make this event a success. I extend to them a special THANK YOU, from all of us, for a job well done.

We have already referred to the presence in the meeting of some of our donors, which we gratefully acknowledge. This presence and support augurs well for the SSATP and enables the Program to move forward as a robust and relevant program to the activities that we all do in the various countries and regions where we work. Thank you very much.

Last and by no means least, we bear in mind that the SSATP is about all its partners. I would therefore like to thank you participants for the lively discussions and the knowledge and experiences that were shared. I am confident that we will take the same energy to implementing the agreed activities.

Finally, I wish you all well as you return home, and hope to see you again soon.

Thank you



\* \* \* \* \*

*Closing speech by the Honorable John M. Nasasira, Minister of Works and Transport*

\* \* \* \* \*

Honorable Ministers,  
Honorable Deputy Ministers,  
Excellencies, members of the Diplomatic Corps,  
Chairman of the SSATP Board,  
Representatives of Development Partners,  
Representatives of the Regional Economic Communities,  
Senior Government Officials,  
Distinguished delegates,  
Ladies and Gentlemen,

I have the honor to perform the closing function for the Annual General Meeting of the Sub-Saharan Africa Transport Policy Program which has been running from Monday, the 18th October 2010. This has really been a wonderful meeting.

You would recall that when I had the pleasure of opening this meeting, I urged all delegates to fully participate in the discussions so that we can achieve the intended objective of this meeting. During my attendance here I have been impressed with the commitment and dedication by all delegates to the meeting, both in the plenary and also during parallel sessions.

Ladies and Gentlemen, we have heard from this meeting the significant progress that has been made to date under the three main SSATP Long Term Development Plan themes of Pro-poor growth, Transport sector management, and regional integration. In summary:

For pro-poor growth, there is a continuing challenge to ensure that transport strategies are fully aligned with pro-growth pro-poor action plans. We hope that SSATP's reviews of pilot countries in this respect will lead to firm recommendations on how better to get our transport policies and strategies to meet pro-poor objectives, and to ensure that stakeholders fully participate in policy modifications to achieve this.

Under transport sector management, the effectiveness of reforms already carried needs to be analyzed and disseminated. Governments that have implemented reforms need to have the confidence that such reforms are working, and can work better in the future. Those that are lagging behind the reform agenda can be convinced of new ways forward.

Under regional integration there has been a great deal of work done to consolidate legal

instruments and successful initiatives to establish the One Stop Border Posts in Africa.

Under urban transport past interventions have focused on studies and developing toolkits. The future assistance should be more policy-based, and there needs to be a focus on institutional reform and capacity building to ensure that urban transport becomes affordable and accessible to the widest range of society.

Turning to the conference itself, we had a highly enlightening and challenging presentation on the first day from Supee Teravaninthorn on the key areas for future challenges. These included:

- The further development of trade facilitation corridors
- Enhanced asset management
- The promotion of performance-based design, focusing on payment for outputs not inputs;
- Strengthening governance
- Improving knowledge and institutional capacity
- Strengthening the use of policy as a tool
- Using evidence-based advice
- Building capacity for better regulation; and
- A results framework for measuring impacts

I know that during the break-out sessions a lot of the issues were discussed in the context of the SSATP technical themes, and will continue to inform the bulk of the 2011 work program. The issue of the results framework for measuring impacts was presented by Bruce Thomson, and I am looking forward to seeing this being implemented, as it will enable SSATP as whole to measure success, as well individual countries' progress towards policy and program goals.

We heard during the conference that SSATP assisted Africa achieve a lot during the last 20 years:

- 27 of 25 SSATP countries now have road funds, and road maintenance expenditure has increased in real terms. However, it is still too low in many countries
- Half of SSATP's member countries now have autonomous Road Agencies. Their degrees of autonomy and effectiveness vary, and the result framework can be used to identify further reform actions to improve efficiency.

- The paved road condition has improved dramatically. In 1987 only 20% of the Sub-Saharan African road network was in good condition. Now it is 44 percent, and improving annually.
- Access to health centers, schools, and agricultural areas has improved.
- Road freights have reduced in southern Africa, but not so much elsewhere.
- Most routine and periodic road maintenance is now carried out by African contractors. But these firms are not growing into companies that can take on the bigger rehabilitation projects.

It is nice to hear of success stories, but as many participants have pointed out there is still a great deal of work to do.

Ladies and Gentlemen, Uganda has always been a strong supporter of, and participant in, SSATP, and we will continue to participate in order to further improve our domestic transport system. I urge all other countries represented here to do the same. To this end one of the key challenges we must all address is the strengthening of our National Coordinators. Many times during this conference we have heard of the key role – a pivotal role - that they are expected to undertake. Let us all play our part in ensuring these coordinators are empowered to fulfill their roles for our mutual benefit.

Finally, I would like to thank all the delegates for your active participation. I hope you have all enjoyed your stay in Uganda.

Distinguished Delegates, Ladies and Gentlemen, on behalf of the Government of Uganda, I declare the 2010 Sub-Saharan Africa Transport Program annual meeting officially closed and I thank all of you for your contributions towards the discussions.

I thank you and may God bless Uganda.



9.2. Annex B. Ministerial Statement



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SSATP Ministerial Statement

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**Preamble**

**We, Ministers responsible for Transport** of the Member States of the Sub-Saharan Africa Transport Policy Program (SSATP), meeting in Kampala on 20 October 2010 at the Annual Meeting of SSATP to consider the launch of a transport policy performance review and a strategy for the future of SSATP beyond 2011,

**Recognizing** the significant role that SSATP plays in transport policy development, capacity building and the dissemination of good practices in the transport sector;

**Noting** the ongoing elaboration of the Programme for Infrastructure Development in Africa (PIDA) undertaken by the African Union Commission, in collaboration with the African Development Bank, the United Nations Economic Commission for Africa and the Regional Economic Communities;

**Further noting** the contribution of the EU-Africa Partnership on Infrastructure on the implementation of continental and regional projects;

**Acknowledging** the advocacy efforts of the Infrastructure Consortium for Africa in mobilizing additional finance for transport in Africa;

**Taking note of** the outcome of the African Infrastructure Country Diagnostic (AICD) study that determines the transport financing requirement of Africa to support economic growth to reach the MDGs;

**Further taking note of** the UN General Assembly Resolution proclaiming a Decade of Action for Road Safety 2011-2020;

**AFFIRM OUR COMMITMENT TO SUPPORTING:**

1. Strengthening our national systems for measuring transport policy performance and the annual reporting mechanisms to various transport stakeholders;
2. Reinforcing the capacity and enhancing the visibility of National Coordination structures in their role of promoting sound transport policies, using in particular SSATP principles and good practices;
3. Developing transport policy beyond 2011 and the evolution to African institutions;
4. Strengthening of regional integration through enhanced trade and transport facilitation, including the establishment of one-stop-border posts as well as the harmonization of customs procedures;
5. Building capacity in transport data base management;
6. Mainstreaming of cross-cutting issues notably gender, climate change, HIV/AIDS, road safety as well as governance in transport policies and programs;
7. Promoting the creation of road agencies and road funds, where they do not exist, as well as enhancing the financing mechanism of the road funds;
8. Improving railway concessioning strategies with the view to addressing the current challenges faced by some African countries.

**WE REQUEST SSATP TO SUPPORT THIS COMMITMENT THROUGH:**

1. Extension of the transport policies and programs development and harmonization to cover the African continent through the RECs and African Union frameworks;
2. Supporting national coordinators to implement the recommendations of the transport policy performance review;
3. Providing support to the National Coordinators to play an active role in the policy dialogue, advocating SSATP principles and good practices;
4. Monitoring the application of the SSATP recommendations and their impact on policy implementation;
5. Addressing future SSATP linkages with African institutions in the SSATP Mid-Term Review to be carried out in 2011;

6. Presenting the findings and recommendations of the transport policy performance review at the next African Union Conference of African Ministers of Transport.

**Adopted in Kampala on 20 October 2010**





### 9.3. Annex C. Message from the National Coordinators to Ministers

\* \* \* \* \*

Message from the National SSATP Coordinators to Honorable Ministers of Transport

\* \* \* \* \*

#### **Foreword**

This document is an advocacy in favor of National Coordinators to be submitted to the Round Table of Ministers of transport for the SSATP member countries meeting in Kampala on 20<sup>th</sup> October 2010.

It is designed to enlighten the Honorable Ministers on issues related to implementing the functioning of SSATP National Coordination. It also contains a few proposals they would like to integrate, before the mid-term review of the DP2, in the next development plan program.

Following their meeting in Kampala on 16 and 17 October 2010, as a prelude to the SSATP annual meeting, SSATP National Coordinators have the honor to submit to the Honorable Ministers of transport a memorandum, the content of which is as follows:

#### **Support to the National Coordinator**

The principal role of an SSATP Coordinator is to initiate and promote the development and implementation of transport policies in accordance with best practices.

Therefore, we solicit a firm reaffirmation of the commitment of the Honorable Ministers in regard to the role of National SSATP Coordinators in their activities relating to:

- Responsibility of the National SSATP Coordination as a main tool for dissemination, at national level, of the knowledge generated by SSATP.
- Involvement of the National Coordination in the Facilitation Committees in charge of trade promotion along transport corridors.
- Participation of the National Coordinators in national consultations with development partners and other partners in the identification, design and monitoring of transport projects.
- Promoting the development and implementation of a transport policy

- The consolidation of cross-cutting issues (gender, road safety, employment, environment) in the transport sector.
- The promotion of Institutional reforms and the financing of the transport sector.

We would like to remind the Honorable Ministers that during the last SSATP Annual Meeting in Lilongwe, and for purposes of guiding the Honorables in their choice of National Coordinator, a discussion on profile concluded that National Coordinators should have the following skills:

- Good Communication with a distinct knowledge of transport issues and challenges;
- Team spirit and ability to animate a working group;
- Senior Government Official with easy access to the Minister
- Able to initiate result-oriented activities (strategic planning)

### **Proposals on future perspectives of the Program**

Honorable Ministers, in the course of their deliberations, the National Coordinators also held discussions on the future plans of the SSATP program.

It was agreed to suggest to the Honorable Ministers some guidelines on discussions concerning the definition of a development program which will follow the DP2, regarding the following issues:

- Further strengthening of the capacity of the National Coordination by reaffirming national coordination structures through training
- Take into account the aspect of inter-modality in transport planning
- In addition to road transport, consider other modes of transport (rail, aviation, water transport)
- Promotion of intermediate modes of transport (particularly in rural areas)
- Capacity building for players involved in transport (professionalisation of the sector)
- Support to regional integration and trade and transport facilitation
- Promote good governance
- Strengthen road safety in conformity with the United Nations Decade of action for Road Safety
- Capacity building in transport data management
- Take into account impact on climate change in the implementation of transport programs / projects.

## 9.4. Annex D. Program of the Annual Meeting

### SUNDAY 17 OCTOBER 2010

19:00 Cocktail reception hosted by SSATP

### MONDAY 18 OCTOBER 2010

08:00 Registration

#### 09:00 Official opening

- *Introductory remarks* by Alex Kakooza, Acting Permanent Secretary, Ministry of Works and Transport, Uganda
- *Opening statement* by representative of SSATP Financing partners, Paulus. Geraedts, European Commission
- *Opening remarks* by Hachim Koumaré, Chairman of SSATP Board
- *Opening speech* by the Honorable John Nasasira, Minister of Works and Transport, Uganda

10:15 Group photograph – Morning break

#### 11:00 Plenary discussion on the theme of the meeting

*"Moving Africa Forward: Transport Policies for Growth and Integration"*

Chair: Honorable John Nasasira, Minister of Works and Transport, Uganda

- Introduction of keynote presenter Juma Kisaame, Development Finance Company of Uganda
- Keynote presentation by Supée Teravaninthorn, Africa Region, World Bank

12:30 Lunch break

14:00 *Framework of the meeting*, Stephen Vincent, SSATP Program Manager

14:30 Topical presentations

**Transport strategies to support regional integration and reduce poverty**, chaired by Mutule Lilonzo, SSATP National Coordinator, Kenya

- 1 *Development of a joint regional transport and communications policy and strategy and priority investment plan: the COMESA experience for transport*, Zemedkun Girma, COMESA
- 2 *Impact review of the Poverty Reduction and Transport Strategies Review and piloting*, Kenneth Odera, Consultant, Mamadou Talla, Consultant
- 3 *Impact review of the Pro-growth, Pro-poor Transport Strategy (PGPTS) approach*, Jean-Bertin Ouedraogo, National Coordinator, Burkina-Faso

**Socioeconomic impact of transport policies**, chaired by Hachim Koumaré

- 1 *Road Safety in Uganda*, Patrick Sanya, Commissioner, Ministry of Works and Transport, Uganda
- 2 *The TOTAL/GRSF Northern Corridor Road Safety Initiative*, Leopold Tzeuton, Total, Victor Mengot, World Bank, Joseph Adewa, Total
- 3 *HIV/AIDS interventions including Wellness Centers*, Barney Curtis, FESARTA
- 4 *Decade of Action on Road Safety 2011-2020*, Paul Kwamusi, FIA Foundation

**Sustainable transport sector management**, chaired by Dayo Mobereola, LAMATA

1. *Urban transport looking forward*, Ajay Kumar, World Bank
2. *Focus on Efficiency and Results effectiveness: The Road Management Initiative revisited*, Kingson Apar, World Bank
3. *Transport Sector Data Management*, Tshepo Kgare, SSATP

**Selected governance issues in the transport sector**, chaired by Paolo Ciccarelli, AIDCO

1. *Road Governance and Transport Costs in West Africa*, Niels Rasmussen, West Africa Trade Hub
2. *Railway concessions in sub-Saharan Africa – Lessons learned*, Emmanuel James, World Bank
3. *Training of truck drivers*, Patrice Bayeto, SOTRA

**TUESDAY 19 OCTOBER 2010**

8:30 **Plenary session**

chair: Supee Teravaninthorn, World Bank

- *Update on Progress with SSATP*, Stephen Vincent, SSATP Program Manager
- *Gender and Inclusion*, World Bank
- *Questions and answers*

9:45 **Parallel Breakout group discussions**

**Urban transport**, chaired by Ousmane Thiam, SSATP National Coordinator, Senegal

**Discussion leader:** Ajay Kumar, World Bank

1. *Development of BRT in SSA*, Ian Barrett, Consultant
2. *Lessons from implementation of BRT in Lagos*, Gbenga Dairo, LAMATA
3. *Integration of Public Transport and poverty reduction in Douala*, Julienne Tsafack Maneteu, Urban Community Douala
4. *Sustainable public transport for a competitive African economy*, Zoro Bi Nagoné, UATP

**Trade and transport facilitation and intermodal strategies**, chaired by Hosea Nyangweso

**Discussion leader:** Jean Kizito Kabanguka, SSATP

1. *Corridor Logistics Costs Initiatives + Trade Facilitation Video PREM - NC – SSATP*, Jean Kizito Kabanguka, SSATP
2. *Innovative Use of ICT in the Management of Transit Corridors*, Athman Mohamed, TMEA
3. *Regional Integration and Inter States Trade*, Hosea Nyangweso, East Africa Community
4. *Trade and Transport Instruments along Corridors – COMESA*, Gilbert Maeti, COMESA

**Strengthening professionalism in the transport sector**, chaired by Frederick Addo-Abedi, Rwanda Transport Development Agency

**Discussion leader:** Jeff Turner, consultant

1. *Developing Africa's Professional Engineering Institutions*, Lorraine de Ronde, Africa-UK Engineering for Development Partnership
2. *Professional Driver Training in Zambia*, Ana Luísa Silva, Transaid
3. *Building Engineering Capacity for the Rural Transport Sector in Africa*, Jeff Turner, Consultant

12:30 Lunch break

14:00	<b>Measuring SSA transport policy performance</b> , Bruce Thompson, consultant
15:15	<b>Parallel breakout group discussion</b>
	<b>Management and financing strategies for transport</b> , chaired by Samuel Nengue, AMFA
	<b>Discussion leader:</b> Kingson Apará, World Bank
	<ol style="list-style-type: none"> <li>1. <i>Good strategies for improved management and financing of roads in SSA</i>, Mike Pinard, InfrAfrica Consultants</li> <li>2. <i>Future developments in management and financing transport strategies</i>, Kingson Apará, World Bank</li> </ol>
	<b>Rural transport</b> , chaired by Gougouma Kouta, Ministry of Infrastructure, Senegal
	<b>Discussion leader:</b> Jephitar Chagunda, ARTA
	<ol style="list-style-type: none"> <li>1. <i>Getting the Harvest to Market: Food Security, Agriculture &amp; Rural Transport</i>, Fredrick Hingeyi, Ministry of Works &amp; Transport, Uganda</li> <li>2. <i>Emergency Transport Service: Transport's role in tackling maternal mortality in Northern Nigeria</i>, Ana Luisa Silva, Transaid</li> <li>3. <i>Rural Transport in Sub-Saharan Africa: current and planned activities under DP2</i>, Jephitar Chagunda, ARTA</li> </ol>
	<b>Climate change</b> , chaired by Karabo Marite, SSATP National Coordinator, Lesotho
	<b>Discussion leader:</b> Hoger Dalkmann, TRL
	<ol style="list-style-type: none"> <li>1. <i>Impacts of climate change in Sub-Saharan Africa – The future need for adaptation in the transportation sector</i>, Karsten Pedersen, Cowi</li> <li>2. <i>Towards sustainable low-carbon transportation in Sub-Saharan Africa</i>, Manfred Breithaupt, GTZ</li> <li>3. <i>Current and future financing opportunities for sustainable, low-carbon transportation in Africa</i>, Holger Dalkmann, TRL</li> </ol>
19:00	Cocktail reception hosted by the Government of Uganda

### WEDNESDAY 20 OCTOBER 2010

8:30	<b>Plenary session</b> Chair: Bamory Traore, African Development Bank <i>Report back</i> from the six group discussions
Morning	Ministerial Round Table
10:30	Morning break
11:00	<b>Plenary session</b> Chair: Hachim Koumaré, Chair of SSATP Board <ul style="list-style-type: none"> <li>• <i>Presentation of the work program 2011</i></li> <li>• <i>Preparation of presentation to ministers</i></li> </ul>
12h30	Lunch break
14:00	<b>Plenary ministerial session</b> Chair: Honorable John Nasasira, Minister of Works and Transport, Uganda Presentation of the results from the technical meeting to the Ministers

- Ministerial Statement
- 15:30 **Closing session**
- *Closing remarks* on behalf of the Board, Aymen Osman Ali, African Development Bank
  - *Closing speech* by the Honorable John Nasasira, Minister of Works and Transport
- 16:00 Afternoon break
- 16:30 Ministerial press conference
- 17:00 SSATP General Assembly

#### **THURSDAY 21 OCTOBER 2010**

Field visits

- *Kampala-Masaka road project*
- *Uganda Martyrs shrine in Namigongo and source of the River Nile*

## 9.5. Annex E. List of Participants

<i>Country</i>	<i>Name</i>	<i>Title/Company</i>
Algeria	Neziawi Anine	First Secretary Embassy
Austria	Hans Stoisser	Director-ECOTEC
Belgium	Alain Labeau	Consultant-World Bank
Belgium	Bruce Thompson	SSATP Consultant/Infrastructure Policy Adviser-SSATP-World Bank
Belgium	Juergen Kettner	Transport and Infrastructure Policy Officer-European Commission
Belgium	Paolo Ciccarelli	Transport Expert-European Commission - Europe Aid
Belgium	Paulus Geraedts	Head of Sector Infrastructure Networks and Urban Development-European Commission
Benin	Leopoldine De Souza Padonou	ALCO
Benin	Mamadou Chabi	President of the Board-Road Fund
Benin	Sylvestre Janvier Kotchofa	Managing Director-Road Fund
Benin	Théodore Glele	SSATP National Coordinator
Botswana	Godwin Punungwe	Senior Trade Facilitation Advisor-Usaid Southern Africa Trade Hub (SATH)
Botswana	Jean Laval Hugues Sauzier	Partner-DCDM Consulting
Botswana	Mapolao Rosemary Mokoena	Senior Programme Officer-Transport-SADC Secretariat
Botswana	Mike Ian Pinard	Infrafrica Consultants
Burkina Faso	Donmèguilé Joachim Meda	Directeur Général des Transports terrestres et Maritimes-Ministère des Transports
Burkina Faso	Hamade Bagaya	DG P. Rurales-Ministry of Roads
Burkina Faso	Jean Bertin Ouedraogo	Coordonnateur du PST-2/ Coordinateur national SSATP
Burkina Faso	Labawo Forogo	Directeur Général de l'Office National de la Sécurité Routière-Ministry of Transport
Burkina Faso	Nabarinou Lucie Ouangrawa	Conseillère Technique en charge des questions de Transports-Ministère des Transports

<i>Country</i>	<i>Name</i>	<i>Title/Company</i>
Burkina Faso	Pascal Yameogo	Directeur Général des Routes-Ministère des Routes
Burundi	Hon. Pascal Midende	Minister for Public Works and Transport
Burundi	Narakwiye Vital Narakwiye	Director General-Ministry of Transport, Post and Telecommunication/SSATP National Coordinator
Cameroon	Emmanuel Mben	Road Fund
Cameroon	Hon. Oumarou Mefiro	Secretary of State of Transport-Minister of Transport
Cameroon	Odile Moukouri Ngo Mbilla	International Consultant on Gender-ADAS
Cameroon	Samuel Donatien Nengue	President-ARMFA
Cameroon	Tidjani Chetima	Economic Affairs Officer-UNECA
Cameroon	Tsack Julien Maneteu	Chef du Département de la Circulation et des Transports Urbains-Communauté Urbaine de Douala
Cameroon	Vincent Lissom	SSATP National Coordinator
Cameroon	Yao Adzigbey	SSATP Sr. Transport. Spec-World Bank
Cape verde	Claudio Ramos Duarte	Minister Adviser-Ministry of Infrastructure, Transport and Telecommunications
Central Africa Republic	Hon. Parfait Anciet Mbay	Ministre d'Etat aux Transports et à l'Aviation Civile-Ministère d'Etat aux Transports et à l'Aviation Civile
Central African Republic	M'pokomandji Sonny	Conseiller Spécial du Premier Ministre-PRIMATURE/SSATP National Coordinator
Central African Republic	Paul Gondamovo	Ministry of Transport
Chad	Hon. Mahadie Outman Issa	Secrétaire d'Etat aux Infrastructures et Transports-Ministère des Infrastructures et des Transports
Chad	Moussa Gna Ousman	Director of Transport
Chad	Noitora Francois	Director of Transport



<i>Country</i>	<i>Name</i>	<i>Title/Company</i>
DRC	Hon. Kawanda Kayen	Ministre des Transports-Ministère de Transports et Voies de Communication
DRC	Kawanda Raymond	Ministry of Transport
DRC	Mpuru Mazembe	Ministry of Transport
Côte d'ivoire	Germaine Alohio Toure	President-ONG PROSAF
Côte d'ivoire	Hamallah Diakite	Board of SSATP
Côte d'ivoire	Joseph Aka Assaffoua	UATP
Côte d'ivoire	Marius Pokou Kouadio	Coordonnateur du Projet Himo-Papc-Ageroute-Ministère des Infrastructures Economiques/SSATP Coordonateur National
Côte d'ivoire	Moussa Diabate	Directeur de Cabinet Adjoint-Ministère des Transports
Côte d'ivoire	Patrice Bayeto Vagba	Director- Institut SOTRA
Côte d'ivoire	Zoro Bi Nagone	Directeur General-Agence des Transports Urbains (AGETU)
Denmark	Karsten Sten Pedersen	Chief Project Manager-Economics, Management and Planning
Ethiopia	Asna Fall Ndiaye	Consultant-World Bank
Ethiopia	Bekele Negussie Kebede	Deputy Director General-Ethiopian Roads Authority/SSATP National Coordinator
Ethiopia	David P.A. Kajange	Africa Union Commission
Ethiopia	Ephren Asebe	Consultant-World Bank
Ethiopia	Girma Zemedkun	Transport Policy Specialist-COMESA
Ethiopia	Joseph Atta-Mensah	Director of Regional Integration, Infrastructure and Trade Division-UNECA
Ethiopia	Marie Therese Guiebo	Economic Affairs Officer-UNECA
France	Amakoe Patrice Adolehoume	Executive Manager-SITRASS
France	Arnaud Desmarchelier	Senior Engineer-Agence Française de Développement
France	Leopold Emmanuel Tzeuton Tchapnga	Corporate Social Responsibility & Sustainable Development Manager-Total Refining & Marketing

<i>Country</i>	<i>Name</i>	<i>Title/Company</i>
		France
France	Tandia Bakari	Private Sector Consultant
Gabon	Kingson Apará	Transport Specialist-SSATP/World Bank
Gabon	Thomas Eboungou Kopangoye	Conseiller du Ministre des Transports-Ministère des Transports
Gabon	Victorien Alouba	Secrétaire Général Adjoint 2 du Ministère des Transports-Ministère des Transports
Gambia	Frances Iyamide Coker-Singhateh	Feeder Roads Manager-National Roads Authority
Gambia	Kebba Sulayman Fye	Planning and Development Manager-National Roads Authority
Germany	Manfred Bbreithaupt	GTZ
Ghana	Christel Annequin	West African Trade Hub
Ghana	George Afful Aidoo	Acting Director in charge of Monitoring and Evaluation-Ministry of Roads and Highways
Ghana	John Richardson Kobina	Transport Specialist-World Bank
Ghana	John Riverson	Consultant-World Bank
Ghana	Nii Oakley Quaye-Kumah	Deputy Minister -Ministry of roads and Highway
Ghana	Patience Agyare-Kwabi	Gender Consultant
Guinea-Bissau	Vicente Da Costa Blute	Conseiller Technique Principal-Secrétariat D'état aux Transports et Communication/SSATP Coordonnateur National
Guinea	Aissatou Gallis	Ministry of Transport
Guinea	Hon. Mansour Hadja Marie	Secrétaire Général-Ministère des Transports
Kenya	Athman Mohamed	Trademark East Africa
Kenya	Charles Sabiiti	Assistant Programme Officer, Infrastructure Development and Management-Northern Corridor, Transit Transport Coordination Authority
Kenya	Dr. Richard Mutule Kilonzo	SSATP National Coordinator

<i>Country</i>	<i>Name</i>	<i>Title/Company</i>
Kenya	Isaac Onyango Omoke	Port/Maritime Statistics Officer-PMAESA
Kenya	Jean Kizito Kabanguka	Senior Transportation Specialist-SSATP Regional Coordinator Eastern and Southern Africa
Kenya	Joseph Fredrick Adewa	Executive Director-Total Kenya Ltd
Kenya	Josphat Sasia	Lead Transport Specialist-World Bank
Kenya	Kegurojoe Muhindi	SSATP
Kenya	Kenneth Odero	Climate XI- Africa
Kenya	Lisumbu Eliombo	Transit Transport Coordination Authority of the Northern Corridor (TTCA)
Kenya	Ombai Margaret	SSATP
Kenya	Rashid Mohammed	KRB
Kenya	Shem Simuyemba	USAID Compete
Kenya	Silas Kanamugire	Transport & Trade Facilitation Advisor
Kenya	Takao Nakamura	JICA
Kenya	Victor Mengot	Road Safety Specialist-World Bank
Kenya	Waithaka Solomon Muhuthu	Sr. Highway Engineer-World Bank
Kenya	Zecha Jacob Ruwa	Board-Kenya Roads
Lesotho	Chimwemwe Joe Mvula	Assistant Director of Clinical Services-Ministry of Health
Lesotho	Dr. Charles Kisala Kaira	MOWT-Malawi
Lesotho	Idrissa Mndala Mwale	Chief Economist-Ministry of Transport and Public Infrastructure
Lesotho	Karabo Thomas Marite	Director of Planning-Ministry of Public Works & Transport
Malawi	Jephitar Gibson-Lloyd Chagunda	Executive Secretary Africa Rural Transport Association
Malawi	Matsimbe Shadreck	RTOA

<i>Country</i>	<i>Name</i>	<i>Title/Company</i>
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Malawi	Refiloe Patrick Pule	Executive Secretary-Lesotho Road Fund
Malawi	Sekake Malebanye	Harley & Morris
Malawi	Teboho David Mokhoane	Secretariat Engineer-Lesotho Road Fund
Mali	Hachim Koumare	Chairman-SSATP Board
Mauritius	Poon Yow Tse Jing Kwang	DCDM Consulting
Namibia	Mbahupu Hippy Tjivikua	Project Manager-Walvis Bay Corridor Group (Wbcg)
Niger	Ousmane Issa	Public Works/SSATP Coordonnateur National
Nigeria	Anthony Ekundayo Mobereola	MD/CEO-Lagos Metropolitan Area Transport Authority (Lamata)
Nigeria	Aroboto Samwel Adekule	Ministry of Transport
Nigeria	B.M. Tafarki	Ministry of Transport
Nigeria	Belema Wakama	Ministry of Transport
Nigeria	Boboye Olayemi Oyeyemi	Deputy Corps Marshal (Operations)-Federal Road Safety Corps
Nigeria	Dimka Molji Nanzing	Ministry of Transport
Nigeria	Ebenezer Abayomi Asaniyan	Deputy Corps Commander (Manpower Development)-Federal Road Safety Corps
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Nigeria	Olukemi Olamide Amure	Public Transport Specialist-Lagos Metropolitan Area Transport Authority (LAMATA)
Nigeria	Parkinson Jacob Ikpe Azagba	Technical Assistant/Transport Specialist- Economic Community Of West African States (ECOWAS)
Rwanda	Dominique Rurangirwa	Legal Advisor & Transport and Road Safety Expert-Ministry of Infrastructure
Rwanda	Felix Gakuba	Director in Charge of Energy, Infrastructure and Communication-Economic Community of Great Lakes Countries (Cepgl)
Rwanda	Frederick Yaw Addo-Abedi	Managing Director-Rwanda Transport Development Agency (Rtda), Ministry of Infrastructure

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Senegal	Bassiron Guisse	Minister of Transport
Senegal	Koita Bouya	Présidente-COFAT Sénégal
Senegal	Mamadou Talla	Consultant-Cabinet Conseil Mgp Afrique
Senegal	Ousmane Thiam	Président CETUD/SSATP Coordonnateur National
South Africa	Barney M W Curtis	Executive Director-FESARTA
South Africa	Lorraine Ingeborg De Ronde	International Officer- Institution For Civil Engineers
South Africa	Pjl Fernandes	Director-Econogistics (Pty) Ltd (a subsidiary of PDNA Holdings (Pty) Ltd)
Swaziland	Hon. Dlamini Ntuthuko	Minister for Public Works and Transport-Minister for Transport
Swaziland	Sifiso Gabriel Mamba	Ministry of Public Works & Transport/SSATP National Coordinator
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Tanzania	Camilla Israel Lema	Technical Adviser for Rsp-3/Danida-Cowi A/S Denmark-The Ministry of Infrastructure Development
Tanzania	Charles Rumisha Massawe	Senior Planning and Monitoring Engineer-Roads Fund Board
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Uganda	Alex Kakooza	MOWT
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Uganda	Ashaba Hannington	Ministry of Finance
Uganda	Barid M Godwin	
Uganda	Bent Andersen	Equator Line
Uganda	Berna Twanza Ngolobe	Women of Uganda Network
Uganda	Bizimana Izamufashe David	Gender Specialist/MSE-Interaid Uganda
Uganda	Bukenya Joseph	CAA
Uganda	Chris Ntegaririja	Uganda Road Fund
Uganda	Dino Bianchi	Toyota Uganda

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Uganda	Edward Magombe	MOFA
Uganda	Elliotte Mulabbi	Ministry of Works and Transport
Uganda	Eng. Dr. Anania Mbabazi	UIPE
Uganda	Eng. Dr. Micheal Odongo	Uganda Road Fund
Uganda	Evarist Ahimbisibwe	Ministry of Works
Uganda	Frank Mutabazi	
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Uganda	Fred Mpanga	UDSA
Uganda	Godfrey Obbuki Wandera	Commissioner Transport Planning-Ministry of Works and Transport
Uganda	Henry Kaganda	Uganda Road Fund
Uganda	Hon. John Nasasira	Minister of Works and Transport
Uganda	Hon. Loice Bwambale	Africa Gender Monitor(Egm)
Uganda	Jeremy Aguma	UNRA
Uganda	Jerry Burton	UNRA
Uganda	John .W. Ndyomugenyi	NRSC/MOWT
Uganda	John Ocitti	Uganda Road Fund
Uganda	John Paul Sajjabi	Depots and Distribution Manager-Total
Uganda	Joweriah Matovu Butele	Toyota Uganda

<i>Country</i>	<i>Name</i>	<i>Title/Company</i>
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<i>Country</i>	<i>Name</i>	<i>Title/Company</i>
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Uganda	Senkubuge Agnes	Multi Bulk
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United Kingdom	Nigel Richard Philip Kirby	Infrastructure Adviser-Department for International Development
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