

2025

ANNUAL GENERAL MEETING

PROCEEDINGS

Strengthened Governance for Safe, Sustainable and Decarbonized Transport in Africa

Enhancing Institutional Capacity through Regional Collaboration

MARCH 24-27, 2025 • COTONOU, BENIN • PALAIS DE CONGRÈS

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

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

* * * * *

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8 Regional Economic Communities (RECs)

2 African institutions: African Union Commission (AUC) and United Nations Economic Commission for Africa (UNECA)

Financing partners for the Fourth Development Plan:

European Commission (main donor), Swiss State Secretariat for Economic Affairs (SECO), African Development Bank (AfDB), and World Bank (host)

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ACRONYMS

AARSLA	African Association of Road Safety Lead Agencies
AfCFTA	African Continental Free Trade Area
AfDB	African Development Bank
AFERA	Association des Fonds d'Entretien Routier Africains
AGETU	Agence des Transports Urbains (Abidjan)
AGM	Annual General Meeting
AMUGA	Abidjan Transport Authority
ARMFA	African Roads Maintenance Funds Association
ARSO	Africa Road Safety Observatory
AUC	African Union Commission
AUMA	African Association of Urban Mobility Authorities
CCTFA	Central Corridor Transit Transport Facilitation Agency
CICOS	Congo Ubangi Sangha International Commission
CITA	International Motor Vehicle Inspection Committee
CMI	Corridor Management Institution
COMESA	Common Market for Eastern and Southern Africa
DG-INTPA	Directorate-General for International Partnerships
DP4	Fourth Development Plan
EAC	East African Community
ECA	Economic Commission for Africa
EC	European Commission
ECOWAS	Economic Community of West African States
EV	Electric vehicle
FAL Convention	Convention on Facilitation of International Maritime Traffic
GEDC	Green Economic Development Corridor
GEDC	Green Economic Development Corridor
ICE	Internal Combustion Engine
IMO	International Maritime Organization
INTPA-EC	International Partnerships, European Commission
IRU	International Road Transport Union

LAMATA	Lagos Metropolitan Area Transport Authority
LRSMTMP	Leaders in Road Safety Management Training program
MCLI	Maputo Corridor Logistics Initiative
MCVT	Benin's Ministry of Living Environment and Transport, Sustainable Development
MOU	Memorandum of Understanding
NAMATA	Nairobi Metropolitan Area Transport Authority
PAAPAM	Pan African Action Plan for Active Mobility
PATH	Partnership for Active Travel and Health
PCS	Port Community System
PMAESA	Port Management Association of Eastern and Southern Africa
PPIAF	Private Infrastructure Advisory Facility
RCEI	Regional Connectivity and Economic Integration
RECs-TCC	Regional Economic Communities' Transport Coordination Committee
RAM	Road Asset Management
RRAM	Resilient Road Asset Management
RS	Road Safety
RTI	Road Traffic Injury
SECO	Swiss Secretariat for Economic Affairs
SIRAT	Road Infrastructure and Regional Planning Agency, Benin (Société des Infrastructures Routières et de l'Aménagement du Territoire)
SSA	Sub-Saharan Africa
SSATP	Africa Transport Policy Program
SUMA	Sustainable Urban Mobility and Accessibility
SUTP	Sustainable Urban Transport Plan
TA	Technical Assistance
TSW	Trade Single Window
UITP	International Association of Public Transport
UNECA	United Nations Economic Commission for Africa
UNEP	United Nations Environment Programme, or UN Environment
WHO	World Health Organization



Transport is more than infrastructure—it is about people, systems, and institutions. To move Africa forward, we must build not only roads and rails, but also the institutions that plan, manage, and sustain them. With stronger governance, Africa can build the transport systems it needs—and deserves—for the 21st century.

Binyam Reja
Transport Practice Manager, World Bank



The AGM is a very important moment in the life of the SSATP, not only because it is where African member countries set the policy orientations, but also because it is an incomparable space for exchange with African stakeholders, international partners, and experts at the highest level.

Sergio Ollate Josa
Head of Unit, Sustainable Transport and Urban Development, Directorate-General for International Partnerships, European Commission



The adoption of relevant public policies in the transport sector, as well as the development of a resource capital capable of facing current challenges in sub-Saharan Africa, remain the answers to the challenges of our countries still faced with infrastructural underdevelopment, the perverse effects of climate change and exogenous shocks on the economy.

Hon. José Didier Tonato
Minister of Living Environment and Transport, Benin



SSATP has played a crucial role in shaping transport policies across Africa, promoting sustainable mobility, and driving economic growth. Somalia's participation in this esteemed initiative will enable us to benefit from shared expertise, technical knowledge, and strategic partnerships to improve our transport infrastructure and governance frameworks.

Bashir Maalin Ali Hassan
Director General, Ministry of Transport and
Civil Aviation, Somalia



I Introduction

I.1.

Setting the Scene

Transport is more than just a means of moving people and goods—it is a crucial driver of sustainable, inclusive development. However, Africa’s transport sector continues to face critical challenges. Road safety is a major concern, with high fatality rates and limited institutional capacity to implement effective interventions. Urban mobility systems are struggling to meet the needs of rapidly growing populations, particularly in secondary cities. The potential that digitalization offers—to advance decarbonization, professionalize the transport sector, and improve operational efficiencies—has not yet been fully embraced. At the regional level, inadequate transport connectivity and poor corridor performance continue to hinder economic integration and trade across the continent. Additionally, institutional capacity and governance are still weak in many countries, limiting the ability to plan, coordinate, and implement large-scale transport investments. Strengthening governance frameworks is essential to unlock the full potential of transport to support economic growth, social inclusion, and climate resilience.

● **Figure 1.**

The iconic Palais des Congrès in Cotonou, Benin, served as the venue for the 2025 SSATP Annual General Meeting.



Against this backdrop, the Africa Transport Policy Program (SSATP) convened its first Annual General Meeting (AGM) since the launch of its Fourth Development Plan (DP4, 2022-2026). Held in Cotonou, Benin, from March 24-27, 2025, in collaboration with Benin’s Ministry of Living Environment and Transport, in charge of Sustainable Development (MCVT), the AGM brought together SSATP member countries and development partners to discuss pressing transport issues and build the capacity needed to “build the transport systems [Africa] needs and deserves.”

Sound transport policies are essential for ensuring safe, efficient, and sustainable mobility. Through targeted policy support and capacity building, SSATP helps countries strengthen institutional frameworks and deliver transport solutions that promote integration, competitiveness, and shared prosperity.

As an international partnership, SSATP brings together 43 African countries,* eight Regional Economic Communities (RECs), two key continental institutions—the African Union Commission (AUC) and the United Nations Economic Commission for Africa (UNECA)—and a range of public and private national and regional organizations. The DP4 is financed by the European Commission (main donor), the Swiss Secretariat for Economic Affairs (SECO), the African Development Bank (AfDB), and the World Bank (host).

* Somalia was accepted as the 43rd member country at the 2025 SSATP General Assembly Meeting. SSATP member countries include Angola, Benin, Burkina Faso, Burundi, Cameroon, Cape Verde, Central African Republic, Chad, Comoros, Congo, Democratic Republic of the Congo, Côte d'Ivoire, Djibouti, Eswatini, Ethiopia, Gabon, The Gambia, Ghana, Guinea, Guinea-Bissau, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Morocco, Mozambique, Namibia, Niger, Nigeria, Rwanda, Senegal, Sierra Leone, Somalia, South Sudan, Tanzania, Togo, Tunisia, Uganda, Zambia, and Zimbabwe.

SSATP is governed by three core bodies:



The General Assembly provides strategic direction and approves the program's work plan. It also serves as a forum for all stakeholders involved in transport policy and strategy development across Africa.



The Executive Committee, comprising representatives from development partners, member countries, and Regional Economic Communities (RECs), offers executive oversight and strategic guidance to the Secretariat.



The SSATP Program Management Team or Secretariat manages the day-to-day implementation of activities under the DP4. It works in close coordination with thematic working groups aligned with each of the program's four Pillars.

I.2.

Overview & Objectives of the 2025 SSATP Annual General Meeting

The 2025 SSATP AGM, held from March 24 to 27 in Cotonou, Benin, brought together African transport sector leaders, policymakers, and development partners under the theme: "Strengthened Governance for Safe, Sustainable and Decarbonized Transport in Africa: Enhancing Institutional Capacity through Regional Collaboration."

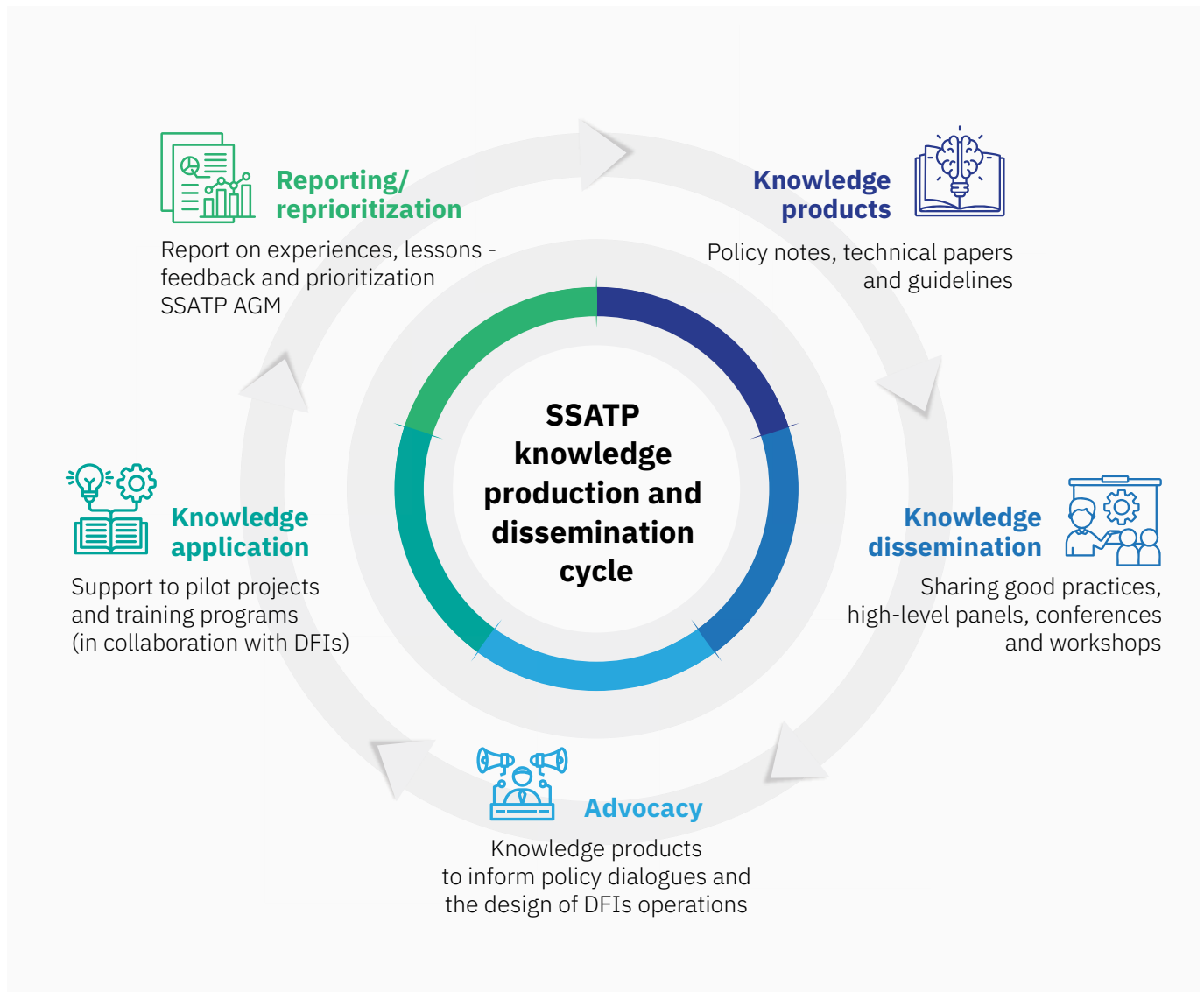
Widely recognized as SSATP's flagship event, the 2025 AGM marked the first gathering since the launch of the DP4 in July 2022. Taking place at a pivotal moment ahead of DP4's mid-term review, the AGM aimed to showcase the knowledge products developed under the first half of SSATP's development plan. Participants reviewed progress made across the DP4's thematic areas and identified priority actions needed to achieve its core objectives.

Specifically, the AGM:

- Assessed the status of the DP4 implementation.
- Shared best practices and lessons learned across the program's thematic areas.
- Introduced new knowledge products developed since the inception of the DP4.
- Identified priority future activities aligned with Africa's evolving transport agenda.
- Strengthened partnerships, fostered collaboration, and facilitated networking among stakeholders.

● **Figure 2.**

Key objectives of SSATP, with respect to knowledge products, knowledge dissemination, and advocacy



The event was structured into two parts:

- Days 1 and 2 were dedicated to technical discussions, featuring working group breakout sessions and cross-cutting plenary discussions on digitalization, clean vehicles, road safety, urban mobility, resilient infrastructure, and regional connectivity. These sessions enabled participants to reflect on the implementation of SSATP's DP4, identify priority actions, and share practical experiences and innovations across countries.
- Days 3 and 4 comprised the official AGM program, which included the formal opening ceremony, ministerial dialogues, the introduction of the African Association of Road Safety Lead Agencies (AARSLA), presentations on emerging academic research, and the SSATP General Assembly, among others.

I.3.

Structure of the AGM Proceedings Report

The four-day AGM featured rich dialogues, discussions and substantive presentations, research findings, report overviews, and other inputs. This Proceedings Report does not serve as a comprehensive account of the event but instead highlights (1) SSATP-led activities and knowledge products delivered under the DP4, and (2) members' feedback with respect to DP4 implementation to date and expectations within the remaining implementation timeframe.

The Proceedings Report is organized thematically rather than following the strict chronology of the AGM and meeting agenda. For instance, the “Breaking the Silos” sessions are presented in one chapter, although they took place across several days. The full meeting agenda, opening and closing remarks, keynote addresses and other speeches are presented in the appendices. Some sessions are presented as standalone items.

Chapter 1 (this chapter) introduces the AGM and provides a summary of the agenda.

Chapter 2 provides an overview of the four “Breaking the Silos” technical sessions: (1) leveraging digital and data solutions for sustainable transport; (2) optimizing movements for people and goods; (3) providing safe, clean, and efficient vehicles for Africa; and (4) governance and institutions. These sessions took place on Monday, March 24 and Wednesday, March 25.

● Figure 3.

Family photo of participants at the SSATP AGM 2025 in Cotonou, Benin



Chapter 3 outlines the four Pillar working groups: (1) Regional Connectivity and Economic Integration (RCEI); (2) Sustainable Urban Mobility and Accessibility (SUMA); (3) Road Safety (RS); and (4) Resilient Road Asset Management (RRAM). These sessions took place on Tuesday, March 23. While the Pillar work plan discussions occurred later –on Day 4, Thursday, March 26–the key takeaways and outcomes from those deliberations are also presented in this chapter.

Chapter 4 summarizes the panel discussion on the professionalization of road transport operators in Benin.

Chapter 5 highlights presentations from emerging scholars who were awarded research scholarships through SSATP and PPIAF. Chapter 6 presents the proceedings of the SSATP AGM and General Assembly, including reflections on DP4 implementation to date and the approval of Pillar work plans. Chapter 7 shares findings from the participants' evaluation of the AGM. The Appendices include the full AGM agenda with links to presentations, the keynote speech and other addresses, an overview of knowledge products developed under the DP4, and the full list of participants who attended the 2025 SSATP AGM.

I.4.

Participation in the Meeting

The 2025 AGM convened over 265 participants from across Africa and beyond, bringing together delegates from 51 countries—including seven ministers of transport, senior government officials, representatives of regional economic communities and continental institutions, development partners, technical experts, and members of the press. This broad and high-level participation underscored the strong political will and deepening technical engagement in advancing Africa's transport agenda.

As host of the AGM, Benin played a prominent role throughout the proceedings. During the SSATP General Assembly, the Ministry of Living Environment and Transport, in charge of Sustainable Development (MCVT), was admitted to the SSATP Executive Committee as a representative of African member countries—positioning Benin to contribute directly to the program's strategic direction. In his opening remarks, Minister José Didier Tonato reaffirmed Benin's commitment to advancing sustainable transport through flagship initiatives such as the Abidjan–Lagos Corridor and the Grand Nokoué Sustainable Urban Mobility Project.

The AGM also marked a key milestone with the formal acceptance of Somalia as SSATP's 43rd member country. Speaking on behalf of Somalia, Bashir Maalin Ali Hassan, Director-General of the Ministry of Transport and Civil Aviation, expressed the country's honor in joining the partnership and reaffirmed its commitment to working alongside other member states to strengthen transport systems across the continent.



II

Technical Sessions: Breaking the Silos

The “Breaking the Silos” technical sessions explored cross-cutting themes that span SSATP’s regional integration, urban mobility, road safety, and resilient road asset management pillars. Sessions were designed to align with DP4’s focus on leveraging digitalization and advancing the decarbonization of the transport sector.

The four technical sessions were titled: (1) leveraging digital and data solutions for sustainable transport; (2) optimizing the movement of people and goods; (3) providing safe, clean, and efficient vehicles for Africa; and (4) strengthening governance and institutions. These transversal themes are crucial to advancing safe, efficient, and resilient transport systems across the continent—for passengers and freight.

II.1.

Leveraging Digital and Data Solutions for Sustainable Transport

Digital technologies are increasingly recognized as critical enablers of sustainable and efficient transport systems. This session, held on Monday, March 24, examined the opportunities and challenges of leveraging digital and data-driven solutions across the transport sector. Moderated by Simon Saddier, SSATP's Pillar Lead for Sustainable Urban Mobility and Accessibility (SUMA), the session explored key governance and regulatory challenges, the role of data in policy development, and lessons learned from successful applications of data and digital solutions in Africa's transport sector.

The session opened with a framing of digitalization in transport: "Digitalization is a tool that serves a policy; it is not an end in itself but an enabler to do what you should do but more efficiently." Digitalization allows for:

- The ability to capture large volumes of information.
- Near real-time data transmission.
- Enhanced data analysis to support evidence-based decision-making.

Primaël-Marie Sodonon, researcher and founder of Egway—a digital mobility start-up—framed the technical session by discussing the challenges and opportunities for digitalizing transport in Africa. He pointed out, for example, digitalization can effectively match transport supply and demand, improve operational efficiency, support sustainable asset management, generate data to inform policy and action, and facilitate transport transactions.

However, widespread adoption of digital transport solutions faces obstacles in Africa because of deficits in access and infrastructure. The private sector is reluctant to invest when there are no clear policies, and weak or inexistent regulations mean that competition can be destructive. Without strong institutions, coordination and engagement between public sector agencies is not as effective as it needs to be. Finally, digital literacy remains a challenge on the African continent.

The panel discussion built on these points, providing sector-specific insights. Joseph Ahissou, Director for Road and Air Transport, Benin, pointed out that technology can enhance the performance of freight and public transport through monitoring and management systems. Technology can also improve mobility for people with vulnerabilities and disabilities through information about first- and last-mile conditions and connectivity, said Oliva Nalwadda, Africa Region Advisor and Youth Ambassador for the FIA Foundation. Technology also delivers improved safety and security for users, said Melinda Prudencio, Deputy Country Manager of GoZem, an e-hailing platform.

Mohamed Mezghani, Secretary General of the International Association of Public Transport (UITP), highlighted how technology can improve relationships between transport operators and their customers, as well as eliminate the need for physical ticketing through automated fare collection systems. Artificial

● Figure 4.

Panel speakers of the Breaking Silos plenary session on “Leveraging Digital and Data Solutions for Sustainable Transport”



intelligence makes maintenance more predictive by identifying potential system failures before they occur and improving the system. However, he reminded participants that “[technology] is a tool and not policy. It should not divert us from policy priorities—which are investing more in public transport and providing public transport control.”

The relationship between the public and the private sector emerged as a key discussion point, with respect to data sharing and governance. As Mezghani noted, “the private sector is there to operate, but we cannot leave it to them to determine and define the rules and regulations about data.”

Panelists and participants also discussed how digitalization can serve as a catalyst for paratransit or informal public transport (IPT) reform. For instance, digital ticketing systems can support the formalization of IPT providers by enabling registration, fare collection tracking, etc. However, participants cautioned that while digitalization facilitates greater professionalization, it is time to move away from the idea that all IPT must be replaced with scheduled services. Instead, digitalization should be leveraged to enhance and better manage the inherently flexible nature of IPT.

Port digitalization emerged as a pressing topic at the AGM, warranting more than one technical session (see also section 3.1). Pascal Ollivier, an SSATP consultant specializing in port digitalization, highlighted that approximately 80% of global cargo moves through ports. Although digitalization offers real-time tracking capabilities for cargo owners and shipping lines, most African ports continue to lag behind in adopting these technologies. A key regulatory development—the International Maritime Organization’s (IMO) amendment to the FAL Convention—mandates the implementation of a Maritime Single Window (MSW) in all ports as of January 1, 2024. This system is intended to streamline the electronic exchange of ship data and improve port efficiency. However, adoption in Africa remains limited, with only eight countries having implemented the MSW to date.

Key Takeaways

Digitalization can enhance transportation efficiency by reducing costs and optimizing operations. It can also improve safety and accessibility through better information sharing and monitoring systems. However, for these benefits to materialize, institutional and regulatory frameworks are necessary; this responsibility cannot be left to the private sector.

- Digitalization offers opportunities to professionalize the IPT sector—benefiting both users and operators—through interventions such as registration, real-time trip tracking, safety for users, and digital fare collection and payments (among other opportunities).
- Government must take the lead in creating an enabling regulatory environment and providing the necessary infrastructure to support transport digitalization.
- Regulatory gaps and fragmentation can hinder collaboration, scalability, adoption, and regional integration.
- Data privacy, data security, and data ownership are significant concerns that require structured governance.

II.2.

Optimizing Movements for People and Goods

In Africa—as in many parts of the world—decarbonization is not always a priority in transport planning. Car-centric approaches continue to dominate, often at the expense of walking, cycling, and multi-modal travel. Against this backdrop, a session held on Monday March 24, explored ways to improve the movement of people and goods in the face of Africa’s fast-growing population and rapid motorization. The session was moderated by Marisela Ponce de Leon, SSATP’s Road Safety (RS) Pillar Lead.

● Figure 5.

Panel speakers of the Breaking Silos plenary session on “Optimizing Movements for People and Goods”



The session began with a framing presentation based on one of SSATP’s latest knowledge products under the DP4—the [Africa Status Report on Road Safety 2025](#), developed in collaboration with the African Union and the World Health Organization. The report reveals that although Africa has only 4% of the world’s vehicles, it accounts for 24% of global traffic deaths. Notably, half of these fatalities involve vulnerable road users—those who walk, cycle, or use motorcycles—with pedestrians alone representing 30.9% of deaths. Despite these alarming figures, less than a third of African countries have national strategies to promote walking and cycling.

Furthermore, less than a third of the countries participating in the Status Report reported performing road safety audits. Many also lack the essential information needed to effectively design and plan road infrastructure that meets the safety and mobility needs of all users. Shifting the focus of transport planning from cars to people would not only improve quality of life and support economic growth, but also help decarbonize the sector, ease road congestion, reduce air pollution, and prevent road traffic injuries.

A panel of four discussants built on the findings of the *Africa Status Report on Road Safety* by sharing strategies from their respective organizations aimed at transforming transport in Africa into a safer, more sustainable, and more equitable system. Discussions emphasized the need to shift away from car-centric development toward a more balanced and inclusive model that prioritizes public space, multi-modal transport, and active mobility.

The panel included Neji Larbi, Urban Mobility Specialist at the AfDB; Amanda Ngabirano, Chairperson, National Physical Planning Board, Uganda; Agbonzegbe Osa Konyeha, Technical Advisor with Lagos Metropolitan Area Transport Authority (LAMATA); and Stephanie Holzwarth, Programme Management Officer at the United Nations Human Settlement Programme (UN-HABITAT).

Larbi pointed out that while national masterplans intend to optimize mobility, they often fail to create road spaces that can be safely shared by all road users. Ngabirano echoed this concern, noting that policy intent does not always translate into effective implementation. In Kampala, for example, although many walking and cycling pilot projects are underway, overlapping institutional and local government mandates regarding road space and infrastructure limit their effectiveness.

Konyeha shared insights from the Lagos Strategic Master Plan, which promotes multi-modality and supports more walking and cycling. Additionally, the city is considering the introduction of dedicated freight corridors.

Holzwarth underscored the importance of an integrated approach to urban mobility, one that bridges sectors and brings stakeholders together. She introduced the concept of a Sustainable Urban Transport Plan (SUTP), which provides a comprehensive framework for addressing mobility needs. She also presented the *Pan African Action Plan for Active Mobility* (PAAPAM), developed by UN-HABITAT in collaboration with the United Nations Environment Programme (UNEP) and the World Health Organization (WHO). The plan provides technical assistance and guidance to governments on implementing walking and cycling interventions. Holzwarth highlighted coordination challenges between different levels of government, noting that in Ethiopia, it was the city of Addis Ababa that led the way by launching its own walking and cycling policy—eventually influencing the development of a national strategy, reversing the typical top-down policy trajectory.

Delegates in the audience expressed concern about persistent challenges to active mobility, such as poor road safety, weather conditions, and personal security. Nevertheless, there was keen interest in the approaches of Uganda and Ethiopia regarding their pilot projects. Several participants asked how donor support could be mobilized to replicate or scale such projects in other contexts. Reflecting on Uganda's experience, Ngabirano emphasized that there are no “perfect conditions” for implementation. She encouraged stakeholders not to wait for ideal circumstances, noting that policy does not always have to precede action. Instead, she advised investing in attitude change to pay the way for more equitable and sustainable transport systems. Audience members also raised the importance of governance and the role of local transport authorities, particularly how to leverage institutional structures to ensure project continuity amid political change.

Key Takeaways

- 📌 Cities should work towards a multi-modal system—that considers all road users—and plan collaboratively with the different sectors involved. Such a system should also address the need to move goods safely and efficiently.
- 📌 Decisions must be based on data and evidence to avoid repeating the same mistakes.
- 📌 The complexity of effective planning can be reduced through consultation, supporting project and political champions, strong partnerships, and stakeholder inclusion. Policy coordination is essential.
- 📌 Strategies that ensure ongoing commitment and continuity beyond political cycles help safeguard transport initiatives against disruptions caused by changes in government or leadership.

II.3.

Providing Safe, Clean, and Efficient Vehicles for Africa

This session, held on Monday, March 24, explored the challenges and opportunities of modernizing Africa's vehicle fleet to improve safety, reduce emissions, and advance the adoption of electric vehicles (EVs). Olivier Hartmann, SSATP's Regional Connectivity and Economic Integration (RCEI) Pillar Lead, framed the discussion with an overview of Africa's current vehicle landscape. He noted that only a few countries on the continent have domestic vehicle manufacturing industries, with most African nations (49 of the 54 countries) relying on imported, used (secondhand) vehicles. Many of these imports lack the latest advancements in passive and active safety features and/or emissions control technologies. On a positive note, Hartmann added that, over time, vehicles with better safety features are expected to enter the market, especially as many governments have started adopting policies to limit the age of imported secondhand vehicles.

Figure 6.

Panel speakers of the Breaking Silos plenary session on “Providing Safe, Clean, and Efficient Vehicles for Africa”



The panel included Eduard Fernandez, Executive Director of the International Motor Vehicle Inspection Committee (CITA); Rahul Gaur, Director for West Africa Region at the EV company, SPIRO; Jane Akumu, Programme Officer and Africa Cleaner Mobility Focal Point at UNEP; and Stephen Muzira, Senior Transport Specialist at the World Bank.

Akumu emphasized that cleaner vehicles and technologies are already present in Africa, stating that “EVs resonate well with governments, and you do not need to have all the infrastructure to start implementing.” In urban areas, where travel distances are shorter, charging infrastructure presents less of a challenge—especially with emerging approaches like battery swapping. In East Africa, fuel specifications already meet Euro 4 emission standards.

Akumu noted that the demand for mobility across Africa continues to grow and is currently being met largely using imported secondhand vehicles. These vehicles are often more affordable and accessible, making them a practical solution for many. However, she noted that governments often lack the necessary policies to regulate these imports, which can include obsolete vehicles originating from countries with marginal regulatory frameworks themselves. Strengthening vehicle standards, she argued, would result in cleaner air, increased fuel efficiency, and reduced greenhouse gas emissions.

Muzira stressed the importance of clearly delineating responsibilities between the public and private sectors. He argued that governments should focus on policy setting and regulation but acknowledged a key challenge: “the political economy does not always allow for regulations –voters cannot afford newer vehicles.” He highlighted the need for comprehensive regulations, including safety and emissions standards, scrappage policies, and vehicle inspection programs. Gaur further noted the importance of monitoring the vehicle regulations of exporting countries to ensure imported vehicles meet acceptable thresholds.

Some segments of the market are more fertile grounds for EV adoption. According to UNEP research, public transport is the highest emitter, making it a critical target for fleet renewal. This renewal could entail shifting to either cleaner internal combustion engine (ICE) vehicles or directly transitioning to EVs. Electric two- and three-wheelers present the most immediate opportunities and are already gaining traction in many African cities.

Fernandez noted that the shift toward decarbonization and cleaner vehicles presents many business opportunities—ranging from local vehicle production and the repurposing of end-of-life batteries to the development of independent mechanisms that guarantee battery durability and reduce owner uncertainty. Akumu agreed, stating that “profitable business models are what will make the case for the shift and increase support for expansion of EV fleets.”

Building on this point, the discussion turned to the types of support needed to scale the sector. Muzira emphasized that while incentives—such as tax breaks—are important to support operators, they must be backed by long-term policy stability: “we cannot put in an incentive today and tomorrow it is gone.”

Delegates expressed strong interest in how to effectively advocate for fleet renewal and a shift from ICE vehicles. Concerns were raised around battery safety and fire response, high costs, social perceptions, cultural resistance to EVs, range anxiety, and the lack of trained EV mechanics. In response, Fernandez

acknowledged that appeals to the common good are rarely sufficient to drive behavior change: “The common good is not a good motivator, and it is difficult to influence people to act for the benefit of all. Private actors are looking for good policies, good working environments. Transporters are looking for ways to reduce cost. Drivers are looking for effective business models.” Akumu concluded by underscoring the importance of context-specific, data-driven decision-making: “Countries cannot implement policies or approaches just because others have done it.”

Key Takeaways

- Africa will continue to motorize, making regulations regarding fuel standards and vehicle imports critical.
- These regulations and decisions must be data-driven and tailored to the local context.
- The public sector often makes decisions from an emissions perspective, but the private sector largely makes decisions based on economic viability.
- Attention must be given to sensitization of potential users and other stakeholders around why the transition to cleaner vehicles and EVs is “a good shift.”
- Policies that take into account the entire ecosystem are necessary to support cleaner vehicle growth: including sourcing, inspection, maintenance, spare parts, fuel quality, charging infrastructure and end-of-life recycling.
- Consistency of governance and enforcement is essential.

II.4.

Governance and Institutions

Held on Wednesday, March 26, this session focused on strengthening governance and institutional capacity across the transport sector. It explored the challenges and opportunities involved in establishing and sustaining effective governance institutions across transport sub-sectors. The session featured two panels examined approaches and key conditions for creating capable institutions.

The first panel brought together experts and practitioners who shared their experiences in establishing or managing transport agencies or institutions, along with key lessons learned about governance. The second panel, consisting of transport ministers, reflected on the challenges raised by the first panel.

The first panel included Duncan Kibogong, Deputy Director of Kenya’s National Transport and Safety Authority (NTSA); Nico McLachlan, SSATP Consultant and Managing Director of Organisation

Development Africa (ODA); Barbara Mommen, former CEO of the now-defunct Maputo Corridor Logistics Initiative (MCLI); Lieutenant Colonel Andre Ciseau, Secretary General of the Port Management Association of Eastern and Southern Africa (PMAESA); and Mohamed Mezghani, Secretary General of UITP.

A common challenge shared by most panelists was the need for coordination, credibility, and trust. Much of the guidance on transport governance in Africa emphasizes the importance of establishing a lead agency with a high level of autonomy. However, as Duncan Kibogong cautioned, this can create tensions with line ministries: “There can be a feeling from the ministry that they are letting go of some of their functions, and it’s a tug of war.” These challenges, he argued, can be addressed with clearly defined roles and objectives: “It is not [the lead agency’s] role to do everything.” Their role is to coordinate all actors and lead toward improvement.

Lieutenant Colonel Andre Ciseau agreed, highlighting the difficulty of balancing the demands “between what the political class wants to do, and what the tech people want to do.” Drawing from his experience in port management, he stressed that operators should be allowed to manage port operations, while policymakers focus on setting the strategic policy direction.

Clarity of mandate is a non-negotiable, added McLachlan. In the public transport sector, he argued, national governments should retain only those powers and functions that must absolutely be dealt with at the national level: “Our cities are much too complex to be managed through national agencies. Retain 20% at national level and devolve everything else, with the appropriate fiscal capacity.”

Yet achieving effective coordination can be difficult in contexts like South Africa, where metropolitan governments lack legal authority over key infrastructure assets such as ports, airports, and railways.

● Figure 7.

Speakers of the first, high-level panel of the Breaking Silos plenary session on “Governance and Institutions”



● **Figure 8.**

The ministerial panel of the Breaking Silos plenary session on “Governance and Institutions”



This disconnect can lead to intergovernmental disputes that require significant political maturity to resolve. Reflecting on his time as CEO of the statutory commission that established Cape Town’s governance framework, McLachlan emphasized the importance of identifying who holds the authority to delegate powers when establishing institutions.

Barbara Mommen reflected on her experience leading what was formerly the only private sector-led corridor management institution on the continent. She recalled how the Maputo Corridor Logistics Initiative had to navigate complex multi-country and multi-sector dynamics, stepping in where the public sector was unable or unwilling to act. “Essentially this was an example of the private sector stepping in where the public sector was unable or unwilling to do so.” The initiative faced early skepticism and “fears of the unknown” from civil society and local businesses. Ultimately, she concluded, the greatest challenge and lesson learned was about building trust and relationships: “While that sounds soft, it is the toughest thing to do when you are trying to build credibility.”

Participants asked questions about funding, corruption, and political interference in transport governance. Mommen responded candidly, noting that “where there is success in an organization, and when there are public sector partners, there will be the attempted influence of individuals with political power. When political influence is not managed well, the downward trajectory of the organization is a given.” She emphasized that corruption undermines all aspects of institutional effectiveness—particularly access to funding—and stressed the importance of ethical leadership. Strong partnerships and leadership are critical: “Political interference is going to come, but it can also go—if you know what you are doing.” Mezghani echoed this point, remarking that “everyone interferes—all levels of government, indirectly or directly.” Ultimately, he concluded that the cities [and institutions] that perform best are those with strong mandates and clearly defined roles, supported by a hierarchy of governance in which day-to-day service delivery is managed at the appropriate level.

A high-level panel of ministers then discussed the points raised by practitioners in the first panel. This panel included: Hon. José Didier Tonato, Benin's Minister of Living Environment and Transport, responsible for Sustainable Development (MCVT); Hon. Jean Ernest Massena Ngalle Bibehe, Cameroon's Minister of Transport; Hon. Manambahoaka Valéry Ramonjavelo, Madagascar's Minister of Transport and Meteorology; Hon. Dembélé Madina Sissoko, Mali's Minister of Transport and Infrastructure; Hon. Steven Baba Malondera Kansiyamo, Malawi's Deputy Minister of Transport and Public Works; and Robert Lisinge, Director for Technology, Innovation, Connectivity, and Infrastructure Development at the United Nations Economic Commission for Africa (UNECA).

The ministerial panel acknowledged that the interface between political actors and institutions is inherently complex and must be openly recognized and addressed. They noted that many of the governance challenges raised are similar across countries. Minister Tonato of Benin emphasized the importance of transparency in overcoming political and institutional barriers: "Everything is an opportunity for corruption,...but this will be overcome if everyone talks to each other, we work together, and everything is connected and transparent....The truth will get us where a lie will not."

Key Takeaways

- ☺ Cities must be empowered to develop their own fiscal capacity: dependence on budgetary allocations will continue to hinder development. The most successful economies have achieved growth through a diverse range of revenue streams.
- ☺ A lead, coordinating institution does not have to "do everything."
- ☺ Stakeholder support must be sought and cultivated over time.
- ☺ Good inter-governmental relationships are crucial.
- ☺ Monitoring and implementation frameworks are essential.
- ☺ Institutions should balance a commitment to independence with a mature understanding of the political environment in which they operate.
- ☺ Strong ethical leadership is vital to resisting corruption, building credibility, and ensuring long-term success.



III

Working Groups: Pillar Breakout Sessions

The main objective of the parallel working group or breakout sessions, held on Day 2 (Tuesday, March 25, 2025) was to review the work progress of the SSATP Fourth Development Plan (DP4) and identify priorities to ensure its continued, successful delivery.

III.1.

Regional Connectivity and Economic Integration (RCEI)

The Regional Connectivity and Economic Integration (RCEI) Pillar meetings included not only participants from the recently reestablished Regional Economic Communities' Transport Coordination Committee (RECs-TCC)–Directorates of Transport of the RECs, Corridor Management Institutions (CMIs), and African Port Management Associations—but also representatives of SSATP member countries.

In his role as the Chair of the RECs-TCC, Chris Appiah, ECOWAS' Director of Transport, led the breakout session, which began with an overview of the Pillar's work program and main activities. This was followed by:

- A discussion on RECs and CMIs
- A workshop on road transport reforms
- A presentation of the newly published SSATP paper on Maritime Single Windows (MSWs)

Three RECs were represented at the SSATP AGM: the Economic Community of West Africa States (ECOWAS); the Common Market for Eastern and South Africa (COMESA); and the East Africa Community (EAC). Each REC presented its respective work programs.

COMESA's work focuses on regional corridors, climate-resilient infrastructure, and master planning, with EAC focusing on road safety, road axle load control, and regulatory frameworks for railway, aviation, and maritime. ECOWAS presented its work program on the Abidjan Lagos Highway Corridor, axle load control, and one-stop border posts.

● Figure 9.

Participants of the Regional Connectivity and Economic Integration (RCEI) Pillar breakout session



Three corridors were also represented:

- The Central Corridor Transit Transport Facilitation Agency (CCTTFA), serving landlocked countries in East and Central Africa.
- The Congo Ubangi Sangha International Commission (CICOS), managing the Congo river basin in Central Africa.
- The Trans-Kalahari Corridor, serving Botswana and South Africa from the port of Walvis Bay in Namibia.

All three corridors provided an overview of their respective activities and work programs, contributing valuable input for the ongoing SSTAP study on CMI effectiveness.

To complement presentations by RECs and CMIs, Lydie Ehouman, Chief Transport Economist of the African Development Bank (AfDB), shared the Bank's approach to regional economic corridors and provided an overview of projects both in operation and those in the pipeline. Barbara Mommen, former CEO of the Maputo Corridor Logistics Initiative (MCLI), presented the SSATP paper published in 2024 on data-driven performance analysis for corridors.

The workshop on road transport reforms focused on the updating of the 2016 road freight transport reform guidelines. The effort, coordinated by SSATP, the International Road Transport Union (IRU), and the World Bank, builds on previous experience and lessons learned from implementing these guidelines in various African countries. The new edition of the guidelines now also encompasses passenger transport reforms, a path to decarbonization, and the importance of women in transport.

The final part of the breakout session was dedicated to the presentation of the just published SSATP paper on Maritime Single Windows (MSWs). Pascal Ollivier, SSATP Consultant, and Olivier Hartmann, SSATP's RCEI Pillar Lead, led the session on digital ports infrastructure, which was motivated by the urgent challenge facing most African countries—the entry into force of Resolution 14(46) of the IMO FAL Convention on January 1st, 2024. This resolution mandates the establishment of MSWs, a digital platform that streamlines the exchange of information between maritime stakeholders (such as shipping companies, ports, and government agencies) related to ship arrivals, stays, and departures.

Key Takeaways

- 📌 The working group recognized that the RECs-TCC is a critical platform from which to align REC and CMI agendas and programs. The program needs to operate under the umbrella of the African Union Commission (AUC).
- 📌 Over the next 18-21 months, the Pillar will continue its studies on CMI efficiency, update the road transport reform guidelines, distribute the MSW working paper, and progress on its dry port study with the AfDB. The Pillar will also explore the re-establishment of CMIs Forum (ACMA), hold monthly thematic virtual meetings, and plan an in-person meeting in the fourth quarter of 2025.

III.2.

Sustainable Urban Mobility and Accessibility (SUMA)

At the AGM, the breakout session of SSATP's Sustainable Urban Mobility and Accessibility (SUMA) Pillar aligned with the three thematic focus areas of the Pillar:

- Paratransit improvement strategies
- Governance and financing
- Building capacity toward sustainable transport

The day began with a closed session dedicated to the General Assembly Meeting of the African Association of Urban Mobility Authorities (AUMA). SSATP has supported AUMA since its creation. The meeting reviewed progress achieved by the Association in both its corporate and technical activities.

Paratransit Improvement Strategies

Since the start of DP4, SSATP has played an active role in shaping public transport policy across Africa. A key focus of this work has been on informal public transport (IPT), commonly referred to as paratransit—the dominant mode of transport for most urban residents on the continent. Over time, SSATP has contributed to a growing recognition among policymakers and stakeholders that paratransit is a permanent fixture of the urban mobility landscape. While some still believe that IPT should be replaced, the current debate has shifted toward identifying ways to improve, enhance, and professionalize the sector. The current business and operational models that define IPT often generate negative externalities—not only for passengers and communities, but also for those who work within the system. Recognizing this, SSATP's DP4 SUMA work program placed a strategic focus on the paratransit sector. This emphasis was reflected across all three thematic discussions of the day.

● Figure 10.

Participants of Sustainable Urban Mobility & Accessibility (SUMA) Pillar breakout session



The discussion on paratransit improvement strategies was chaired by Simon Saddier, SUMA Pillar Lead. Fatima Arroyo Arroyo, SUMA Co-Pillar Lead, set the scene with a presentation of a forthcoming SSATP report on paratransit industry reform. The presentation included:

- A diagnostic matrix designed to assess the state of informality in the IPT sector across three dimensions: informality of service, informality of authority, and informality of organization.
- A reform framework for IPT enhancement using five “reform levers”: vehicle financing; operations and maintenance; supporting infrastructure and systems; regulation; and organization.

Julien Allaire, Director of International Operations at Transitec Consulting Engineers, presented preliminary findings from a forthcoming working paper on management models for public transport terminals in African cities developed under the DP4 work plan. The study highlights the intense competition for space within terminals—between transport operators, vendors, and users—which, in most cases, leads to outcomes that are suboptimal for all stakeholders. Allaire emphasized that “almost always [it] ends up with everyone losing.” To address this issue, the study developed a framework for assessing the conditions of public transport terminals in terms of infrastructure provision and management and provides guidance for decision-makers on how to foster private sector participation most effectively.

A moderated panel followed, featuring Kemi Amure (Head of Bus Services, Lagos Metropolitan Area Transport Authority), Nico McLachlan (Consultant, SSATP), Amanda Ngabirano (Chairperson, Uganda Paratransit Consultative Forum), and Neji Larbi (Urban Mobility Specialist, African Development Bank). Panelists shared practical insights and lessons learned from paratransit reform efforts across different African contexts, including the following:

- IPT is highly heterogeneous, encompassing multiple service types—from motorcycle and shared taxis to minibuses—each requiring tailored reform strategies.
- Incremental and differentiated reforms to enhancing and integrating IPT are more likely to succeed than “big bang” approaches.
- Public transport reform is not an either/or. Reforms should aim to develop formal transport modes and mass transit while also raising the standard of informal modes.
- One of the most important tools for paratransit reform is the regulatory power that cities already possess. This tool is more effective when combined with a developmental rather than a punitive approach.

Governance and Financing

In line with the AGM’s overarching focus on strengthening governance, Brendan Finn, SSATP Consultant, kicked off the governance session with a presentation of an SSATP-commissioned study on the establishment of metropolitan urban mobility authorities. The study outlines the essential conditions and steps required to create such institutions, drawing on case examples from Sub-Saharan Africa—including the Nairobi Metropolitan Area Transport Authority (NAMATA), the Lagos Metropolitan Area Transport Authority (LAMATA), and the Abidjan Urban Mobility Authority (AMUGA).

Key considerations for institutional arrangements include the following:

- Credibility and a clear mandate are essential. Authorities must have: (i) a clearly defined scope, covering both geographic areas and transport modes; (b) the legal and practical (de facto) authority to act; and (c) sufficient capacity to function effectively, including qualified personnel, financial resources, and sound administrative systems.
- Institutional sustainability is critical. Authorities must be sustainable financially and have permanent or sufficiently resourced institutional capacity.
- Authorities must be able to make long-term commitments.

A panel of experts shared insights from their experiences in establishing consultative forums and working within urban transport authorities. Panelists included Romain Kouakou, Managing Director of AMUGA; Prisca Mbimi, Coordinator of the Douala Urban Mobility Project, Urban Community of Douala; Francis Gitau, Managing Director of NAMATA; Brendan Finn, SSATP Consultant; and Laverne Dimitrov, Head of Africa at the International Association of Public Transport (UITP).

One of the key lessons highlighted was the importance of building credibility through trust—particularly with informal transport operators. Panelists emphasized that honest, transparent, and consistent engagement with the sector fosters mutual respect and cooperation. In their experience, this approach has led to remarkable cooperation and trust among stakeholders in the sector.

Building Capacity Towards Sustainable Transport

Capacity building is a cross-cutting theme that supports the two other SUMA thematic areas: governance and paratransit improvement. Since the start of DP4, the main capacity-building activities delivered under the SUMA Pillar have included:

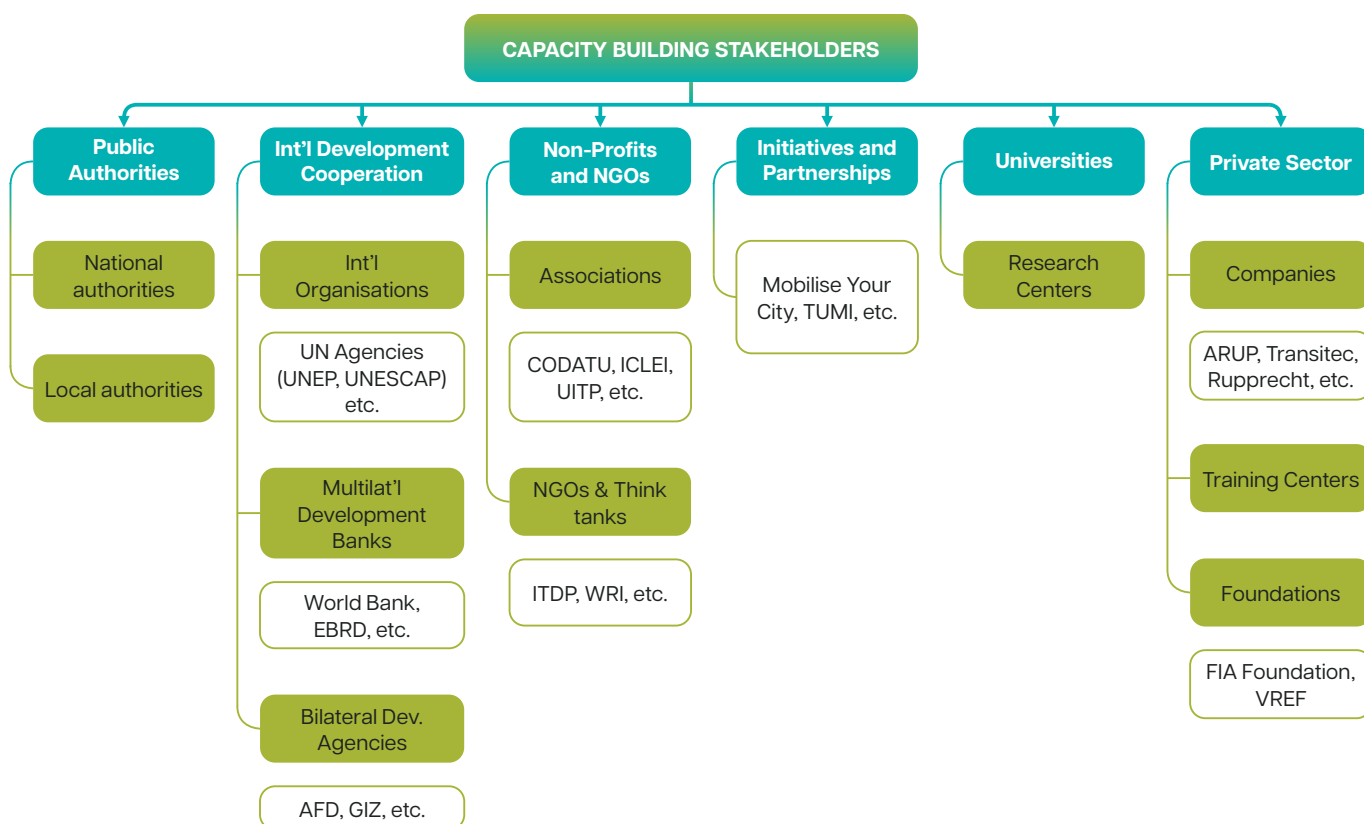
- Leaders in Urban Transport Planning (LUTP) training courses.
- A mentorship program designed to build on the momentum created by the LUTP course in Tunisia.
- Capacity-building workshops on paratransit improvement for public sector and industry representatives in Sierra Leone and Ghana.

During this session, a panel of experts reflected on their experiences delivering or participating in these capacity-building activities. The panel included Dr Anne Kamau, Senior Research Fellow at the Institute for Development Studies, University of Nairobi; Dr Chinenye Okafor, South-South Academia Cooperation (SSAC) Scholar, Stellenbosch University; Nicolás Cruz MobiliseYourCity; and Bailo Diallo, Program Officer, Public-Private Infrastructure Advisory Facility (PPIAF). They identified practical approaches and mechanisms that have proven effective in delivering impactful capacity-development programs:

- Communities of practice, where peers exchange experiences from similar projects implemented in different contexts.
- A variety of training courses tailored to address a wide range of needs.
- Peer-to-peer learning and technical visits, which help practitioners realize that even complex projects are achievable.
- Partnerships with local universities and a pool of topic-specific experts, which ensure continuity and mitigate the impact of staff turnover or political change within local authorities.

● **Figure 11.**

Capacity Building Stakeholders, presented by Dr Herrie Schalekamp, SSATP



- An inclusive approach to capacity development that engages the full spectrum of transport sector stakeholders—including engineers, planners, social scientists (such as geographers, economists, and sociologists), operators, union representatives, and even professionals from the arts and humanities.

Audience members endorsed these approaches and added another: the importance of learning from practical implementation from the ground. When knowledge from past experiences is distilled into lessons learned and methodological guidance, it enables practitioners to deliver better projects.

Additionally, participants identified specific capacity or knowledge gaps that they would like SSATP to address under the SUMA Pillar. These include:

- A better understanding of approaches to public transport regulation, including fare-setting and price discrimination
- The development of sustainable business models for fleet renewal in the paratransit sector
- Effective strategies for enhancing the motorcycle-taxi sector
- Extending informal transport reforms to secondary cities
- Ongoing support through peer learning and the dissemination of African experiences through such case studies and study tours
- Improved methods for bridging the gap between theory and practice by involving academic partners in policy development
- Strategies for building collective will and driving momentum for change—through communication, advocacy, and sensitization.

Key Takeaways

- Improving the informal public transport sector requires the presence of strong institutions, supported by robust, fair and predictable regulatory frameworks.
- The term *agency* may be preferable to *authority* to avoid perceptions of a top-down, non-consultative approach and to better reflect a collaborative institutional ethos.
- Metropolitan transport authorities may be perceived as competing with national institutions unless their mandates and functional boundaries are clearly defined. This insight echoes the conclusions of the Day 1 session on governance. Ways to mitigate this challenge include ensuring that transport authorities focus on their core mandates, play a coordinating role, and operate within their respective areas of expertise.

III.3.

Road Safety (RS)

Road traffic injuries (RTIs) are not only a public health crisis but also pose significant economic and social challenges. The group most affected by road traffic deaths is the economically productive population, with 66% of deaths occurring in individuals aged 18 and 59 years old; 75% of these fatalities involve males. To address these challenges, it is crucial to strengthen road safety data systems, not only to track fatalities but also to inform and drive evidence-based policies.

● Figure 12.

Participants of the Road Safety Pillar breakout session



The working group was led by Marisela Ponce de Leon, SSATP's Road Safety (RS) Pillar Lead, with contributions from key partners and country representatives. The morning's workshop included sessions on key topics, such as:

- Governance, data, and capacity building
- Motorcyclist and pedestrian safety
- Emergency Medical Services (EMS)

The afternoon session concluded with the Constitutive Assembly of the African Association of Road Safety Lead Agencies (AARSLA). For more details on AARSLA, see section 6.4 which introduces the association as well as the main outcomes of discussions from the constitutive assembly.

During the session, the working group reviewed the findings of an SSATP [Study of African Road Safety Lead Agencies in Africa \(RSLAs\)](#), presented by Haileyesus Adamtei, the co-lead of the RS Pillar. Developed under the DP4 work program in 2022, the study assessed the organizational performance of national road safety institutions, identified their key strengths and weaknesses, and provided recommendations for improvement. The study found that the practical implementation of activities aligned with the safe systems approach remains insufficient, highlighting a disconnect between the theoretical ambitions for road safety policy and actual practices on the ground. The lack of stable and sufficient funding is a real obstacle to the implementation of interventions. Recommendations focused on improving institutional mandates, funding, coordination, monitoring and evaluation, and capacity building.

The road safety working group also reviewed the results of the [Africa Status Report on Road Safety 2025](#)—a collaborative effort by SSATP, the World Health Organization (WHO), and the African Union Commission (AUC) —covering data from 51 countries. Binta Sako, Technical Officer in the Violence, Injuries and Disabilities Unit at the WHO's Regional Office for Africa, presented key findings from the report.

She also facilitated a discussion on SSATP's [Road Safety Performance Monitoring Framework](#)—a tool designed to help African countries improve road safety data collection, monitoring, and accountability. The discussion highlighted a widespread lack of comprehensive legal frameworks necessary to protect all road users. These legislative gaps contribute to weak enforcement, inadequate financial protection for victims, and limited access to critical emergency care. Sako stressed the importance of closing these legislative gaps and translating policy commitments into effective protection. The performance monitoring tool includes 14 indicators that address the five pillars of road safety; it serves as a practical resource to support evidence-based decision-making. Countries were encouraged to adopt and apply the framework to enhance the effectiveness of their national road safety strategies.

The session then shifted focus to [SSATP's Leaders in Road Safety Management Training Program \(LRSMTMP\)](#) based on the safe systems approach. Delegates heard from M. Etienne Kouakou, Director General of the Road Safety Office in Côte d'Ivoire, which hosted the first francophone edition of this training program in January 2025.

Yonas Bekele, a road safety specialist, provided an update on the African Road Safety Observatory (ARSO), detailing key milestones since its inception and the next steps in its development. He also shared the latest progress on the African Charter for Road Safety, which requires two more ratifications to come into force. Countries were urged to sign, ratify, and implement the Charter.

Following a short break, the working group reconvened to identify and agree on new priority areas for SSATP's Road Safety Pillar moving forward. Discussions focused on several urgent and emerging challenges, including motorcycle safety, pedestrian and cyclist protection, and emergency medical services (EMS):

- Motorcycle-related crashes account for a substantial share of road fatalities in many African countries—up to 57 percent, as noted by Japheths Ogendi, Senior Professor at the University of Rwanda. In response, SSATP is developing a comprehensive set of best practices and guidelines to improve the practices and regulatory frameworks for commercial motorcyclists in Africa.
- The safety of vulnerable road users, particularly pedestrians and cyclists, was also emphasized. Participants underscored the importance of building regional coalitions and launching joint programs to address their specific risks. Rita Cuypers, Director of Partnerships at the FIA Foundation, highlighted two key initiatives in this area: the *Partnership for Active Travel and Health (PATH)* and the *Safe Schools Africa Programme*, both of which provide technical assistance to African governments and cities.
- To strengthen post-crash care, Binta Sako presented WHO's work on pre-hospital care, EMS, and rehabilitation, emphasizing the availability of practical tools to support countries in improving emergency response systems.

Key Takeaways

- 📌 The ongoing work program and its outcomes received positive feedback and endorsement from participants.
- 📌 Consensus was reached on the newly prioritized areas of focus: motorcycles, pedestrians, and EMS. These areas are recognized as critical to reducing road traffic fatalities in Africa.
- 📌 Countries should lead in implementing best practices and tools, while SSATP is well positioned to provide advisory support and serve as a key partner in capacity building and policy guidance.

III.4.

Resilient Road Asset Management (RRAM)

Africa's road transport networks are essential for mobility, trade, and economic growth; however, maintaining these networks is a major challenge. Heavy vehicle traffic accelerates road deterioration while climate factors further exacerbate damage. Climate change introduces additional risks, making roads more susceptible to extreme weather events—floods that can wash away poorly constructed roads while prolonged droughts that can cause pavement cracking. Such disruptions can isolate communities, limit access to jobs and essential services, and increase transport costs, which are already among the highest in the world.

Under its DP4, SSATP has launched a new focus area—Resilient Road Asset Management (RRAM)—to directly address these challenges by integrating climate resilience into road asset management practices. While expertise exists, efforts to enhance resilience remain fragmented. Embedding resilience into formal planning will require new tools, resources, and approaches. Road agencies and planning ministries face challenges related to capacity and funding, necessitating coordinated support.

● **Figure 13.**

Lénaïc Georgelin from the European Commission provides opening remarks commemorating the launch of the SSATP Resilient Road Asset Management (RRAM) pillar



Many governments do not allocate adequate budgets for road maintenance, often prioritizing new construction over the upkeep of existing networks.

To catalyze progress in this area, the RRAM thematic area was formally launched on Day 2 of the AGM. The session reviewed recent developments, gathered expert input, and identified priority activities for the next three years. Mustapha Benmaamar, SSATP Program Manager, opened the session, emphasizing that the new SSATP Pillar will help attract investments and complement the work of all other SSATP Pillars. Oceane Keou, the new RRAM Pillar Lead, highlighted that strengthening the resilience of transport systems is vital for enhancing economic growth, removing barriers to development, and improving social inclusion, thereby securing Africa's transport future in an increasingly unpredictable climate.

Despite growing awareness, several challenges persist in practice. Many road management agencies experience fragmentation, with responsibilities dispersed across institutions that seldom coordinate. Current road designs often do not incorporate climate resilience standards, leaving infrastructure vulnerable to repeated damage. Adaptive planning remains limited, and sustainable materials are not used, leading to cycles of repair instead of long-term durability. Reactive maintenance remains deeply embedded in the current maintenance culture.

A primary objective of the RRAM Pillar is therefore to support African countries in transitioning from reactive to proactive, climate-resilient road asset management. The focus will be on four priority areas: (1) climate risk integration, (2) rural accessibility, (3) institutional strengthening, and (4) digital innovation. Ultimately, the goal is to help governments build transport systems that are more durable, inclusive, and responsive to future challenges.

As a newly launched Pillar, the session followed a different format from other breakout sessions; it was highly interactive, featuring expert presentations, case studies, and focus group discussions. The goal was to develop a consolidated set of recommendations and priority actions for the next three years of work. Contributions came from a range of technical experts, including Lénaïc Georgelin, Team Leader for Transport, Directorate-General for International Partnerships (DG-INTPA), European Commission; Oceane Keou, SSATP RRAM Pillar Lead; Jacques Phedonos, Technical Assistance (TA) Key Expert; and Jose Cordovilla, TA Project Director.

The session began with Oceane Keou discussing the critical importance of RRAM, presenting evidence of the severe direct and indirect socio-economic impacts of road infrastructure failures due to climate events. She emphasized that resilience is not an additional cost but an investment that generates returns for communities and economies. Making infrastructure more resilient is critical to avoid costly repairs and minimize the wide-ranging consequences for the livelihoods and well-being of people. She stressed that resilient transport strategies and policies should be more comprehensive, and introduced a life-cycle approach to resilience planning organized around five key pillars: (1) system planning and financing; (2) engineering and design; (3) operations and maintenance; (4) contingency planning; and (5) institutional capacity and coordination.

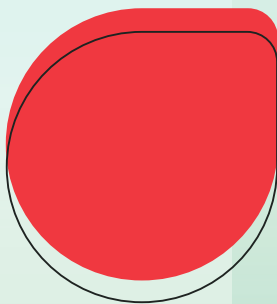
Key technical experts then outlined the main gaps and challenges identified in the region, providing the basis for an open discussion with participants. The session also featured presentations of innovative practices, emerging approaches and new digital tools used to develop climate resilient road networks in Africa.

To formulate this Pillar's priority action plan for the next years, participants were divided into three thematic focus groups. Each group was tasked with generating practical feedback to shape the Pillar's implementation roadmap. The three groups were: (1) system-level planning and governance; (2) financing and delivering RRAM (including rural); and (3) technology and tools (enhancing data-driven RRAM). Participants addressed the following questions (among others):

1. What measures would you prioritize to strengthen resilience in road asset management in your country/institution?
2. What are the predominant funding sources for road maintenance in your country?
3. What are the main barriers to mobilizing financing for RRAM?
4. What types of data do you consider most critical for decision-making in RRAM?
5. Which technologies do you believe have the greatest potential to enhance RRAM?
6. How would you assess your institution's capacity to integrate resilience criteria into road management?
7. Which regulatory mechanisms could most effectively support the implementation of road resilience strategies?
8. What are the most effective measures for strengthening institutional capacity in RRAM?
9. How well are road users' needs and community preferences integrated into road asset management decisions in your country?
10. What are the main obstacles preventing small and medium-sized private firms (SMEs) from contributing effectively to road maintenance and resilience?

Key Takeaways

- The RRAM Pillar was officially launched at the 2025 AGM, with a program of key activities that will be implemented over the next three years. Sustained engagement from stakeholders at both national and regional levels will be essential to maintain momentum.
- There was broad consensus on the identified priority actions, which include: the need for governance reforms; the development of reliable databases to support evidence-based decision-making; the creation of new mechanisms for improved fund allocation; diversification of financial resources for climate-smart maintenance; and the adoption of digital tools, including satellite data and artificial intelligence. Participants noted that economies of scale can be achieved using new technologies.
- SSATP's role will be to promote and mainstream innovative practices and groundbreaking approaches in climate resilience, digital solutions, and financing mechanisms that can transform road asset management across Africa. Road fund associations—such as the African Road Maintenance Funds Association (ARMFA)—will play a central role during the implementation of the RRAM Pillar work program.



IV

Host Country Focus: Professionalization of Road Transport Operators in Benin

Under its Fourth Development Plan (DP4), SSATP places strong emphasis on the professionalization and decarbonization of the informal public transport sector. In Benin—as in many other low- and middle-income countries—the road transport sector is marked by high levels of informality, inadequate training for stakeholders, and poor adherence to quality and safety standards. These characteristics limit the sector's efficiency, increase road safety risks, and undermine operational competitiveness.

To address these issues and promote the development of a more efficient and reliable road transport sector, the Government of Benin initiated a comprehensive reform on the professionalization of the transport profession, as part of its 2021–2026 Action Program. This reform is critical for improving service quality, enhancing the safety of passengers and goods, and boosting the productivity of transport operators—all of which support Benin’s broader economic development.

On Day 4, Thursday, March 27, this dedicated session examined the achievements and ongoing challenges of this reform program. The session focused on quality and safety in road transport services in Benin and assessed the current state of implementation. Opening remarks were delivered by Joseph Ahissou, Director of Road and Air Transport at Benin’s Ministry of Living Environment and Transport in charge of Sustainable Development (MCVT). Professor Constant Houndenou, Technical Advisor for Sustainable Development at MCVT, moderated the panel. Panelists included Ghislain Hounnou, Director General of Urban Development at MCVT; Ranti Akindes, Director General of the Road Infrastructure and Land Use Planning Agency (SIRAT); Professor Martin Pepin Aina, Director General of Environment and Climate at MCVT; and Didier Theze, Director General, GoZem, Benin.

Panelists discussed a wide array of priority areas, including the modernization and expansion of the road network and regulatory framework, training and capacity building, integration of new technologies, and access to financing for fleet renewal and infrastructure modernization. The discussion also touched upon the economic development of Benin and the professionalization of port operators.

● Figure 14.

Panelists from the plenary session on the Professionalization of Road Transport Operators in Benin



Moto-taxis (motorcycle-taxis) were a recurring theme throughout the AGM, and a major point of discussion during this session as well. In many African countries, including Benin, moto-taxis offer a source of income for unemployed youth, including students, but also contribute to traffic congestion and road safety concerns. Ministries have expressed concerns about the limited knowledge of road safety rules among many moto-taxi drivers, and their often-minimal regard for pedestrian and passenger safety.

The audience engaged in a lively discussion focused on Benin's approach to organizing the motorcycle-taxi sector, and the challenges of enforcing motorcycle helmet use among motorcycle-taxi drivers and passengers. Panelists stressed that improving safety for two-wheelers requires strong coordination among all agencies responsible for road safety. Akindes shared the successes of SIRAT, the Road Infrastructure and Regional Planning Agency of Benin, noting that all enforcing agencies, including insurance companies, now collaborate to provide better services through increased synergy.

Helmet use among commercial motorcyclists has gradually increased due to Benin's sensitization campaign, which educated users on the benefits of using a helmet. This was followed by the introduction of a compliance deadline and a rigorous enforcement regime. Police officers were deployed every day to monitor compliance. Infractions are processed through the Securoute platform to minimize opportunities for misconduct, and police records document any attempt by a citizen to bribe or cause harm to an officer.

Participants also raised questions about infrastructure design standards, particularly how road shoulders are used and the extent to which current design practices accommodate all road users, including two-wheelers. Panelists acknowledged the absence of pavement standards adapted for two-wheelers and indicated that the country intends to address this gap.

Another important topic of discussion was Benin's progress toward electrifying its vehicle fleet. The Ganvié-Nokoué Mobility Project was presented as a key initiative, with a goal of deploying 60,000 electric two-wheelers. This project demonstrates Benin's commitment to sustainable mobility and its alignment with broader goals around decarbonization and climate resilience.



V

SSATP-PPIAF South-South Academic Cooperation Program

“Strengthened Governance for Safe, Sustainable and Decarbonized Transport in Africa: Enhancing Institutional Capacity through Regional Collaboration” was the official theme of the AGM. In support of this theme, SSATP and the Public-Private Infrastructure Advisory Facility (PPIAF) launched an initiative aimed at strengthening scholarly capacity through regional collaboration among universities and researchers across Sub-Saharan Africa.

The South–South Academic Cooperation Program, introduced on Thursday, March 27, featured five research teams from eight countries. Each team was awarded a scholarship to conduct applied research aligned with the priorities of SSATP’s Fourth Development Plan (DP4), with a focus on improving and integrating informal public transport (IPT) systems. The studies explored physical and digital technologies that address one or more of the following themes: (i) vehicle motive power and energy systems to support decarbonization; (ii) technologies that enhance road, vehicle, or passenger safety; and (iii) management or information systems to improve IPT operations. Digitalization emerged as a cross-cutting focus, with all teams exploring how data, digital tools, or smart systems can strengthen the performance and sustainability of IPT.

Bailo Diallo, Program Office at PPIAF, introduced the program, and the session was moderated by Dr. Herrie Schalekamp, SSATP consultant. Over the coming months, each research team will produce a working paper, which will be synthesized into a consolidated report to be published by SSATP.

● **Figure 15.**

Panel discussion featuring academic researchers selected as winners of the SSATP–PPIAF South–South Academic Cooperation Program Call for Papers



Research Highlights

Battery swapping hub for motorcycles in Uganda and Kenya: Eng. Dr. Chris Byaruhanga (Uganda), Millicent Atieno Philip (Kenya), Peris Musitia (Kenya), and Rebecca Atukwase (Uganda) presented their findings on developing specifications for a universal charging and battery-swapping hub for electric motorcycles. The team found that current swapping services provided by e-mobility providers are fragmented and unsustainable. Their research indicates that the future for battery charging and swapping for electric motorcycles should focus on battery standardization and interoperability. They introduced the concept of universal battery charging and swapping hubs.

Electrifying ride hailing in South Africa, Nigeria, and Tanzania: Dr. Chinenye Okafor (Nigeria/South Africa), Dr. Gail Jennings (South Africa), Dr. Megan Bruwer (South Africa), and Eng. Gerutu Bosinge (Tanzania) presented preliminary findings on the barriers to e-mobility transition in the ride-hailing sector of Lagos, Cape Town, and Dar es Salaam. They examined the daily operations of ride-hailing services in these countries to assess their suitability to transition to e-mobility and gained formative insights into the sector's current appetite and preparedness for transitioning to e-mobility.

Electric buses for paratransit in Nairobi and Lagos: Dr. Jackson Kago (Kenya), Eng. Ahmed Kudu (Nigeria), Eng. Joanne Mahugu (Kenya), and Eng. Musa Bala (Nigeria) explored how private investment, policy frameworks, and infrastructure development affect the transition to electric mobility in the IPT sector of Nairobi and Lagos. They found that EV uptake is slow in both cities due to financial, infrastructural, and policy challenges. While the private sector plays a key role, it requires support to scale up. The team recommended implementing policy reforms, developing financing solutions, and investing in infrastructure to accelerate adoption.

Minibus management technologies in Maputo and Cape Town: Alberto Daniel (Mozambique), Belzénia Matsimbe (Mozambique), Lauro Mota (Mozambique), and Dr. Obiora Nnene (South Africa) focused on leveraging digital technologies to improve IPT in Africa. Rather than replacing informal transport systems, their research advocates for enhancing it through data collection, analytics, and real-time service monitoring tools. Use of these digital innovations can lead to more reliable services, real-time information, and improved safety, comfort, and accessibility—ultimately reducing congestion and emissions. The team underscored the importance of locally adapted solutions.

Digitizing shared taxis in Abidjan and Lomé: Dr. Agogno Agbogan (Togo), Vakaramoko Bamba (Côte d'Ivoire), and Prénom Chimène Bidabi (Togo) are conducting a comparative study of digital on-demand and conventional transport systems in Abidjan and Lomé. Their research focuses on enabling the digitization of shared transport by understanding the importance of training, establishing a framework to formalize stakeholder engagement, implementing regulations adapted to the use of digital technology in transport (public and on-demand), facilitating access to high-speed internet, and regulating usage fees.



VI

Official Program of the 2025 AGM

The official program of the 2025 SSATP Annual General Meeting (AGM) took place on March 26 and 27, following two days of technical working group sessions and cross-cutting thematic discussions. Days 3 and 4 featured the high-level segment of the AGM, which included the formal launch of the event, a ministerial panel, the introduction of a new regional association, and the SSATP General Assembly, among others.

VI.1.

Official Launch of the AGM

The day opened with welcoming remarks by Robert Lisinge, Director for Technology, Innovation, Connectivity, and Infrastructure Development at UNECA, followed by statements from key development partners. Sergio Oliete Josa, Head of Unit for Sustainable Transport and Urban Development at DG INTPA, European Commission, delivered remarks on behalf of SSATP's donor partners. A recorded message from Guangzhe Chen, World Bank Vice President for Infrastructure, was also shared. As host, Hon. José Didier Tonato, Minister of Living Environment and Transport of Benin, formally declared the 2025 SSATP Annual General Meeting open.

VI.2.

Presentation of DP4 Progress and the 2024 SSATP Annual Report

Following the formal launch of the 2025 AGM, Mustapha Benmaamar, SSATP Program Manager, provided an overview of the progress achieved under the DP4 and introduced the 2024 SSATP Annual Report. His presentation highlighted how the work conducted since the launch of the DP4 strongly align with the AGM's theme: "Strengthened Governance for Safe, Sustainable and Decarbonized Transport in Africa: Enhancing Institutional Capacity through Regional Collaboration." The report covered achievements across SSATP's four thematic pillars:

- **Regional Connectivity and Economic Integration (RCEI):** SSATP published working papers to support the digitalization in African ports, corridor performance monitoring, and the implementation of Maritime Single Windows (MSWs) in line with IMO requirements. An updated guideline on road transport reforms—developed in partnership with IRU—was previewed and will be launched at the 2025 ITF. Capacity building efforts also included the revitalization of the SSATP-RECs Transport Coordination Committee (RECs-TCC).
- **Sustainable Urban Mobility and Accessibility (SUMA):** SSATP helped strengthen urban transport institutions through technical assistance and peer exchange. It supported the African Association of Urban Transport Authorities (AUMA) and worked with cities such as Conakry and Kumasi to improve local governance. Under its paratransit program, SSATP explored business models, digital tools, and fleet renewal strategies. It also expanded training through the LUTP program and launched a new academic collaboration to build local research capacity.

- **Road Safety (RS):** SSATP focused on improving institutional capacity and performance monitoring. It supported the development of the Road Safety Performance Monitoring Framework, provided training through the Leaders in Road Safety Management Program, and helped establish the Africa Association of Road Safety Lead Agencies (AARSLA).
- **Resilient Road Asset Management (RRAM):** Officially launched at the 2025 AGM, the RRAM Pillar aims to help countries move from reactive maintenance to proactive, climate-resilient road asset management. It will focus on strengthening governance, integrating climate risk into planning, promoting digital and data-driven tools, and developing sustainable financing mechanisms. Collaboration with regional partners—such as the African Road Maintenance Funds Association (ARMFA)—will be essential to scale up good practices and support institutional reforms across the continent.

The 2024 Annual Report also detailed SSATP’s ongoing efforts to promote stakeholder engagement and knowledge sharing, reflecting the program’s growing role as a platform for collaboration, peer learning, and policy innovation across Africa’s transport sector.

VI.3.

Reflecting on DP4 Implementation and Alignment: Ministerial Panel Discussion

This high-level session brought together ministers to reflect on key challenges and opportunities shaping their national transport sectors, with a focus on the four thematic areas of SSATP’s DP4: regional integration, urban mobility, road safety, and resilient road asset management. The discussion aimed to inform SSATP’s future work program and ensure that it remains aligned with the strategic priorities of its member countries.

The panel featured: Hon. Jorge Bengue Calumbo, Deputy Minister of Transport, Angola; Hon. Yankhoba Dieme, Minister of Infrastructure, Land and Air Transport, Senegal; Hon. Simon Majok Majek, Ministry of Roads and Bridges, South Sudan; Dr. Michel Komlan Dindano, Permanent Secretary, Ministry of Road, Air and Rail Transport, Togo; and Halhassane Sinare, Chief of Staff, Ministry of Infrastructure and Landlocked Development, Burkina Faso. The session was moderated by Anne-Cecile Souhaid, Transport Practice Manager at the World Bank.

Panelists shared key challenges and opportunities within their national transport sectors and discussed how SSATP’s support under DP4 has responded to these needs. Overall, the ministries agreed that there is good alignment between SSATP’s technical assistance and the needs of the member countries. They acknowledged the positive results of the DP4 work program and welcomed the launch of the new Resilient Road Asset Management (RRAM) Pillar as timely and relevant.

● **Figure 16.**

High-level panel shares insights on their transport priorities and help shape SSATP's future work across its four thematic pillars.



The interdependence of the four DP4 Pillars was clearly reflected in the experiences shared by the participating countries. Inadequate road and bridge infrastructure has a direct impact on urban mobility, regional connectivity, road safety, and the resilience of transport systems. In many cases, this contributes to a continued reliance on private motorization—where possible and affordable—as private vehicles often remain the most reliable and accessible transport option in the absence of quality public systems.

On urban mobility, ministers emphasized the need for stronger regulatory frameworks, including enforcement of helmet laws, and more guidance on how to integrate informal public transport (IPT) into large-bus systems. The growing emphasis on electric mobility was welcomed, particularly as it relates to improving the sustainability of the IPT sector.

In terms of regional connectivity, countries highlighted the impacts of conflict and poor infrastructure, particularly how these issues affect cross-country trade, especially for landlocked countries trying to access ports. They expressed support for SSATP's focus on port digitalization, which had featured prominently in earlier AGM discussions.

Ministries also reflected on road safety challenges, and raised concerns around driver substance abuse, including the use of alcohol and stimulants by long-distance drivers—an area not yet dealt with under DP4. They called for SSATP support in developing effective enforcement strategies to address this challenge.

A common concern among all countries was the lack of resources, budgets, and engineering skills. In this context, the knowledge products developed since DP4's inception were well received and valued. Representatives acknowledged the usefulness of materials shared during the first days of the AGM but emphasized the need for further capacity development and training, especially in creating strong regulatory environments related to vehicle imports, corruption, and trade customs/tariffs, as well as enhancing institutional capability and road maintenance and resilience programs.

The session concluded with remarks from Sergio Oliete Josa, Head of Unit for Sustainable Transport and Urban Development at the European Commission, who highlighted SSATP's comparative advantage in policy development: "Policies precede implementation," he said, and many projects at implementation phase are based on this foundational work. Partners and donors are impressed that this policy work is "evidently being harvested" and that priorities are aligned.

VI.4.

Introducing the African Association of Road Safety Lead Agencies (AARSLA)

A major highlight of the 2025 AGM was the introduction of the African Association of Road Safety Lead Agencies (AARSLA)—a newly established regional platform aimed at advancing road safety leadership and institutional development across Africa. The Association was formally introduced to SSATP member countries and stakeholders during a plenary session on Day 3 of the AGM, Wednesday, March 26. In her opening remarks, Hon. Dembélé Madina Sissoko, Mali's Minister of Transport and Infrastructure, underscored how road safety initiatives are improving livelihoods and driving economic resilience in her country. She expressed optimism about AARSLA's potential to support similar progress continent-wide.

The formal introduction built on the momentum of the previous day's constitutive assembly, held as part of the Road Safety Pillar working group session. During the assembly, Etienne Kouakou, Director of Côte d'Ivoire's Road Safety Lead Agency, chaired the review and adoption—subject to minor amendments—of the Association's statutes. Nineteen countries expressed support for AARSLA's establishment (pending internal confirmations), including: Benin, Congo, Democratic Republic of Congo, Eswatini, Lesotho, Zimbabwe, Nigeria, Guinea, Cabo Verde, Mozambique, Côte d'Ivoire, Kenya, Liberia, Sierra Leone, Uganda, Morocco, The Gambia, Mali, and Cameroon.

An interim executive committee was elected by consensus, with the following members:

- President: Kenya
- 1st Vice President: Benin
- 2nd Vice President: Nigeria
- 3rd Vice President: Cabo Verde

● **Figure 17.**

Hon. Dembélé Madina Sissoko, Minister of Transport and Infrastructure of Mali, opens the plenary session introducing the African Association of Road Safety Lead Agencies (AARSLA).



During the formal, plenary launch session, Mustapha Benmaamar, SSATP Program Manager, presented the rationale behind AARSLA's creation and its alignment with the objectives of SSATP's DP4. He emphasized the need to empower national road safety lead agencies through strong institutional frameworks, enhanced peer collaboration, and access to evidence-based policy tools. Binta Sako of WHO AFRO reinforced this by noting AARSLA's integration within broader global and regional road safety networks, including the Global Network of Road Safety Lead Agencies and the Africa Road Safety Observatory (ARSO).

AARSLA will serve as a collaborative platform to strengthen the leadership, coordination, and capacity of national road safety institutions. It will promote knowledge sharing, produce technical and policy guidance, and facilitate peer learning and joint advocacy. SSATP reaffirmed its commitment to supporting the operationalization and growth of AARSLA, including financial support for activities during FY2025 and FY2026.

VI.5.

General Assembly Matters

The final substantive session of the 2025 SSATP AGM took place on the afternoon of Thursday, March 27. Chaired by Robert Lisinge, Director of the Technology, Innovation, Connectivity, and Infrastructure Development Division at the United Nations Economic Commission for Africa (UNECA), the session marked the formal conclusion of the four-day event. Speaking on behalf of Dr. Kamugisha Kazaura, Director of Infrastructure and Energy at the African Union Commission and Chair of the SSATP Executive Committee, Lisinge thanked delegates and stakeholders for their active engagement and “very productive deliberations.”

The panel featured Sergio Oliete Josa, Head of Unit for Sustainable Transport and Urban Development at the European Commission’s DG-INTPA and SSATP Donor Representative; Lydie Ehouman, Chief Transport Economist at the African Development Bank (AfDB); Mustapha Benmaamar, SSATP Program Manager; and Jean François Marteau, Transport Practice Manager at the World Bank.

Key items on the General Assembly agenda included:

- Approval of the 2024 SSATP Annual Report and endorsement of the thematic Pillar work programs
- Formal welcome of new SSATP country members
- Appointment of new Executive Committee members
- Expressions of interest to host the next SSATP AGM

● Figure 18.

The SSATP Program Manager and representatives from the European Commission, African Development Bank, and World Bank convene during the General Assembly session, chaired by Robert Lisinge of UNECA.



Approval of the 2024 Annual Report and Pillar Work Programs

The General Assembly approved the 2024 SSATP Annual Report, which provided a comprehensive overview of the Program's activities and achievements from January 1 to December 31, 2024. As the third annual update under the Fourth Development Plan (DP4, 2022–2026), the report highlighted steady progress in the implementation of activities across the Program's four thematic areas—Regional Connectivity and Economic Integration (RCEI), Sustainable Urban Mobility and Accessibility (SUMA), Road Safety (RS), and Resilient Road Asset Management (RRAM). It also included updates on program management, strategic partnerships, and financial performance over the reporting period.

In addition, the General Assembly endorsed the updated work plans developed by each of the four Pillar working groups. These plans, shaped by country needs and technical consultations during the AGM, define SSATP's policy research, capacity building, and advisory activities for the year ahead. A summary of the work plans is provided in section 6.4.

Somalia joins SSATP

Bashir Maalin Ali Hassan, the Director-General of Somalia's Ministry of Transport and Civil Aviation, spoke of the honor of Somalia joining SSATP as the 43rd country member.

● Figure 19.

Representative of Somalia's Ministry of Transports and Civil Aviation announces Somalia's official accession to SSATP as the 43rd African member country



Hassan said that joining SSATP underscores Somalia's commitment to advancing transportation technology, expanding and modernizing the country's ports and airports, improving civil aviation systems, and fostering greater regional connectivity and African partnerships. He conveyed gratitude for the warm welcome extended to Somalia.

Membership will benefit the country with technical expertise, and regional knowledge in improving mobility and infrastructure in Somalia, he said. This will assist the country in developing effective policies.

Hassan noted that Somalia's membership aligns fully with the country's National Development Plan and regional integration efforts, especially within the East African Community (EAC) and the African Continental Free Trade Area (AfCFTA). He acknowledged the challenges ahead but also looked forward to the new opportunities this partnership will unlock. This collaboration will help establish Somalia as a critical business hub, facilitating the movement of goods and people while strengthening the economic ties within the region.

Somalia looks forward to working together with other African nations that have shown it is possible to successfully implement advanced transportation policies, invest in road infrastructure, airports, and ports, and create efficient, modern, and technology-driven transport systems.

● Figure 20.

Representative of the Government of Benin accepts appointment to the SSATP Executive Committee.



New SSATP Executive Committee Membership

Session chair Robert Lisinge welcomed the Republic of Benin onto the Executive Committee of the SSATP. Ghislain Hounnou, Director General of Urban Development and representative from Benin, accepted the position, saying that “it is a real honor for Benin to be part of this committee and [that the country is] committed to ensuring that connectivity and Africa thrive.”

He added that throughout the conference the country has learned many valuable lessons about mobility, resilience, and connectivity from different contexts. “SSATP continues to be platform for different countries to learn from each other to build sustainable infrastructure.”

Expression of Interest to Host the AGM in 2027

Country member Madagascar expressed an interest in hosting the next SSATP AGM, indicating that it would be honored to welcome the General Assembly in that country in 2027. There were no other expressions of interest.

● Figure 21.

Madagascar's Minister of Transport expresses interest in hosting the next SSATP Annual General Meeting.



VI.6.

Endorsed Pillar Work Plans: Priorities and Way Forward

Following the approval of the 2024 Annual Report, the General Assembly endorsed the annual work programs for each of SSATP's four thematic Pillars. These work plans reflect the priorities identified through extensive stakeholder consultations during the AGM and are designed to advance the objectives of the DP4.



RCEI

REGIONAL CONNECTIVITY AND ECONOMIC INTEGRATION

The RCEI Pillar will focus on strengthening corridor performance, facilitating trade, and building institutional capacity through the following actions:

- Delivering practical training on implementing Maritime Single Windows (MSWs) via workshops and webinars.
- Working towards the harmonization of corridor performance indicators.
- Finalizing the study on Corridor Management Institution (CMI) efficiency and assessing the feasibility of re-establishing a forum for CMIs.
- Developing and piloting a regional integration leadership training curriculum in 2026.
- Hosting monthly virtual engagements and in-person capacity building sessions for RECs-TCC members, including at the next AGM.
- Launching the revised regional road guidelines and producing thematic working papers on road transport in 2025–2026.
- Continuing the ongoing dry port study and documenting related case studies to contribute to the body of knowledge.



SUMA

SUSTAINABLE URBAN MOBILITY AND ACCESSIBILITY

Organized around three core themes, the SUMA Pillar will advance the improvement of informal public transport (IPT), strengthen governance structures, and build local capacity:

Paratransit Improvement Strategies

- Improving IPT (paratransit) service, which is becoming a higher priority for African cities as part of mass transit and in situ improvement projects.
- Gaining a better understanding of viable business models and options for fleet renewal.
- Documenting and piloting effective approaches to IPT regulation, particularly registration and licensing.

Governance and Financing

- Providing technical assistance and developing knowledge products to support urban transport authorities.
- Supporting AUMA and facilitating its transition towards sustainable funding sources.

Building Capacity for Sustainable Transport

- Continue to support peer learning and the dissemination of African experiences through case studies and study tours.
- Bridge the gap between theory and practice by involving academic partners in policy development.

**RS****ROAD
SAFETY**

The Road Safety Pillar will continue to promote the adoption of a Safe System approach across Africa, with a focus on institutional capacity and regional cooperation. Key priorities include:

- Developing guidelines to address commercial motorcycle and pedestrian safety in Africa (including safe journeys to school).
- Documenting good practices for financing and delivering emergency medical services (EMS) and post-crash care.
- Disseminating the Africa Status Report on Road Safety 2025 and advocating for the adoption of the Road Safety Performance Monitoring Framework (RSPMF) by countries.
- Translating the Leaders in Road Safety Management Training program (LRSMTMP) to Portuguese for Lusophone countries.
- Adapting the LRSMTMP to include in-depth modules and for delivery through African universities.
- Supporting the operationalization of AARSLA and fostering key partnerships and collaboration.

The work plan emphasizes the need for increased collaboration among the SSATP Pillars and coordinating efforts with key partners, including UNEP, UN-HABITAT, WHO, AUC/ARSO, and UNECA.

**RRAM****RESILIENT ROAD ASSET
MANAGEMENT**

Officially launched at the 2025 AGM, the RRAM Pillar will spearhead efforts to mainstream climate resilience and modernize road maintenance practices. To sustain momentum at both country and regional levels, SSATP will collaborate with road funds and associations such as ARMFA to continue to identify priorities.

Structured around three core areas, the Pillar's initial priorities will include:

System-level Planning and Governance

- Supporting governance reforms to improve institutional coordination and decision-making.
- Promoting the systematic integration of climate-resilient measures into Road Asset Management Systems (RAMS).
- Encouraging the use of reliable data to reduce bias and improve planning.
- Facilitating inclusive communication strategies and local stakeholder consultations.

Financing and Delivery

- Strengthening regulatory frameworks and develop new mechanisms for better funds allocation.
- Diversifying and strategically securing financial resources for road maintenance.
- Leveraging private financing to complement public investment and ensure sustainability.

Technology and Tools

- Promoting the use of digital tools and systems, including satellite data and artificial intelligence.
- Encouraging economies of scale in technology adoption.
- Advocating for the integration of data from local, rural, regional, and national sources to inform resilient asset management strategies.

Participant Discussion

Following the endorsement of the Pillar work plans, the General Assembly opened the floor for participant reflections and country-level priorities moving forward.

Several countries raised practical issues and shared experiences relevant to the successful implementation of SSATP's work program. Mali, for example, offered to share its newly developed, context-specific regulations on customs, axle load control, inspections, and other trade-related matters—highlighting opportunities for peer learning among SSATP member countries, particularly around corridor efficiency and trade facilitation.

Resilient financing for infrastructure was a recurring theme. Many countries emphasized the urgent need to develop sustainable financing mechanisms for road maintenance and infrastructure development. Participants called for strategies to diversify revenue streams and reduce dependence on limited public budgets. In response, the African Development Bank (AfDB) expressed its readiness to support countries in designing context-specific financing solutions tailored to their infrastructure needs.

Urban mobility and paratransit renewal were also raised as shared concerns. Delegates expressed interest in addressing the aging vehicle fleets in informal public transport (IPT) systems and modernizing service delivery. In response, SSATP highlighted the launch of its new report, [*Embracing Informal Transport: A New Paradigm for Urban Mobility – Transforming Challenges into Opportunities with Practical Tools and Strategies*](#) (see appendix 8.8), which provides actionable guidance on paratransit regulation, business models, and stakeholder engagement.

Walking and public space equity were identified as emerging priorities. Participants called for support in promoting non-motorized transport, managing the growing dominance of parking in urban areas, and ensuring that informal vendors are integrated into street design and planning processes. They also noted that outdated road design standards often fail to consider the needs of pedestrians and cyclists. SSATP announced that Terms of Reference (ToR) would soon be launched for a study on improving walkability and pedestrian infrastructure in African cities.

Participants also reaffirmed the importance of regional collaboration on road safety data and monitoring. SSATP emphasized its role as a key stakeholder in the Africa Road Safety Observatory (ARSO), noting that the Program has provided technical assistance since its inception and remains a key stakeholder in ensuring coordinated data collection to guide evidence-based decision-making.

Finally, strong support was voiced for the newly launched Resilient Road Asset Management (RRAM) Pillar. Countries widely acknowledged the need to move from reactive maintenance to proactive, climate-resilient road asset management practices.

VI.7.

Closing Session

The 2025 SSATP Annual General Meeting concluded on Thursday, March 27, with closing remarks delivered during the final session chaired by Robert Lisinge, Director of the Technology, Innovation, Connectivity, and Infrastructure Development Division at the United Nations Economic Commission for Africa (UNECA). Lisinge spoke on behalf of Dr. Kamugisha Kazaura, Chair of the SSATP Executive Committee and Director of Infrastructure and Energy at the African Union Commission (AUC).

In his remarks, Lisinge thanked the Government of Benin for its warm hospitality and for hosting the event in the vibrant city of Cotonou, which provided an inspiring setting for policy dialogue and knowledge exchange. “We have enjoyed Benin’s hospitality, we have achieved our objectives, and we have had an excellent four days,” he said.

Reflecting on the discussions held throughout the week, he emphasized that financing remains a major challenge for transport development across Africa. He underscored the importance of implementing and operationalizing policies that are designed and owned by the continent. “We depend on our funders, and this is going to become increasingly difficult,” he said. “Our partnerships must go beyond financial resources to share experiences and knowledge across our continent. We must do more to mobilize resources ourselves.”

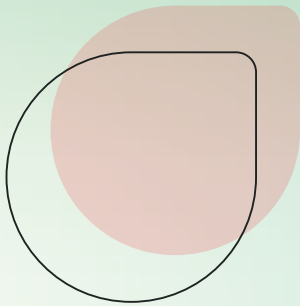
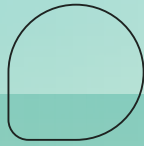
The final address was delivered by Hon. José Didier Tonato, Minister of Living Environment and Transport of Benin, who officially closed the proceedings. He expressed appreciation for the active participation and engagement of all delegates and encouraged continued momentum beyond the event: “We are at the end of the Assembly, but not at the end of a safer, decarbonized Africa,” he said. “The end of this meeting is another beginning in the decarbonization of the sector.”

He concluded with a call for continued collaboration: “The meeting of SSATP enhances our conviction that the current crisis will be soon a past [regarding] mobility and connection.... May partnerships be solidified; may room for dialogue on infrastructure be enhanced.”

● **Figure 22.**

Hon. José Didier Tonato, Minister of Living Environment and Transport of Benin, delivers the closing address, urging delegates to sustain momentum toward a safer, decarbonized transport future in Africa.





VII

Feedback from Delegates on the SSATP 2025 AGM

At the close of the 2025 Annual General Meeting (AGM), participants were invited to complete a feedback survey assessing the overall event. The survey covered specialized technical sessions, logistics, the venue, and other organizational aspects, using a 4-point scale (with 4 being the highest). It also invited open-ended reflections on how the AGM contributed to policy development in participants' countries, suggestions for improvement, opportunities for peer engagement, and areas of interest for future AGMs.

● **Figure 23.**

At the close of the 2025 AGM, participants were invited to provide feedback on the event by scanning a QR code displayed on screen.



A total of 87 participants responded to the survey. Every respondent indicated that the meeting objectives and outcomes met their expectations, and that they left with a better understanding of SSATP's work. Seventy percent gave the event the highest rating (4), and 28 percent gave it a score of 3. Additionally, 79 percent of respondents expressed strong interest in participating in future AGMs based on their 2025 experience.

Nearly all respondents (98 percent) reported that they had an opportunity to contribute to the review of progress under SSATP's Fourth Development Plan (DP4), though 15 percent expressed a desire for more time dedicated to those discussions. The technical working groups were also positively received, with 98 percent finding their structure appropriate and 97 percent stating that the AGM provided a valuable platform for peer learning and knowledge exchange.

Feedback on session quality was particularly strong. Between 96 and 98 percent of respondents rated each of the "Breaking the Silos" sessions as either 3 or 4. The thematic working group sessions also received high marks of 3 or 4: 90 percent rated the SUMA session positively, followed by RRAM (85%), Regional Integration (82%), and Road Safety (81%). The formal introduction of the African Association of Road Safety Lead Agencies (AARSLA) during the AGM plenary session was well received, with 82 percent giving it top scores.

In terms of event organization, 94 percent of respondents rated logistics as 3 or 4, while 93 percent gave the same scores for the venue.

The primary areas of lower satisfaction were related to event duration and time management. Some participants found the four-day program too long, while others felt it was too short to accommodate meaningful discussion—particularly on DP4 progress. Several participants also called for stricter timekeeping by moderators to avoid delays extending into the evening.

● Figure 24.

Participants share reflections and country-level priorities following the endorsement of SSATP's Pillar work plans during the General Assembly session.



Overall, delegates felt “inspired” and learned a great deal from the experiences shared by others, the presented reports, and the “wealth of information” available. The AGM provided an opportunity to learn from the realities, failures, and successes of African countries, proposing ways to “break the current inaction.” Participants left with a better understanding of economic corridors and urban mobility issues and appreciated insights on enforcing helmet use and other road safety initiatives. The lessons regarding informal public transport reform were particularly valued.

Hearing about urban mobility plans—such as Sustainable Urban Mobility Plans or Transport Plans—was “an eye-opener” for some participants, who plan to approach institutions and organizations for technical assistance to develop these plans for their countries.

To strengthen future AGMs, respondents suggested the following improvements:

- Allocate more time for discussions and Q&A sessions, a request that has been consistent over several AGMs.
- Improve timekeeping to ensure better flow and avoid overrun.
- Consider shortening daily sessions or extending the meeting to a fifth half-day to reduce fatigue and avoid content overload.
- Enhance the quality of panel discussions by providing clearer guiding questions, encouraging more focused responses from panelists, and ensuring stronger linkages across different areas of expertise.

Beyond the topics already addressed in the 2025 AGM, respondents expressed interest in exploring funding and financing mechanisms, diversification of funding sources, green freight corridors, non-motorized transport, policy monitoring and evaluation, as well as regulation, enforcement, and legal instruments in the sector. They also recommended integrating more detailed research presentations, including success stories and lessons learned; site visits, country exchanges and field trips; and hands-on, practical training sessions or workshops to deepen the learning experience at future AGMs.





APPENDICES

A1 **Agenda**
A2 **Official Opening Address**
A3 **Official Opening Address**
A4 **Keynote Address**
A5 **AARSLA Launch Address**
A6 **43rd SSATP Member Country Address**

A7 **Closing Address**
A8 **Publications**
A9 **SSATP Member Country Representatives**
A10 **Institutional Delegates**
A11 **Press**

APPENDIX 1
Agenda**SSATP Annual General Meeting 2025:
AGENDA****DAY 1**MONDAY
March 24, 2025
Salle Bleue

Technical Plenary Sessions	
8:00 - 9:15	Registration
9:15 - 9:45	Opening Remarks for AGM 2025 Technical Days AGM Facilitator: Naomi Soumanou <ul style="list-style-type: none"> Marie-Chantal Uwanyiligira, Division Director, Africa West, World Bank Nicolas Peltier-Thiberge, Global Director, Transport, World Bank (Video Recording) Mustapha Benmaamar, Program Manager, SSATP
9:45 - 10:15	Keynote Speech Strengthened Governance for Safe, Sustainable, and Clean Transport in Africa: Binyam Reja, Practice Manager, Global Transport Unit, World Bank
10:15 - 10:45	 Coffee Break @L'Allée
10:45 - 12:15	Breaking Silos: Theme 1 – Leveraging Digital and Data Solutions for Sustainable Transport <p><i>This session will explore approaches and key conditions for unlocking the benefits of digital technologies, which have become critical enablers of sustainable transport. Discussions will focus on governance and regulatory challenges, the role of data in policy development, and lessons learned from successful applications of data and digital solutions in the transport sector. Participants will gain insights into how digital technologies can transform transport systems, along with actionable strategies to inform policy and decision-making.</i></p> <p>Moderator: Simon Saddier, Sustainable Urban Mobility and Accessibility (SUMA) Pillar Lead, SSATP</p> <p>Framing Presentation: Digitizing transport in Africa: challenges and opportunities, Primaël-Marie Sodonon, Researcher and Founder, Egway</p> <p>Panelists:</p> <ul style="list-style-type: none"> Oliva Nalwadda, Africa Region Advisor and Youth Ambassador, FIA Foundation Mohamed Mezghani, Secretary General, UITP Pascal Ollivier, Consultant, SSATP Joseph Ahissou, Director for Road and Air Transport, MCVT, Benin Melinda Prudencio, Deputy Country Manager, GoZem
12:15 - 13:45	 Lunch Break @ Mezzanine

...

Technical Plenary Sessions

13:45 - 15:15

...

Breaking Silos: Theme 2 – Optimizing Movements for People and Goods

This session will explore strategies to optimize the movement of people and goods in the context of Africa's rapid population growth and developing transport infrastructure. Discussions will focus on achieving a balanced coexistence of these movements across time and space, emphasizing the [need to shift away from car-centric development \(animated video\)](#). The session advocates for a more balanced approach that prioritizes public space, multimodal transportation, and active mobility.

Moderator: Marisela Ponce de Leon, Road Safety (RS) Pillar Lead, SSATP

Panelists:

- ☺ Neji Larbi, Urban Mobility Specialist, African Development Bank (AfDB)
- ☺ Amanda Ngabirano, Chairperson, The National Physical Planning Board-Uganda, Uganda.
- ☺ Agbonzegbe Osa Konyeha, Technical Advisor, Lagos Metropolitan Area Transport Authority (LAMATA)
- ☺ Stephanie Holzwarth, Programme Management Officer, Urban Mobility, United Nations Human Settlement Programme, UN-HABITAT

15:15 - 15:45



Coffee Break @L'Allée

15:45 - 17:15

Breaking Silos: Theme 3 – Providing Safe, Clean, and Efficient Vehicles for Africa

This session will explore the challenges and opportunities in modernizing Africa's vehicle fleet, with a focus on enhancing safety and security standards and reducing pollutant and greenhouse gas emissions. Discussions will also address the prospects and barriers to electric vehicle (EV) adoption across the continent. Participants will gain insights into the importance of considering the entire vehicle ecosystem—including sourcing, inspection, maintenance, spare parts, fuel quality, charging infrastructure, and end-of-life recycling—to inform policy development.

Moderator: Olivier Hartmann, Regional Connectivity & Economic Integration (RCEI) Pillar Lead, SSATP

Panelists:

- ☺ Eduard Fernandez, Executive Director, International Motor Vehicle Inspection Committee (CITA)
- ☺ Rahul Gaur, Director, West Africa Region, SPIRO
- ☺ Jane Akumu, Programme Officer, Africa Cleaner Mobility Focal Point, Sustainable Mobility Unit, United Nations Environment Programme (UNEP)
- ☺ Nico McLachlan, SSATP Consultant / Managing Director, Organisation Development Africa (ODA)

17:15 - 17:30

Wrap-up Session and Next-Day Orientation:

AGM Facilitator: Naomi Soumanou

DAY 2

TUESDAY
March 25, 2025
Breakout Sessions

Technical Working Group Discussions

8:30 - 17:30

Pillar Breakout Sessions

The main objective of the parallel sessions is to review the work progress of the SSTATP Fourth Development Plan (DP4) and identify priorities to ensure its successful delivery. Participants will discuss the SSATP knowledge products generated in each thematic area since the launch of the DP4 in June 2022, ways of enhancing their dissemination and uptake at country level. The sessions will also identify priority activities in alignment with Africa's emerging transport sector strategy. Parallel session 4 will be dedicated to re-launching the Resilient Road Asset Management thematic area by taking stock of the most recent development in this area and identifying key priority activities to pursue in the next three years.

Moderators: SSATP Pillar Leads

- 🕒 Breakout 1: Regional Integration Work Program @**Laguna 1**
- 🕒 Breakout 2: Urban Mobility Work Program @**Salle Polyvalente 1**
- 🕒 Breakout 3: Road Safety Work Program @**Laguna 2**
- 🕒 Breakout 4: Resilient Road Asset Management Work Program @**Salle Bleue**

19:00+



Welcome Cocktail @ NOVOTEL / Offered by the Government of Benin

BREAKOUT

SESSIONS

TUESDAY
March 25, 2025



Breakout 1: Regional Integration Work Program @Laguna 1

Regional Connectivity & Economic Integration (RCEI)

8:30 - 10:00

Regional Economic Communities – Transport Coordination Committee (RECs-TCC) Role and Work Program Overview

Session chaired by: Chris Appiah, Director of Transport, ECOWAS / RECs-TCC Chair

- **Overview of the RECs-TCC role and work program with Q&A session:** Olivier Hartmann, SSATP
- **Panel discussion with the RECs introducing their respective transport work programs from the policy angle**

Panel will include representatives from SADC, [COMESA](#), [EAC](#), IGAD, CEN-SAD, [ECOWAS](#)

10:00 - 10:30



Coffee Break @L'Allée

10:30 - 12:30

Session on Corridor Management Institutions

Among the numerous trade and transport corridors defined under PIDA programs, only a few have established a Corridor Management Institution (CMI). This session will present an assessment of the effectiveness of existing and past CMIs, drawing key lessons to inform guidance on the relevance of establishing CMIs for the remaining corridors.

- **Overview of the SSATP paper, Toward a data-driven understanding of Trade and Transport Corridors, and Discussion:** Barbara Mommen, SSATP Consultant / Former CEO, Maputo Corridor Logistics Initiative (MCLI)
- **The AfDB Corridor programs in Africa:** Lydie Ehouman, Chief Transport Economist, AfDB
- **Panel discussion on Assessment of the Effectiveness of Corridor Management Institutions:** Moderated by Olivier Hartmann, RCEI Pillar Lead, SSATP

Panel will combine representatives from CMIs and RECs ([CCTTFA](#), [TKCS](#), EAC, SADC, [CICOS](#), ECOWAS)

12:30 - 14:00



Lunch Break @ Mezzanine

...

Regional Connectivity & Economic Integration (RCEI)

14:00 - 15:30

...

Road Transport Reforms Workshop

SSATP, IRU and the WB are updating the 2016 guidelines on road freight transport reform. This session will provide an interactive overview of the new Guidelines, with a view to assessing the potential for reforms in participating countries.

- **Overview of the new Guidelines on Road Freight Transport Reform:**

Jean Acri, International Road Transport Union (IRU)

- **Sharing Experience - Program for the Competitiveness of Logistics Services:**

Dr. Michel Komlan Tindano, Permanent Secretary, Ministry of Road, Air and Rail Transport, Togo

15:30 - 16:00

**Coffee Break @L'Allée**

16:00 - 17:00

Session on Digital Ports Infrastructure

After assessing the low level of development of Digital Port Infrastructure (DPI) in Africa, SSATP addressed the urgent challenge facing most African countries: the entry into force of Resolution 14(46) of the IMO FAL Convention, which mandates the establishment of Maritime Single Windows (MSWs). In response, SSATP published a practical guide on MSWs and will launch a series of technical webinars and workshops in collaboration with African ports and Harbor Masters associations, working closely with the International Maritime Organization (IMO).

- **Policy fundamentals for the establishment of MSWs:** Pascal Ollivier, Consultant, SSATP

- **Discussion to identify next steps:** Olivier Hartmann, RCEI Pillar Lead, SSATP

17:00 - 17:30

RECs-TCC Wrap-up

- Pillar Key Recommendations and Lessons

- Pillar Updated Work Program



Breakout 2: Urban Mobility Work Program @Salle Polyvalente 1

Sustainable Urban Mobility and Accessibility (SUMA)

8:30-10:00

[CLOSED SESSION]: General Assembly Meeting of the African Association of Urban Mobility Authorities (AUMA)

Moderator and organizer: AUMA Secretariat

10:00 - 10:30



Coffee Break @L'Allée

10:30 - 12:30

Paratransit Improvement Strategies

Moderator: Simon Saddier, SUMA Pillar Lead, SSATP

Kick-off presentations:

- 🕒 ***Embracing Informal Transport: A New Paradigm for Urban Mobility:***
Fatima Arroyo Arroyo, SUMA Co-Pillar Lead, SSATP (remote connection)
- 🕒 ***The Role of Bus Terminals in Paratransit Reform:***
Julien Allaire, Director of International Operations, Transitec Consulting Engineers

Panel discussion:

Paratransit professionalization and improvement: what have we learnt in 20 years of practice?

- 🕒 Kemi Amure, Head of Bus Services, LAMATA
- 🕒 Nico McLachlan, Consultant, SSATP
- 🕒 Amanda Ngabirano, Independent Chairperson, Uganda Paratransit Consultative Forum
- 🕒 Neji Larbi, Urban Mobility Specialist, African Development Bank

12:30 - 14:00



Lunch Break @ Mezzanine

...

Sustainable Urban Mobility and Accessibility (SUMA)

14:00-15:30

...

Session on Governance and Financing**Moderator:** Thierno Aw, Managing Director, CETUD**Kick-off presentations:**

- ☺ ***Institutional Options and Models for Organizing Urban Transport at the Metropolitan Scale:***
Brendan Finn, Consultant, SSATP

Panel discussion:

Building robust and viable urban transport lead institutions: lessons from the continent

- ☺ Romain Kouakou, Managing Director, AMUGA
- ☺ Prisca Lablonde Mbimi, Coordinator, Douala Urban Mobility Project, Urban Community of Douala
- ☺ Francis Gitau, Managing Director, NaMATA
- ☺ Brendan Finn, Consultant, SSATP
- ☺ Laverne Dimitrov, Head of Africa, UITP

15:30 - 16:00

**Coffee Break @L'Allée**

16:00 - 17:30

Building Capacity Towards Sustainable Transport**Moderator:** Dr. Herrie Schalekamp, SSATP Consultant and Independent Researcher**Kick-off presentations:**

- ☺ ***Building capacity on urban mobility in African cities: initiatives, experiences and opportunities:*** Dr. Herrie Schalekamp, SSATP Consultant and Independent Researcher


Panel discussion:

Actionable knowledge and skills for sustainable urban transport systems

- ☺ Anne Kamau, Senior Research Fellow, Institute for Development Studies, University of Nairobi
- ☺ Chinenye Okafor, SSAC Scholar, Stellenbosch University
- ☺ Nicolás Cruz, Sustainable Mobility Expert, MobiliseYourCity
- ☺ Bailo Diallo, Program Officer, Public-Private Infrastructure Advisory Facility (PPIAF)



Breakout 3: Road Safety Work Program @Laguna 2

Road Safety (RS)	
8:30 - 8:40	Welcome and Registration
8:40 - 10:00	<p><u>Discussion, Feedback and Evaluation of current RS pillar achievements</u></p> <p>Moderator: Marisela Ponce de Leon, RS Pillar Lead, SSATP <i>(with interventions from partners and countries' representatives per topic)</i></p> <p>Governance</p> <ul style="list-style-type: none">☛ Traffic Management with AfDB: Neji Larbi, Urban Mobility Specialist, African Development Bank (AfDB)☛ <u>Study of the African RSLAs:</u> Haileyesus Adamtei, RS Co-Pillar Lead, SSATP (remote) <p>Data</p> <ul style="list-style-type: none">☛ <u>Road Safety Monitoring Performance Framework:</u> Binta Sako, Technical Officer, Violence, Injuries and Disabilities Unit, Africa Region, World Health Organization (WHO)☛ <u>Africa Status Report on Road Safety:</u> Binta Sako, Technical Officer, Violence, Injuries and Disabilities Unit, Africa Region, World Health Organization (WHO)☛ <u>African Road Safety Observatory (ARSO):</u> Yonas Bekele, Road Safety Specialist, African Road Safety Observatory (ARSO) / African Union Commission (AUC) <p>Capacity Building</p> <ul style="list-style-type: none">☛ <u>Leaders in Road Safety Management Training Program (LRSMTTP):</u> Amon Mweemba, CEO, Road Traffic and Safety Agency (RTSA), Zambia and <u>Etienne Kouakou, Directeur General, Office de Sécurité Routière (OSER), Cote d'Ivoire</u> <p>Open discussion and Q&A</p>
10:00 - 10:30	 Coffee Break @L'Allée
...	

Road Safety (RS)

10:30-11:30

...

Discussion by Prioritized “NEW” Topics for the Road Safety pillar*(with interventions from partners and countries’ representatives per topic)***Moderator:** Marisela Ponce de Leon, RS Pillar Lead, SSATP

- ☉ **Motorcyclists Safety:** Japheths Ogendi, Senior Professor, University of Rwanda
- ☉ **Pedestrian Safety (including children elderly and persons with disabilities):** Rita Cuypers, Director of Partnerships, FIA Foundation
- ☉ **Emergency Medical Services (EMS):** Binta Sako, WHO AFRO
- ☉ **Other “New” Priorities based on the 4th Global Ministerial Conference on Road Safety:** Yonas Bekele, Road Safety Specialist, ARSO/AUC

11:30 – 12:30

Road Safety Pillar Wrap-up

- ☉ **Group discussion on the priorities and how to proceed**
- ☉ **Pillar Key Outcomes, Recommendations and Lessons:** Robert Lisinge, Director for Technology, Innovation, Connectivity, and Infrastructure Development, United Nations Economic Commission for Africa (UNECA)
- ☉ **Pillar Updated Work Program and Way Forward:** Yonas Bekele, Road Safety Specialist, ARSO/AUC
- ☉ **Wrap-up and Next Steps:** Marisela Ponce de Leon, RS Pillar Lead, SSATP

12:30 - 14:00

**Lunch Break @ Mezzanine**

14:00 - 15:30

Part 1: Constitutive Assembly of the African Association of Road Safety Lead Agencies (AARSLA)*Session Participants: Directors of African RSLAs*

- ☉ **Overview and Rationale of the Association:** Mustapha Benmaamar, SSATP
- ☉ **AARSLA and its alignment with Global RSLAs Network:** Binta Sako, WHO
- ☉ **Overview of the preliminary business plan:** Marisela Ponce de Leon, SSATP

Moderator: Amon Mweemba, CEO, Road Traffic and Safety Agency (RTSA), Zambia

- ☉ **AARSLA Constituent Assembly Proposed Agenda**
- ☉ **Open discussion (points 1-4) and Q&A**
- ☉ **Discussion of business plan outline**

15:30 - 16:00

**Coffee Break @L’Allée**



16:00 - 18:00

Part 2: Constitutive Assembly of AARSLA*Session Participants: Directors of African RSLAs***Moderator:** Amon Mweemba, RTSA**Rapporteur:** Binta Sako, WHO


- ☉ **Review and adoption of the Charter**
- ☉ **Election of the executive committee members**
- ☉ **Agreements and next steps**



Breakout 4: Resilient Road Asset Management Work Program @Salle Bleue



Resilient Road Asset Management (RRAM)	
08:30 - 09:00	Welcome and Registration
09:00 - 09:15	Opening Remarks <ul style="list-style-type: none">☛ Mustapha Benmaamar, Program Manager, SSATP☛ Lénaïc Georgelin, Team Leader for Transport, DG INTPA, Sustainable Transport and Urban Development, European Commission
09:15 - 10:00	Why is RRAM Critical? <ul style="list-style-type: none">☛ <u>Resilient Transport Economics</u>: Oceane Keou, RRAM Pillar Lead, SSATP☛ <u>Stock-Taking of Current Practices and Key Gaps</u>: Jacques Phedonos, TA KE1, TRAC/TYPSA
10:00 - 10:30	 Coffee Break @L'Allée
10:30 - 12:30	Launch of SSATP Pillar 4 – RRAM <ul style="list-style-type: none">☛ <u>Overview of RRAM Pillar 4</u>: Jose Cordovilla, TA Project Director, TYPSA☛ Open Discussion on Key Gaps and Challenges
12:30 - 14:00	 Lunch Break @ Mezzanine
...	

Resilient Road Asset Management (RRAM)

14:00 - 14:30	<p>...</p> <p>Innovative Practices and Resilient Approaches</p> <ul style="list-style-type: none"> 🕒 <i>Emerging approaches in climate resilience and adaptation of roads infrastructure in Africa:</i> Enrique Piñero, TA KE2, TYP SA 🕒 Strengthening networks for climate resilience: Oceane Keou, RRAM Pillar Lead, SSATP
14:30 - 15:30	<p>Focus Discussion Groups Part I – Solutions and Interventions</p> <ul style="list-style-type: none"> 🕒 System-level planning and governance (Focus Group A) 🕒 Financing and delivering RRAM, including rural (Focus Group B) 🕒 Technology and tools - enhancing data-driven RRAM (Focus Group C)
15:30 - 16:00	<p> Coffee Break @L'Allée</p>
16:00 - 17:20	<p>Focus Discussion Groups – Part II</p> <ul style="list-style-type: none"> 🕒 Recapitulation and reporting (by Group) to the general audience 🕒 Wrap up (TRAC)
17:20 - 17:30	<p>Closing Remarks</p> <ul style="list-style-type: none"> 🕒 Oceane Keou, RRAM Pillar Lead, SSATP

DAY 3

WEDNESDAY
March 26, 2025
Salle Bleue

2025 AGM Official Launch	
9:00 - 10:00	<p>Official Opening</p> <ul style="list-style-type: none">☛ Kamugisha Kazaura, Chair of SSATP Executive Committee (AUC) and Director of Infrastructure, African Union Commission (AUC) / Robert Lisinge, Director for Technology, Innovation, Connectivity, and Infrastructure Development, United Nations Economic Commission for Africa (UNECA) (TBC)☛ Sergio Oliete Josa, Head of Unit, Sustainable Transport and Urban Development, DG INTPA, European Commission / SSATP Donors Representative☛ Guangzhe Chen, Vice President, Infrastructure, World Bank (Video Recording)☛ Hon. José Didier Tonato, Ministre du Cadre de Vie et des Transports (MCVT), Benin
10:00 - 10:30	<p>Overview of SSATP DP4 Work Progress and 2024 SSATP Annual Report</p> <ul style="list-style-type: none">☛ Mustapha Benmaamar, SSATP Program Manager
10:30 - 11:15	<div> Coffee Break @L'Allée / Outside Family Photo</div>
11:15 - 12:45	<p>Takeaways from Day 1 & Day 2</p> <p><i>This recap session will provide an overview of the key insights and outcomes from the previous days' discussions. Rapporteurs will present the main takeaways from the technical sessions, with a particular focus on the breakout groups' deliberations. The session will highlight progress on SSATP's pillar activities, priority areas, and the roadmap for their implementation through the end of DP4.</i></p> <ul style="list-style-type: none">☛ Regional Integration Work Program: Chris Appiah, Chair of Regional Economic Communities-Transport Coordination Committee (RECs-TCC)☛ Urban Mobility Work Program: Thierno Birahim Aw, President of African Urban Mobility Association (AUMA)☛ Road Safety Work Program: Chair, African Association of Road Safety Lead Agencies (AARSLA)☛ Resilient Road Asset Management Work Program: Lénaïc Georgelin, Team Leader for Transport, DG INTPA, Sustainable Transport and Urban Development, European Commission <p>Discussion and recommendations</p>
12:45 - 14:15	<div> Lunch Break @ Mezzanine</div>

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Ministerial Panel Discussion

14:15 - 16:15

...

Breaking Silos: Theme 4 – Governance and Institutions

This session will explore the challenges and opportunities in establishing and sustaining effective governance institutions across transport sub-sectors. It will examine approaches and key conditions for advocating the creation of such institutions, strategies to strengthen their capacity, and the defining characteristics of capable institutions, with a focus on financing, human resources, and sustainability. The session will also provide a platform to share lessons learned and experiences in managing governance institutions across different transport contexts.

Panel I Moderator: Binyam Reja, Practice Manager, World Bank

Panelists:

- ☉ Thierno Birahim Aw, Directeur General, Conseil Exécutif des Transports Urbains Durables (CETUD), President of the African Association of Urban Mobility Authorities (AUMA) and Vice President of the Calypso Network Association
- ☉ George Njao, Managing Director, National Transport and Safety Authority (NTSA), Kenya
- ☉ Barbara Mommen, Former CEO, Maputo Corridor Logistics Initiative (MCLI)
- ☉ Amanda Ngabirano, Independent Chairperson, Paratransit Consultative Forum, Kampala, Uganda.
- ☉ Lieutenant Colonel André Ciseau, Secretary General, Port Management Association of Eastern & Southern Africa (PMAESA)

Panel II Moderator: Naomi Soumanou, AGM Facilitator

Panelists:

- ☉ Hon. José Didier Tonato, Ministre du Cadre de Vie et des Transports, **Benin**
- ☉ Hon. Jean Ernest Massena Ngalle Bibebe, Ministre des Transport, **Cameroun**
- ☉ Hon. Manambahoaka Valéry Ramonjavelo, Ministre des Transports et de la Météorologie, **Madagascar**
- ☉ Hon. Dembélé Madina Sissoko, Ministre des Transports et des Infrastructures, **Mali**
- ☉ Hon. Steven Baba Malondera Kansiyamo, Deputy Minister of Transport and Public Works, **Malawi**
- ☉ Robert Lisinge, Director for Technology, Innovation, Connectivity, and Infrastructure Development, United Nations Economic Commission for Africa (UNECA)

16:15 - 16:45

**Coffee Break @L'Allée**

16:45 - 17:45

Introducing the Africa Association of Road Safety Lead Agencies (AARSLA)

Road safety is a daily activity and needs strong, credible, and effective institutions to deliver on results. The Africa Association of Lead Road Safety Agencies (AARSLA) will provide a platform to exchange experiences and raise the road safety profile at continental level.

Opening Remarks:

Hon. Dembélé Madina Sissoko, Ministre des Transports et des Infrastructures, Mali (TBC)

- ☉ **Rationale of the Association:** Mustapha Benmaamar, Program Manager, SSATP
- ☉ **AARSLA alignment with Global RSLAs Network:** Binta Sako, Technical Officer, Violence, Injuries, and Disabilities Unit, WHO Africa Region
- ☉ **AARSLA overview, objectives and its organization structure:** Elected AARSLA Chair
- ☉ **Signing ceremony:** AARSLA Executive Committee Members
- ☉ **Next steps and SSATP support:** Marisela Ponce De Leon, RS Pillar Lead, SSATP



Family photo with Directors of African RSLAs

17:45 - 18:00

Closing Remarks:

AGM Facilitator: Naomi Soumanou

DAY 4

THURSDAY
March 27, 2025
Salle Bleue

SSATP General Assembly

8:30 - 9:00

Welcome Remarks: Introducing Day 4 Agenda & Next Session

AGM Facilitator: Naomi Soumanou

9:00 - 10:30

Professionalization of Road Transport Operators in Benin

The objective of the session is to present the issues and areas of intervention for the professionalization of the transport sector in Benin. This panel aims to assess the progress made and the remaining challenges in terms of quality and safety in road transport services in Benin.

Opening Remarks: Joseph Ahissou, Directeur des Transports Terrestres et Aériens (DTTA)

Panel Moderator: Professeur Constant Houndenou, Conseiller Technique au Développement Durable, Ministre du Cadre de Vie et des Transports (MCVT)

Panelists:

- ☺ Ghislain Hounnou, Directeur Général du Développement Urbain (DGDU)
- ☺ Ranti Akindes, Directeur Général, Société des Infrastructures Routières et de l'Aménagement du Territoire (SIRAT)
- ☺ Professeur Martin Pepin Aina, Directeur Général, Environnement et Climat
- ☺ Didier Theze, Directeur General, Gozem - Benin

10:30 - 11:30

Presentations from Call for Papers Winners

SSATP-PPIAF South-South Academic Cooperation Program

Early-career academics from eight African countries will bring fresh perspectives on leveraging technology to improve paratransit services. This session will feature preliminary findings from five comparative research projects exploring themes such as artificial intelligence for operational efficiency, electric mobility solutions, and the digitization of paratransit systems. Presented in a dynamic PechaKucha format, these insights aim to inform strategies for modernizing and professionalizing paratransit in Africa's rapidly growing cities.

Moderator: Dr. Herrie Schalekamp, SSATP Consultant and Independent Researcher

Introduction: Bailo Diallo, Program Officer, Public-Private Infrastructure Advisory Facility (PPIAF)

Presentations by early-career researchers:

- ☺ Battery swapping hub for motorcycles in Uganda and Kenya:
Chris Byaruhanga; Millicent Atieno Philip; Peris Musitia; Rebecca Atukwase
- ☺ Electrifying ride hailing in South Africa, Nigeria, and Tanzania:
Chinenye Okafor, Gail Jennings, Gerutu Gerutu
- ☺ Electric buses for paratransit in Nairobi and Lagos:
Jackson Kago, Joanne Mahugu, Ahmed Kudu, Musa Bala
- ☺ Minibus management technologies in Maputo and Cape Town:
Belzénia Matsimbe, Lauro Mota, Alberto Daniel, Obiora Nnene
- ☺ Digitizing shared taxis in Abidjan and Lomé:
Agogno Agbogban, Vakaramoko Bamba, Prénom Chimène Bidabi



Family photo with winning researchers

11:30 - 12:00



Coffee Break @L'Allée

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SSATP General Assembly

12:00 - 13:30

Ministerial Panel Discussion**SSATP DP4 Implementation and its alignment with country members strategic priorities – Strengthening the SSATP operational framework**

Ministers will present the challenges and opportunities of their transport sector based on the thematic areas of the Fourth Development Plan (DP4): regional integration, urban mobility, road safety, and road asset management. The objective is to inform the SSATP work program for the upcoming years and its alignment with the strategic priorities of SSATP country members.

Moderator: Anne-Cecile Souhaid, Transport Practice Manager, World Bank

Panelists:

- Hon Jorge Bengue Calumbo, Deputy Minister of Transport, **Angola**
- Hon. Yankhoba Dieme, Ministre des Infrastructures, du Transport Terrestres et Aériens, **Senegal**
- Hon. Simon Majok Majak, Ministry of Roads and Bridges, **South Sudan**
- Dr. Michel Komlan Tindano, Permanent Secretary, Ministry of Road, Air and Rail Transport, **Togo**
- Halhassane Sinare, Directeur de Cabinet, Ministère des Infrastructures et du Désenclavement, **Burkina Faso**
- Sergio Oliete Josa, Head of Unit, Sustainable Transport and Urban Development, DG INTPA, **European Commission**

13:30 - 15:00

**Lunch Break @ Mezzanine**

15:00 - 16:15

SSATP General Assembly Matters

Chair: Kamugisha Kazaura, Director of Infrastructure and Energy, African Union Commission (AUC) and SSATP Executive Committee (SSATP-EC) Chair and SSATP EC members

- Approval of the 2023-2024 SSATP Annual Reports and the remaining Pillars work plans, as developed by the working groups.
- [Presentation of new SSATP Country Members and their endorsement by the AGM \(Somalia\)](#)
- Welcoming new SSATP-EC members (SSATP-RECs-TCC, Benin)
- Expression of interest to host the next SSATP AGM

16:15 - 16:45

**Coffee Break @L'Allée**

16:45 - 17:15

Closing Session: Lessons Learned, Main Takeaways and Conclusions

- Kamugisha Kazaura, Chair of the SSATP Executive Committee
- [Hon. José Didier Tonato, Ministre du Cadre de Vie et des Transports, Benin](#)

20:00+

**Diner Reception @ SOFITEL / Offered by the Government of Benin**

APPENDIX 2
Official Opening Address

The Honorable
José Didier Tonato

Minister of Living Environment and Transport, responsible for Sustainable Development, on the occasion of the opening ceremony of the Annual Meeting and General Assembly of the SSATP

Mesdames & Messieurs les Ministres en charge des Transports, des Infrastructures et des Politiques publics des pays membres de SSATP.

Monsieur le Président du Comité Exécutif du SSATP.

Mesdames et Messieurs les représentants des Partenaires Techniques et Financiers du SSATP et du Bénin.

Monsieur le Directeur des Transports de la Banque Mondiale;

● **Figure 25.**

Hon. José Didier Tonato, Minister of Living Environment and Transport of Benin, delivers the opening address at the official ceremony of the SSATP Annual Meeting and General Assembly



Monsieur le Représentant résident de la Banque Mondiale à Cotonou,

Mesdames et Messieurs, les Directeurs généraux, Directeurs centraux, Directeurs techniques et cadres à divers niveaux.

Mesdames et Messieurs les Experts du SSATP

Distingués invités.

It is a pleasure for me and an honor for Benin to host the 2025 edition of the SSATP Annual General Meeting, the very first after the long hiatus imposed on us by the COVID 19 pandemic, at a crucial time when our country is completing nine years of responsible and methodical implementation of the Government Action Programs PAG 2016 - 2021 and PAG 2021-2026, through its pillar 2 “initiate and pursue the structural transformation of its economy”, its strategic axis 4 “improve economic growth” and its flagship projects which are particularly oriented towards strengthening transport, logistics and trade infrastructure.

Benin is a natural corridor serving several West African countries, thus benefiting from a comparative advantage favorable to its development—but for many years it has suffered from infrastructural underdevelopment detrimental to the transport of people and goods, totally counterproductive to its growth and its economy.

This underdevelopment forced the Government, as early as 2016, to make transport infrastructure in a strategic lever for the development of the national territory.

The objective now is to establish Benin as a platform for logistics and export services, by intensifying the construction of modern transport and logistics infrastructure, by reorganizing the road transport sector through the professionalization of trades related to the transport of goods and people, by modernizing the management of the seaport, and by making Cotonou airport an efficient and competitive platform, guaranteeing a better level of services in the sub-region. The effects and impacts of this sustained strategic effort are beginning to become noticeable—our challenge is to make them sustainable.

Choosing Cotonou to host this annual meeting of SSATP is felt by the people of Benin as a recognition by the continental and international community of this renaissance of “Benin revealed” and therefore an encouragement to continue this dynamic of development. The Cotonou meetings are an opportunity to share our experiences, practices and lessons in transport development policy in sub-Saharan Africa.

Mesdames et Messieurs,

Distingués invités

The adoption of relevant public policies in the transport sector, as well as the development of a resource capital capable of facing current challenges in sub-Saharan Africa, remain the answers to the challenges of our countries still faced with infrastructural underdevelopment, the perverse effects of climate change and exogenous shocks on the economy.

With the objective of ensuring accessibility for all African countries to safe, sustainable and reliable transport systems, SSATP remains an essential partnership framework that we must promote to meet the challenges of our time.

Our current conference is an ideal opportunity to strengthen our analysis of the possible prospects for the development of Africa and the world. Achieving this development requires that transport be designed to be efficient, effective, inclusive, and resilient to external shocks. As we know, many challenges still remain, including connectivity between countries, hubs, and production hinterlands through transport infrastructure, primarily roads; and controlling the rapid increase in traffic, particularly motorized traffic, which must be designed to mitigate its effects on pollution and road safety.

Mesdames et Messieurs,

The Africa Transport Policy Programme, founded in 1987 to address the deplorable state of road networks in Africa, is a welcome initiative that is already in its fourth development plan (DP4). This plan envisages, by 2026, the decarbonization and digitalization of the transport sector in Africa for successful regional connectivity and economic integration, sustainable urban mobility and accessibility, effective road safety and efficient management of resilient road assets.

SSATP aims to provide advice for the development of appropriate policies, coordinate initiatives, sponsor and support relations between African and international institutions, initiate capacity building programs, establish appropriate institutional frameworks, promote research related to transport and ensure the sharing and feedback of experiences.

You are in Cotonou to:

- review and assess progress in the implementation of DP4.
- share best practices, lessons learned, and innovative solutions across the various thematic areas.
- plan future activities, taking into account Africa's emerging transport priorities and challenges.
- strengthen partnerships, encourage collaboration, and facilitate networking among key stakeholders at this General Assembly.

The challenge for the 2025 General Assembly is to demonstrate that “strengthened governance for safe, sustainable, and decarbonized transport in Africa” is a concrete and pragmatic issue that offers solutions to improve the institutional capacities of our countries, encourage regional collaboration, share knowledge generated by DP4, review progress, and define priorities for effectively achieving the primary objective of decarbonizing and digitalizing transport.

Mesdames et Messieurs.

I would like to express the Government of Benin's gratitude to the World Bank Group and all the technical and financial partners supporting the implementation of the PAG.

I reiterate Benin's and Africa's commitment to remain mobilized for the effective and rapid achievement of the SSATP's objectives.

I invite you to discover the city of Cotonou and its metropolitan area of Grand Nokoué, which will soon host the Grand Nokoué Sustainable Mobility Project. Like the PAG, we are committed to implementing it with the method and rigor that have become our hallmarks.

As you have noticed, Benin is a peaceful and safe haven. Take advantage of your stay to explore our country and return.

I am confident that this general assembly will produce innovative resolutions and recommendations to ensure the effectiveness of decarbonization and the digitalization of transport.

I declare open the proceedings of the 2025 General Assembly of the Sub-Saharan Africa Transport Policy Program

Je déclare ouverts les travaux de l'Assemblée Générale, de l'année 2025 du Programme de politiques de transport en Afrique sub-saharienne.

Thank you.

Je vous remercie.

APPENDIX 3

Official Opening Address**Sergio Oliete Josa**

Head of Unit, Sustainable Transport and Urban Development, Directorate-General for International Partnerships European Commission / SSATP Donors Representative

Acknowledgements

Son Excellence Monsieur le ministre du Cadre de vie et des transports de la République du Bénin.

Honorable Ministers and authorities.

Chair of the SSATP Executive Committee on behalf of the African Union Commission.

Distinguished colleagues, ladies and gentlemen,

I am honored to be here with you today, representing the SSATP donors: Switzerland, the World Bank, the African Development Bank and the European Union.

The AGM is a very important moment in the life of the SSATP, not only because it is where African member countries set the policy orientations, but also because it is an incomparable space for exchange with African stakeholders, international partners, and experts at the highest level.

Geopolitics

Current geopolitical landscape underlines even more the strategic role of Africa. The EU recognizes Africa as a key partner, particularly in the context of global supply chain resilience and connectivity.

Well-functioning transport systems play a central role in fostering trade, economic opportunities, and social development in Africa and are crucial for EU-African relations and regional stability.

Under the Global Gateway strategy, the EU has renewed its focus on the transport sector, offering an alternative to competing geopolitical initiatives that is based on EU values and shared goals.

Under the GG, we also highlight the strategic importance of adopting a corridor approach to ensure seamless connectivity and efficient transport links.

The EU remains ready to share our experience in developing continental corridors in which urban mobility and road safety have been key elements on what today is known as the TEN-T (the Trans-European Networks).

Current SSATP

In the technical work that has preceded us these last two days, we have appreciated the renewed momentum of the SSATP.

What makes the DP4 different?

The analysis we do from the donors' side is that the private sector is now much more clearly positioned as the center of gravity of the transport policies promoted by the SSATP.

Whether in regional integration, urban mobility, road safety or resilient asset management, the necessary reforms will be very weak if the private sector is not in the driver's seat.

And the European private sector is ready for mutually beneficial partnerships that strengthen competitiveness, create jobs and foster linkages on both continents.

As you all know, the SSATP's Fourth Pillar on Resilient Road Asset Management, was launched yesterday.

On behalf of the donors, let me say that we are thrilled to have managed to go ahead with this Pillar, as

it was almost stopped due to lack of funding. As reliable partners in road management in Africa, it was inconceivable that the SSATP would not continue to promote sustainable and resilient infrastructure management, especially after the progress made in the past and the difficulties that still exist and that are even bigger due to climate change.

Closure

Ladies and gentlemen.

The EU is proud to be the largest contributor to the SSATP. Ours is a longstanding partnership with the SSATP and the African Union Commission since the very beginning, showing the EU commitment to transport policies in Africa.

Our aim is that, under the leadership of the African Union Commission, SSATP will continue to help define and consolidate transport policies on the African continent, and to this end, the World Bank, the African Development Bank, Switzerland and the EU have the ambition to attract more donors and more resources.

Today will be a day to take stock on the progress on SSATP's Pillar activities, priority areas, and the work ahead. I hope that this event helps in stimulating the discussions, inspire innovative actions, and spark fresh ideas for the future of transport policies in Africa.

Before I close, allow me to thank on behalf of the donors the Beninese government for hosting us, the SSATP teams for the excellent organization of the event, as well as my colleagues in Brussels who could not join us today and the Global Gateway Transport Support Mechanism technical assistants for all the logistical support.

● Figure 26.

Sergio Oliete Josa, Head of Unit for Sustainable Transport and Urban Development at the European Commission, delivers the official opening address on behalf of SSATP's donors.



● **Figure 27.**

Binyam Reja, Transport Practice Manager at the World Bank, delivers the keynote address on March 24, 2025.



APPENDIX 4

Keynote Address

Binyam Reja

Transport Practice Manager, World Bank

Your Excellencies, Honorable Ministers, Distinguished Colleagues, Partners, and Friends,

It is a true privilege to join you in Cotonou today for this important convening of the Africa Transport Policy Program. Over the next few days, we will delve into the policies, practices, and partnerships required to advance safe, sustainable, and clean transport systems across the continent. My contribution today is to highlight the critical—but often underestimated—foundation for success: governance and institutions—the foundational elements that enable us to attract investment, deliver high-performing transport services, and ensure long-term sustainability

The Value of Governance in Transport

Economists and policymakers alike insist on robust governance frameworks and capable institutions not as a formality, but because without them, large-scale investments rarely achieve their full potential. Nowhere is this clearer than in the transport sector.

Transport is the backbone of economic growth, regional trade, and urban development. Without it, no economy can function, no cities can thrive, and no trade can flourish. And yet, transport systems across Africa face chronic underinvestment, with annual spending averaging less than 1% of GDP—well below the level needed to meet growing demand. Worse, much of the infrastructure already built suffers from chronic under-maintenance due to weak institutional arrangements.

By contrast, China and many emerging economies have consistently invested nearly 5% of GDP annually in infrastructure. Having spent several years working in China, I've seen firsthand how strategic governance structures and institutional coordination can turn vision into reality. China's success was not just about financing—it was about state capacity: the ability to plan, coordinate, and deliver at scale. And they did so while using infrastructure as a tool for job creation and national cohesion.

In my current role covering global transport knowledge the World Bank, I have witnessed similar lessons across Latin America, several African countries, India, and beyond.

It is not only about how much you invest, but how well you govern.

Efficiency in infrastructure development is rooted in the institutional architecture, having clear mandates, integrated planning, long-term financing frameworks, and a culture of delivery.

These principles can—and should—be adapted to African contexts.

Good governance means having policies, regulations, and institutions that ensure investments are transparent, resilient, and responsive to the public's needs.

It means making transport a pillar of national development—not a financial liability.

Africa stands at a demographic and urban inflection point. A young, dynamic population and rapid urbanization offer enormous opportunity—but only if matched by transport systems that are accessible, affordable, and safe.

Ministers and decision-makers across Africa increasingly recognize that governance reform is not a luxury—it is a prerequisite for securing sustainable financing and ensuring long-term impact.

Urban Mobility and Road Safety: Institutions Matter

Urban mobility is where institutional capacity—or the lack of it—reveals itself most starkly. Successful cities like Lagos and Dakar are showing what's possible through empowered urban transport authorities such as LAMATA and CETUD. These agencies are planning and implementing BRT systems, integrating informal paratransit, and promoting non-motorized transport. But they are the exception, not the rule.

To replicate this success continent-wide, we must scale urban mobility authorities and equip them with stable funding, technical capacity, and legal mandates. These institutions also send a powerful signal to investors and operators: Africa is ready to do business in urban transport.

Road safety, likewise, demands stronger institutions. We know what works: data systems, national strategies, lead agencies, and coordination mechanisms. Yet, implementation remains fragmented. Through the Global Road Safety Partnership, the World Bank, WHO, and SSATP are supporting African countries to build the institutional muscle required to reduce fatalities and deliver on regional safety targets.

Road Asset Management: A Test of Governance

A key governance test lies in road asset management. The World Bank's own research found that only a handful of African countries can fund routine maintenance for their priority networks—and even fewer for periodic maintenance.

The SSATP played a historic role in introducing road funds and road agencies. But planning delays, procurement bottlenecks, and institutional fragility continue to undermine the effectiveness of these systems. In many countries, funds are not fully spent—not due to lack of resources, but due to governance and execution gaps.

Kenya offers a positive example. The Kenya Roads Board has pioneered performance-based contracting, built a national RAMS, and aligned funding streams to delivery capacity. This is the kind of institutional maturity we must foster continent-wide—with a renewed focus on resilience, longer-term contracts, and opportunities for local industry development.

We must also innovate financing: explore asset recycling, securitize revenue streams, and leverage digital vehicle licensing and fuel levies to sustain road networks.

Logistics Corridors and Regional Integration

No discussion of African transport governance is complete without addressing regional trade. Efficient logistics corridors reduce transport costs, connect agricultural value chains, and strengthen food security. But without effective cross-border institutions and harmonized regulations, they remain underutilized.

Today, only 5% of food trade in Africa happens between African countries. Instead, Africa imports about 25% of its food from outside the continent. Even more alarmingly, 37% of food produced in Africa is lost or wasted, often due to transport bottlenecks, poor logistics, and lack of cold chains.

This is not just a transport problem. It is a food security problem. A livelihoods problem. A missed economic opportunity.

Africa's ability to feed itself—and trade with itself—depends on building efficient, well-governed transport and trading corridors. From farm to market, from port to processing center, every link in the logistics chain must function smoothly.

The Northern Corridor Transit and Transport Coordination Authority (NCTTCA) offers a replicable model of how regional coordination can reduce transit times, harmonize standards, and crowd in private investment. But more such institutions are needed—not just at the continental level, but bilaterally and within each REC.

The African Continental Free Trade Area (AfCFTA) is a game-changer—but only if we can move goods swiftly and affordably across borders. That will require coordinated planning at national, bilateral, and regional levels.

The European Union's experience shows that planning norms, competition laws, and digitalization of border and port processes can transform regional logistics. Africa can adapt these lessons—but must tailor them to its unique political and institutional context.

We must invest in corridor management institutions, digitalize processes following IMO and WTO standards, and make customs, ports, and logistics hubs part of an integrated ecosystem.

RECs and the African Union have laid strong foundations with frameworks like PIDA. Now we must implement, supported by corridor management institutions, port authorities, customs modernization, and digital trade facilitation tools aligned with international standards.

Planning and Financing Must Align

Let me conclude with a simple truth: planning without financing is a wish. Financing without governance is a risk. Sustainable institutions align planning with expenditure—much like Metropolitan Planning Organizations (MPOs) in the U.S., such as the Southern California Association of Governments, which link local, regional, and federal plans with actual funding streams. Africa must develop its own MPO-equivalent systems—rooted in transparency, credibility, and execution.

Looking Ahead

Ladies and Gentlemen,

Transport is more than infrastructure—it is about people, systems, and institutions. To move Africa forward, we must build not only roads and rails, but also the institutions that plan, manage, and sustain them.

The World Bank remains committed to working alongside SSATP, the African Union, RECs, and all of you to support institutional development as the cornerstone of sustainable transport.

Let's invest not just in asphalt and concrete, but in capacity and coordination. Let's prioritize institutions that are transparent, accountable, and capable of delivering for their citizens.

With stronger governance, Africa can build the transport systems it needs—and deserves—for the 21st century.



● Figure 28.

The Honorable Dembélé Madina Sissoko, Minister of Transport and Infrastructure, Mali, in launching the African Association of Road Safety Lead Agencies (AARSLA), Wednesday 26, 2025.

APPENDIX 5
AARSLA Launch Address

The Honorable
Dembélé Madina Sissoko

Minister of Transport and Infrastructure, Mali

Road traffic injuries in Mali present a significant burden on both the economic and social development of the country. The high incidence of road traffic crashes, with a WHO estimated rate of 20 fatalities per 100,000 population, leads to substantial healthcare costs, loss of productivity, and long-term disability among the population. This not only strains the healthcare system but also impacts the overall economic growth by reducing the workforce and increasing poverty levels. Furthermore, the social implications include the loss of lives, emotional trauma for families, and reduced access to essential services and markets, which hinders the nation's progress towards sustainable development. Addressing road safety is therefore crucial for improving the quality of life and achieving economic stability in Mali.

Mali has advanced and is actively implementing several measures to enhance road safety, as highlighted in the latest Africa Status Report on road safety 2025. The country has developed and is currently implementing its national road safety strategy, which aims to reduce road traffic fatalities in 50%. This strategy includes various initiatives such as improving road infrastructure, enforcing traffic laws, and promoting road safety capacity building and awareness.

Additionally, Mali has established the National Road Safety Agency, ANASER, responsible for coordinating national efforts to improve road safety. This agency plays a crucial role in implementing the road safety strategy, monitoring progress, and collaborating with other stakeholders to ensure a holistic approach to road safety. The RSLA also focuses on capacity building, institutional strengthening, and securing sustainable funding for road safety initiatives.

These concerted efforts demonstrate Mali's commitment to creating a safer road environment and reducing the economic and social burden of road traffic injuries.

Given the need to exchange experiences and increase our knowledge and capacities on a peer-to-peer platform, we express Mali's strong support for the establishment of the African Association of Road Safety Lead Agencies (AARSLA).

Mali is committed to improving road safety and sustainable mobility, objectives which are well aligned with AARSLA's objectives.

The value of AARSLA's network lies in the opportunities it provides for African road safety lead agencies to exchange best practices, information, challenges, and experiences related to road safety planning, coordination, regulation, management, and financing.

AARSLA, as a united voice for African road safety lead agencies, can serve as a platform not only for consultation and coordination, but also as an advocacy tool on road safety issues at both the African and international levels—thereby strengthening Mali's voice and its national road safety agency.

I confirm Mali's intention to become a founding member of AARSLA and reiterate Mali's commitment to AARSLA's success and thus, the strengthening of our institutions and as such of road safety in Africa.

Confirm attendance at the next convening to finalize the work plan and sign the statutes and offer our active participation in the development of AARSLA's operational framework and future activities.



● **Figure 29.**

Bashir Maalin Ali Hassan, Director-General of Somalia's Ministry of Transport and Civil Aviation, delivers an address marking Somalia's official accession to SSATP as its 43rd African member country.

APPENDIX 6

43rd SSATP Member Country Address

Bashir Maalin Ali Hassan

Director-General of Somalia's Ministry of Transport and Civil Aviation, on Somalia joining SSATP

Honorable Ministers, Esteemed SSATP Leadership, Distinguished Guests, and Participants, Good Afternoon

It is with great honor for me to stand before you today, on behalf of Honorable Minister of Transport and Civil Aviation, representing the Government of Somalia on this momentous occasion as Somalia officially joins the Africa Transport Policy Program (SSATP). This milestone underscores our firm commitment to advancing transport technology, modernizing our ports and airports, strengthening civil aviation, enhancing regional connectivity, and fostering trade facilitation in Somalia and across the African continent.

On behalf of the Government of Somalia and the Ministry of Transport and Civil Aviation (MOTCA), I extend my sincere appreciation to the leadership and member states of SSATP for their warm welcome and the invaluable opportunity to be part of this distinguished platform. SSATP has played a crucial role in shaping transport policies across Africa, promoting sustainable mobility, and driving economic growth. Somalia's participation in this esteemed initiative will enable us to benefit from shared expertise, technical knowledge, and strategic partnerships to improve our transport infrastructure and governance frameworks.

Transport technology is the foundation of economic growth, social integration, and regional cooperation. Like many other nations, Somalia fully recognizes the critical role that an efficient and well-developed transport system plays in facilitating trade, attracting investment, and driving national progress. Our accession to SSATP will support us in formulating policies and programs that focus on connectivity, sustainability, and equitable socio-economic benefits.

Furthermore, Somalia's membership in SSATP aligns seamlessly with our National Transformation Plan and broader regional integration agenda, particularly within the East African Community (EAC) and the African Continental Free Trade Area (AfCFTA). Strengthening our transport strategy and enhancing key infrastructure will help position Somalia as a vital commercial hub, facilitating the smooth movement of goods and people while reinforcing economic ties across the region.

We acknowledge the challenges ahead, but we are confident that through collaboration, dialogue, and strategic partnerships, we can unlock new opportunities that will benefit Somalia and the broader African transport network. Therefore, I urge our development partners, investors, and stakeholders to work with us in building a modern transport system that serves as a catalyst for economic transformation and sustainable growth.

Once again, I extend my gratitude to SSATP for this opportunity and reaffirm Somalia's dedication to active engagement, knowledge exchange, and the advancement of transport policies within this esteemed forum.

Together, let us shape a future defined by transport innovation, economic resilience, and regional cooperation.

Thank you

APPENDIX 7

Closing Address**The Honorable****José Didier Tonato**Minister of Living Environment and Transport, Benin

This room is still full. I congratulate you for keeping the momentum.

I am impressed by the professionalism of SSATP team that mobilized us here to the assembly.

We are at the end of the Assembly but not at the end of safer, decarbonized Africa. The end of this meeting is another beginning in decarbonization of the sector.

The government of Benin congratulates you for your active participation.

We have had productive discussions on mobility, regional connectivity to improve trade, digitalization of infrastructure, improvement of public policy.

We made recommendations to improve the African economy through infrastructure.

Benin is working on the improvement of the port, urban roads, water transport, Improving national networks.

The meeting of SSATP enhances our conviction that the current crisis will be soon a past in regard to mobility and connection. As we are closing this session, we thank SSATP for their work in Africa, WB, ECOWAS, Secretariat of SSATP for their organization and conduct of the program. I thank participants for their presence.

The challenges of financing infrastructure cross border connections can only be enhanced through collaboration and follow up. May partnerships be solidified. May rooms for dialogue on infrastructure be enhanced.

APPENDIX 8
Publications

Knowledge products generated since the launch of the Fourth Development Plan (DP4-2022-2026)

Catching up on Digital Port Infrastructure for Africa

This SSATP working paper, co-authored by Pascal Ollivier and Olivier Hartmann, addresses the urgent need for digitalization of Africa's port infrastructure in the light of the International Maritime Organization's (IMO) mandatory Maritime Single Window (MSW) requirement, which took effect on January 1, 2024. Despite this global mandate, many African countries are still in the early stages of compliance, facing institutional, legal, and operational challenges.

This paper draws on interviews with maritime stakeholders and examines lessons from early adopters such as Ghana and Egypt. It outlines a pragmatic roadmap for implementing the MSW, including a classification of port digital systems, a step-by-step strategy for optimizing port calls, and a detailed implementation checklist designed for the African context. Through coordinated policy action, stakeholder engagement, and targeted capacity building, African countries can use MSWs to enhance trade facilitation, improve port performance, and drive regional integration. This paper provides actionable guidance to policymakers, port authorities, and development partners who are supporting Africa's digital transformation in the maritime sector.



[Full report](#)

Toward a Data-Driven Understanding of Trade and Transport Corridors

This SSATP working paper is an evaluative exploration into the utilization of transport corridor monitoring systems to enhance corridor management across Africa. The report provides a comparative analysis of three monitoring instruments: the Corridor Transport Observatories (CTOs), the Corridor Trip Monitoring System (CTMS), and the Logistics Monitoring System (LMS).

The report assesses the potential of corridor performance monitoring systems to streamline operations, reduce trade costs, and improve the competitiveness of trade and transport corridors. It advocates for the integration of data analytics into the operations of corridor management institutions (CMIs), highlighting the transformative impact of data-driven strategies on the efficiency and sustainability of transport corridors. By leveraging real-time data collection and analysis, CMIs can better address challenges, advocate for infrastructural and policy reforms, and enhance overall corridor performance.

The significance of this paper lies in its timely contribution to understanding the critical role of data in optimizing transport corridors. It is a most useful resource for policymakers, development partners, and sector stakeholders. It underscores the importance of data-driven decision-making in fostering regional connectivity and competitiveness across African transport corridors.



[Full report](#)

Status of Digitalization and Policy Impediments in African Ports

This SSATP working paper explores the challenges and opportunities related to digitalization in African ports and the maritime supply chain. It provides an overview of the current status of digitalization in African ports, including insights into digital maturity, policy impediments, and key drivers of port digitalization. The working paper culminates with a set of policy recommendations to enhance the digitalization of the maritime supply chain, aiming to improve efficiency and security while overcoming the obstacles that arise in this context.



[Full report](#)

Africa Status Report on Road Safety 2025

The Africa Status Report on Road Safety 2025 marks a significant milestone in creating a harmonized monitoring mechanism for the continent. It builds on previous efforts by the SSATP, the African Union Commission (AUC), World Health Organization (WHO), and other partners. The report is based on data collected by the WHO for the Global Status Report on Road Safety 2023 (GSRRS 2023), which was funded by Bloomberg Philanthropies.

The report aims to facilitate informed decision-making and enhance systematic reporting throughout Africa. Specifically, it: (i) describes the burden of road traffic crashes on injuries and deaths in Africa; (ii) provides an overview of the status of institutional road safety management practices and legislation on risk factors, road infrastructure, vehicle standards, and post-crash response systems in Africa; and (iii) identifies key gaps and provides proposed actions to enhance road safety data and implementation strategies.

This report builds on the Africa Status Report on Road Safety 2020, offering a comprehensive analysis of road safety trends and management across Africa. It also explores additional relevant areas using WHO GSRRS 2023 data and country-specific case studies. It highlights persistent gaps within each of the five pillars of the UN Decade of Action for Road Safety, delivering proposed actions to address these issues.



[Full report](#)

Road Safety Performance Monitoring Framework for African Countries

Africa's road safety data collection and management are inconsistent, lacking quality and alignment with global benchmarks. This fragmentation hinders the ability to monitor progress and identify evidence-based interventions. To address this issue, the SSATP has developed the Road Safety Performance Monitoring Framework (RSPMF), which aims to help African countries enhance their road safety data collection, monitoring, and accountability.

The Framework provides a structured approach for tracking and improving road safety outcomes, supporting evidence-based interventions that align with the Safe System approach. This enables countries to measure progress toward established targets. Ultimately, the RSPMF seeks to guide countries in evaluating their road safety strategies, ensuring they align with international practices, and improving their overall performance.



[Full report](#)

SSATP Leaders in Road Safety Management Training Program: Final Report

The final report of the SSATP Leaders in Road Safety Management Training Program (LRSMTTP) details the comprehensive approach utilized to develop the capacity building program based on the Safe System approach. It summarizes key findings and actions from each phase of the project, including:

1. Gap Analysis: Identification of weaknesses in road safety management and advocacy, highlighting priority training areas for improvement.
2. Training Program Development: Creation of a curriculum and training materials tailored to address identified gaps and enhance road safety management practices.
3. Deployment Strategy: Outline of a strategy for implementing the training program through pilot and official events, ensuring broad participation and impact.

Designed to build capacity in road safety advocacy and management across Africa, the development process involved engaging with numerous stakeholders from African countries, conducting thorough needs assessments, and reviewing existing training programs to build a robust and effective training framework that addresses existing gaps and needs in road safety capacity building. This initiative aligns with SSATP's vision of forging safe, reliable, and sustainable transport systems with the aim of reducing road traffic fatalities and injuries in Africa.



[Full report](#)

Resilient Road Asset Management: From Maintenance to Resilience: Future-Proofing Africa's Road Networks

This Pillar brief introduces the newly launched Resilient Road Asset Management (RRAM) thematic area, which is the fourth Pillar of the SSATP's Fourth Development Plan (DP4, 2022-2026). RRAM aims to assist African countries in transitioning from reactive maintenance to proactive, climate-resilient road asset management. It focuses on four priority areas: climate risk integration; rural accessibility; institutional strengthening; and digital innovation. RRAM supports governments in developing transport systems that are more durable, inclusive, and better prepared for future challenges. By promoting smarter investments and stronger institutions, RRAM is establishing the foundation for road networks that can sustain growth, safeguard communities, and adapt to a changing climate.



[Full report](#)

Studies of Informal Passenger Transport Reforms in Sub-Saharan Africa

The minibus renewal and professionalization process: a combined approach to modernize paratransit services in Dakar, Senegal, 2023

The report titled “The Minibus Renewal and Professionalization Process: A Combined Approach to Modernize Paratransit Services in Dakar, Senegal,” is part of a series of eight case studies titled *Studies of Informal Passenger Transport Reforms in Sub-Saharan Africa*. This specific case study focuses on Dakar up until 2022. Notably, Dakar was the first city in West Africa to engage in paratransit fleet renewal programs, a process that began in the early 2000s and is still ongoing. This report provides a comprehensive description of the reform process and results, including previously unpublished data, and offers an analysis of the outcomes on the main stakeholders involved.

[Full report](#)

The Regulation of buses and minibuses: private sector participation as catalysts to reform in Kigali, Rwanda

The report titled “The Regulation of Buses and Minibuses: Private Sector Participation as Catalysts to Reform in Kigali, Rwanda,” is part of a series of eight case studies titled *Studies of Informal Passenger Transport Reforms in Sub-Saharan Africa*. It outlines the recent history of public transport in Kigali, the capital city of Rwanda, with a focus on private-sector involvement as a catalyst for reform. The research was conducted in 2021 and 2022 and reflects the situation up until that time.

The ambitious top-down transformation of the paratransit sector in the city primarily relied on the corporatization of operators and changes to the regulatory framework. The report comprehensively describes the reform process and results, introducing previously unpublished data and analyzing the outcomes for the main stakeholders.

[Full report](#)

From complete formalization encompassing Bus Rapid Transit (BRT) to the corporatization of informal Public Transport owner/operators: Cape Town, South Africa

“From complete formalization encompassing Bus Rapid Transit (BRT) to the corporatization of informal Public Transport owner/operators: Cape Town, South Africa” is one of eight case studies part of a series titled *Studies of Informal Passenger Transport Reforms in Sub-Saharan Africa*. This report, written in July 2021, presents a case study of paratransit reform in Cape Town, South Africa. The case study focuses on recent efforts, initially structured around BRT implementation to reform the minibus-taxi sector. This report comprehensively describes the reform process and results, introducing previously unpublished data and proposing an analysis of the outcomes for the main stakeholders. The case study also focuses on (i) regulation (including entry to the sector); (ii) socioeconomic performance; (iii) externalities; and (iv) labor-force issues.

[Full report](#)

The Senegal Bus Renewal Program: From 2005 until 2023

The report, written by Fatima Arroyo-Arroyo and Ajay Kumar, outlines the Senegal Bus Renewal Program from 2005 to 2023. It documents the program's efforts to modernize informal transport in Dakar and secondary cities by renewing the bus fleet, establishing sustainable financing mechanisms, and professionalizing operators. These achievements include introducing 2,636 new vehicles, mobilizing 62.9 billion FCFA in funding, and creating innovative financial structures, despite challenges such as declining operating conditions and competition from unauthorized operators.



[Full report](#)

Embracing Informal Transport: A New Paradigm for Urban Mobility: Transforming Challenges into Opportunities with Practical Tools and Strategies

This study examines 14 cities to demonstrate that there is no clear distinction between formal and informal transport. The SSATP has developed a diagnosis matrix that will enable the relevant authorities to diagnose where the IPT sector sits in their cities, and to determine where they should begin when it comes to enhancing or improving the sector. Each city occupies a different position within the matrix of informality of service, informality of authority, and informality of organization.

The study also proposes an incremental approach to reform or enhancement interventions, using five “reform levers” of vehicle financing, operations and maintenance, supporting infrastructure and systems, regulation, or organization. Based on the initial diagnosis of the sector, different levers may prove more beneficial than others

These approaches are drawn from good practices in Africa, not merely from desk-research.



[Full report](#)

Institutions in Motion: Learning from the Experience of Urban Mobility Organizing Authorities in Sub-Saharan Africa

This SSATP report provides a comprehensive analysis of urban mobility organizing authorities in Sub-Saharan Africa. By examining case studies from cities like Accra, Cape Town, Dakar, Dar es Salaam, Lagos, Maputo, and Nairobi, the report delves into the challenges and successes of developing effective urban mobility frameworks. It highlights the importance of scope, authority, and capacity in creating institutions that can efficiently manage and improve urban mobility, emphasizing the need for integrated strategies to address the growing demands of rapidly urbanizing African cities. The report also underscores the importance of engaging with informal transport, prioritizing user needs, and building strong relationships with stakeholders, as well as the need for effective communication, data-driven strategies, and a balanced approach to infrastructure projects. Overall, the report serves as a valuable resource for policymakers, urban planners, and stakeholders involved in urban mobility and transport governance in Sub-Saharan Africa.



[Full report](#)

APPENDIX 9

List of participants for SSATP's 2025 AGM

SSATP Member Country Representatives

#	Country	Name	Title	Organization
1	Angola	Jorge Bengue Calumbo	Secretary of State for Land Transport	Ministry of Land and Transports
2	Benin	José Didier Tonato	Minister	Ministère du Cadre de Vie et des Transports (MCVT) / Ministry of Living Environment and Transports
3	Benin	Rosaire Attoulou	Directeur Départemental du Cadre de Vie et des Transports du Littoral et de l'Atlantique / Departmental Director of the Living Environment and Transport of the Littoral and Atlantic	Ministère du Cadre de Vie et des Transports (MCVT) / Ministry of Living Environment and Transports
4	Benin	Comlan Ghislain Hounnou	Directeur Général du Développement Urbain / Director General of Urban Development	Ministère du Cadre de Vie et des Transports (MCVT) / Ministry of Living Environment and Transports
5	Burkina Faso	Ilboudo Moumoumi	Directeur Général des Infrastructures de Transport / Director General of Infrastructures and Transports	Ministère des Infrastructures et du Désenclavement / Ministry of Infrastructure and Connectivity
6	Burkina Faso	Halhassane Sinare	Directeur de Cabinet / Chief of Staff	Ministère des Infrastructures et du Désenclavement / Ministry of Infrastructure and Connectivity
7	Burundi	Reverien Ndugi	Director General	Ministère du Commerce, du Transport, de l'Industrie et du Tourisme / Ministry of Trade, Transport, Industry and Tourism
8	Burundi	Gerard Niyokindi	Assistant du Ministre / Minister's Assistant	Ministère du Commerce, du Transport, de l'Industrie et du Tourisme / Ministry of Trade, Transport, Industry and Tourism

#	Country	Name	Title	Organization
9	Burundi	Marcel Bibonimana	Directeur Général des Infrastructures / Director General of Infrastructure	Ministère des Infrastructures, de l'Équipement et des Logements Sociaux / Ministry of Infrastructure, Equipment and Social Housing
10	CAR	Ida Sylvie Malepa Ngalowa	Directrice des Transports Routiers / Director of Roads Transports	Ministère des Transports et de l'Aviation Civile / Ministry of Transport and Civil Aviation
11	Chad	Laurent Dihoulne Dihoulne	Secrétaire Général / Secretary General	Ministère des Transports, de l'Aviation Civile et de la Météorologie / Ministry of Transport, Civil Aviation and National Meteorology
12	Chad	Ali Hassan Moussa	Directeur de Cabinet / Chief of Staff	Ministère des Transports, de l'Aviation Civile et de la Météorologie / Ministry of Transport, Civil Aviation and National Meteorology
13	Comoros	Mohamed Mmadi Ahamada	Coordinateur du Projet Connectivité Inter-Iles des Comores / Coordinator of the Comoros Inter-Island Connectivity Project	Ministère des Transports Maritimes et Aériens / Ministry of Maritime and Air Transport
14	Comoros	Mmadi Kapachia	Secrétaire Général / Secretary General	Ministère des Transports Maritimes et Aériens / Ministry of Maritime and Air Transport
15	Comoros	Abi Boina Said	Directeur Général de l'Équipement et de l'Aménagement du Territoire, Chargé des Affaires Foncières et Transports Terrestres / Director General of Equipment and Regional Planning, in charge of Land Affairs and Land Transport	Ministère de l'Aménagement du Territoire, de l'Urbanisme Chargé des Affaires Foncières et Transports Terrestres / Ministry of Land Planning and Urban Planning in charge of Land Tenure and Land Transport
16	Congo, Republic of	Fidèle Yengo-Mambou	Advisor	Ministère des Transports, de l'Aviation Civile et de la Marine Marchande / Ministry of Transport, Civil Aviation and Merchant Marine
17	Congo, Republic of	Albert Mampanza	Expert au Transport Routier/ Conseiller au Transport Routier / Road Transport Expert/Road Transport Advisor	Ministère des Transports, de l'Aviation Civile et de la Marine Marchande / Ministry of Transport, Civil Aviation and Merchant Marine
18	Democratic Republic of the Congo	Jean Marie Abolis Taba Mopolo	Secrétaire Général / Secretary General	Ministère des Transports, Voies de Communication et Désenclavement / Ministry of Transport, Roads and Opening Up

#	Country	Name	Title	Organization
19	Democratic Republic of the Congo	Desire Bujiriri Nfune-Bashiga	Conseiller Administratif et Planification / Administrative and Planning Advisor	Ministère des Transports, Voies de Communication et Désenclavement / Ministry of Transport, Roads and Opening Up
20	Eswatini	Promitius Ntshalintshali Mandla	Director, Road Transport	Ministry of Public Works and Transport
21	Eswatini	Michael Nhlanhla Motsa	Under Secretary	Ministry of Public Works and Transport
22	Gambia	Saikou Kujabi	Principal Transport Regulatory Officer	Ministry of Transport, Works and Infrastructure
23	Guinea	Alpha Sekou Bankoura	General Director	Ministère des Infrastructures et Travaux Publics / Ministry of Infrastructure and Public Works
24	Ivory Coast	Baba Kone	Directeur de la Coordination des Transports Terrestres et des Relations Extérieures / Director of Land Transport Coordination and External Relations	Ministère des Transports / Ministry of Transport
25	Liberia	James Karpu Momo	Assistant Minister for Administration and Insurance	Ministry of Transport
26	Liberia	Aaron Subah	Transport Economist	Ministry of Public Works
27	Madagascar	Stéphanie Michelle Ramiandrasoa	Directrice des Transports Routiers / Director of Roads Transports	Ministère des Transports et de la Météorologie / Ministry of Transport and Meteorology
28	Madagascar	Manambahoaka Valéry Fitzgerald Ramonjavelo	Minister	Ministère des Transports et de la Météorologie / Ministry of Transport and Meteorology
29	Malawi	Steven Baba Malondera Kamsiyamo	Deputy Minister of Transport and Public Works	Ministry of Transport and Public Works
30	Mali	Malick Kasse	Conseiller Technique Chargé des Transports et de la Circulation Routière / Technical Adviser for Transport and Road Traffic	Ministère des Transports et des Infrastructures / Ministry of Transports and Infrastructures
31	Mali	Madina epse Dembélé Sissoko	Minister	Ministère des Transports et des Infrastructures / Ministry of Transports and Infrastructures
32	Mauritania	Malick Fall	Directeur de la Prévention et de la Sécurité des Transports (DPST) / Director of Transportation Prevention and Safety	Ministère de l'Équipement et des Transports / Ministry of Equipments and Transports

#	Country	Name	Title	Organization
33	Morocco	Adil Bahi	Directeur de la Stratégie, du Pilotage et de la Coordination des Transports / Director of Transport Strategy, Steering and Coordination	Ministère du Transport et de la Logistique / Ministry of Transport and Logistics
34	Morocco	Ouadad Lhoussaine	Fonctionnaire de l'Etat / Civil servant	Ministère du Transport et de la Logistique / Ministry of Transport and Logistics
35	Mozambique	Joao Jorge Matlombe	Minister	Ministry of Transport and Logistics
36	Senegal	Yankhoba Diémé	Minister	Ministère des Infrastructures, du Transport Terrestre et Aérien / Ministry of Infrastructure, Land and Air Transport
37	Senegal	Mandiaye Faye	Directeur de la Circulation Routière et de la Mobilité / Director of Road Traffic and Mobility	Ministère des Infrastructures, du Transport Terrestre et Aérien / Ministry of Infrastructure, Land and Air Transport
38	Somalia	Said Ahmed Motca Mahamoud	Director of Administrative and Finance	Ministry of Transport and Civil Aviation
39	Somalia	Bashir Moallim Ali Hassan	Director General	Ministry of Transport and Civil Aviation
40	South Africa	Muzi Maphanga	Under Secretary	Ministry of Public Works and Transport, Road Transportation Department
41	South Sudan	Simon Mijok Mijak	Minister	Ministry of Roads and Bridges
42	South Sudan	Aduot Madit Rigkher	Engineer	Ministry of Roads and Bridges
43	South Sudan	Aduot Madit Rigkher	Acting Director General for Planning and Policy Formulation	Ministry of Roads and Bridges
44	Togo	Tindano Komlan	Secrétaire Général / Secretary General	Ministère des Transports Routiers, Aériens et Ferroviaires / Ministry of Road, Air and Rail Transports

APPENDIX 10

List of participants for SSATP's 2025 AGM**Institutional Delegates**

#	Institution	Name	Title
1	AACCES Group	Stephanie Cahn	Présidente Directrice Générale / Chief Executive Officer
2	AACCES Group	Paul Antoine Cerqueus	Directeur des Opérations - Coordinateur des Opérations / Country Director - Operations Coordinator
3	AACCES Group	Jean Michel Clair	Deputy Director General
4	African Alliance of Electronic Commerce (AACE)	Nogaye Diagne	Program Officer
5	African Development Bank (AFDB)	Lydie Ehouman	Chief Transport Economist
6	African Development Bank (AFDB)	Larbi Neji	Urban Mobility Specialist
7	African Road Safety Observatory (ARSO)	Yonas Bekele	Expert
8	African Road Safety Observatory (ARSO)	David Niyonsenga	Team Lead
9	African Road Maintenance Funds Association (ARMFA) - Cameroon	Moussa Aubin Essaie	President
10	African Road Maintenance Funds Association (ARMFA) - Sierra Leone	Mohamed Kallon	Second Vice-President
11	African Road Maintenance Funds Association (ARMFA) - Niger	Ali Alkassoum	Executive Secretary
12	African Road Maintenance Funds Association (ARMFA) - Mozambique	Angelo Antonio Macuacua	Treasurer
13	African Road Maintenance Funds Association (ARMFA) - Mozambique	Rachid Mohamed	Président du Groupe Focal Afrique de l'Est / President of the East Africa Focal Group
14	Agence des Transports Terrestres (ATT) / Land Transport Agency - Madagascar	Mirambololona Ratovohery	Director General
15	Agence Guinéenne de la Sécurité Routière (AGUISER Guinée Conakry) / Guinean Road Safety Agency	Yeke Berete	Directeur Général Adjoint / Deputy Director General

#	Institution	Name	Title
16	Agence Nationale de la Sécurité Routière (ANASER) / National Road Safety Agency - Senegal	Ousmane Maiga	Director General
17	Agence Routiere du Burundi (ARB) / Burundi Road Agency	Constantin Bigirimana	Director General
18	Agência Nacional dos Transportes Terrestre (ANTT) / National Land Transport Agency - Angola	Norberto Carvalho Da Silva	Director
19	Agência Nacional dos Transportes Terrestre (ANTT) / National Land Transport Agency - Angola	Juvenal Pitagoras Abrao Luzito	Director da Agência Nacional dos Transportes Terrestres / Director of the National Land Transport Agency
20	ALOES-Experts : Faire Face aux Enjeux Majeurs de Sécurité Routière / ALOES-Experts: Addressing Major Road Safety Challenges	Vanessa Cucurullo	Director General
21	Agence Nationale des Soins de Santé Primaires (ANSSP) / National Agency for Primary Health Care - Benin	Rodrigue Glele Aho	Cadre / Government Official
22	AQUILA Courtage et Conseils	Hortense Dossou-Yovo	Director General
23	Asian Infrastructure Investment Bank (AIIB)	Jawad Bentabet	Investment Officer, Transport
24	Association of Southern African National Roads Agencies (ASANRA)	Jeddie William Luka	Program Officer – ASANRA Secretariat
25	Autorité de la Mobilité Urbaine dans le Grand Abidjan (AMUGA) / Urban Mobility Authority in Greater Abidjan - Ivory Coast	Kouakou Romain Kouakou	Director General
26	Autorité de la Mobilité Urbaine dans le Grand Abidjan (AMUGA) / Urban Mobility Authority in Greater Abidjan - Ivory Coast	Karamoko Seidou Ouattara	Director of Facilities and Operational Support
27	Autorité Organisatrice des Transports Urbains de Conakry (AOTU-C) / Urban Transport Authority of Conakry - Guinea	Moussa Amara Camara	Director General
28	Autorité Organisatrice des Transports Urbains de Conakry (AOTU-C) / Urban Transport Authority of Conakry - Guinea	Urbain Yagbaoro Doualamou	Ingenieur/ Engineer
29	Central Corridor Transit Transport Facilitation Agency (CCTTFA)	Ally Hamud Kakomile	Monitoring and Evaluation Manager
30	Centre National de Sécurité Routière (CNSR) / National Road Safety Center - Benin	Koovi Yete	Director
31	Université Paris 1 Panthéon Sorbonne & École Urbaine « Villes et Environnement Urbain »	Xavier Jacques Crepin	Architecte Urbaniste/ Architect and Urban Planner
32	CODATU	Christophe Okou	Professeur / Professor

#	Institution	Name	Title
33	CODATU	Bruno Jansem	Architecte / Architect
34	CODATU	Heloise Chaumier	Cheffe de Projet Mobilité Urbaine et Coopération Internationale / Project Manager, Urban Mobility and International Cooperation
35	Commission Intergouvernemental Congo-Oubangui-Sangha (CICOS) / Intergovernmental Commission of the Congo-Ubangi-Sangha	Marie Thérèse Itongo	Secretary General
36	Common Market for Eastern and Southern Africa (COMESA)	Zacharia Kingori	Senior Transport Economist
37	Communaute Urbaine de Cotonou / Urban Community of Cotonou	Anges Paterne Amoussouga	Secrétaire Exécutif de la Ville de Cotonou / Executive Secretary of the City of Cotonou
38	Communaute Urbaine de Cotonou / Urban Community of Cotonou	Eric Gbaguidi	Chef du Département de l'Assainissement et des Voiries Urbaines / Head of the Department of Sanitation and Urban Roads
39	Conseil des Transports du Grand Ouaga (CTGO) / Greater Ouagadougou Transport Council	Jean Yves Kiettyetta	Director General
40	Dakar Mobility - MERIDIAM	Dieng Anta	Director
41	Dar es Salaam Institute of Technology	Gerutu Bosinge Gerutu	SSAC Researcher
42	Dar Rapid Transit Agency (DART)	Athuman Juma Kihamia	Chief Executive
43	Dar Rapid Transit Agency (DART)	Mohamed Bakari Kuganda	Director of Transport Development
44	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	Nicola Demme-Tsegaye	Head of Programme, Green Infrastructure Corridors for intra-African Trade
45	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	Armin Wagner	Senior Advisor Sustainable Mobility, Section "Energy and Transport", Division 4D00 – Climate Change, Rural Development, Infrastructure
46	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	Rasmus Precht	Advisor, Green Infrastructure Corridors for intra-African Trade Programme
47	DGIRD-MITTA-PIARC Sénégal	Mamoudou Alassane Camara	Directeur Général des Infrastructures Routières et du Désenclavement / Director General of Road Infrastructure and Opening Up

#	Institution	Name	Title
48	Direction Générale du Matériel et de la Logistique (DGML) / Directorate-General for Materiel and Logistics - Benin	Gildas Badoussi	Cadre / Government Official
49	Direction de la Planification, de l'Administration et des Finances / Directorate of Planning, Administration and Finance - Benin	Gaétan Aho	Attaché des Services Financiers / Financial Services Associate
50	Direction des Transports Routiers et Ferroviaires / Road and Rail Transport Directorate - Lome, Togo	Atsu Yawo	Chef Division Transport Routier / Head, Road Transport Division
51	Direction des Transports Terrestres et Aériens (DTTA) / Land and Air Transport Directorate - Benin	Joseph Ahissou	Cadre / Government Official
52	Direction Générale de la Prospection et de l'Habitat (DGPH)/ Directorate-General for Prospecting and Housing - Benin	Placide Antonin Dossa	Director
53	Direction Générale du Budget - Ministère de l'Economie et des Finances / Directorate-General for the Budget - Ministry of the Economy and Finances - Benin	Chérifatou Agueh	Head of Division - DGB - MEF
54	Direction Générale du Développement Urbain (DGDU) / Directorate-General for Urban Development - Benin	Guillaume Senou	C/SAU/DGDU
55	Ministère des Affaires Etrangères - Direction Générale du Protocole d'Etat et des Conférences (DGPEC) / Ministry of Foreign Affairs Directorate General of State Protocol and Conferences - Benin	Richard Dansossou	Sous-Directeur / Deputy Director
56	Ministère des Affaires Etrangères - Direction Générale du Protocole d'Etat et des Conférences (DGPEC) / Ministry of Foreign Affairs - Directorate General of State Protocol and Conferences - Benin	Randal Oguidan	Chef du Département du Cérémonial et de la Courtoisie Internationale / Head of the Department of Ceremonial and International Courtesy
57	Ministère des Affaires Etrangères - Direction Générale du Protocole d'Etat et des Conférences (DGPEC) / Ministry of Foreign Affairs - Directorate General of State Protocol and Conferences - Benin	Bachirou Tchani	Cadre / Government Official
58	Directorate General for Road Transport - Cape Verde	Ana Paula Mendes Da Silva	Director General
59	East Africa Community (EAC)	Godfrey Addisson Enzama	Ag Director Infrastructure
60	Economic Community of West African States (ECOWAS)	Chris Appiah	Director of Transport / REC-TCC Chair
61	EGWAY	Laura Ait Ouarabi	Cofondatrice / Co-Founder

#	Institution	Name	Title
62	EGWAY	Primaël-Marie Sodonon	Founder and CEO
63	European Comission (EC)	Sergio Oliete-Josa	Head of Transport Sector, DG INTPA
64	European Comission (EC)	Lénaïc Georgelin	Team Leader for Transport, DG INTPA
65	European Union (EU Benin)	Nestor Nouhouayi	Program Officer
66	European Union (EU Benin)	Pierre Trelu	Program Officer
67	Executive Council of Sustainable Urban Transport (CETUD) - Dakar, Senegal	Thierno Birahim Aw	Director General
68	Executive Council of Sustainable Urban Transport (CETUD) - Dakar, Senegal	Fatou Diagne Diop	Communication Specialist
69	Federal Road Safety Corps - Nigeria	Lateef Ramoni	Director
70	FIA Foundation	Oliva Nalwadda	Africa Region Advisor and Youth Ambassador
71	FIA Foundation	Rita Cuypers	Director of Partnerships
72	GOZEM	Melinda Prudencio	Deputy Country Manager
73	GOZEM	Gregory Constamania	CEO of Gozem
74	GOZEM	Didier Theze	Director General
75	Greater Accra Passenger Transport Executive (GAPTE) - Ghana	Charles Annan	Managing Director
76	Higher Institute of Transport and Communications	Belzénia Matsimbe	SSAC Researcher
77	Higher Institute of Transport and Communications	Alberto Daniel	SSAC Researcher
78	Higher Institute of Transport and Communications	Lauro Mota	SSAC Researcher
79	Common Market for Eastern and Southern Africa (COMESA)	Zacharia Kingori	Senior Transport Economist
80	International Motor Vehicle Inspection Committee (CITA)	Eduard Fernandez Ardevol	CEO
81	International Road Transport Union (IRU)	Jean Acri	Senior Adviser
82	International Road Transport Union (IRU)	Patrick Philipp	Director Certification & Standards
83	Kenyatta University	Joanne Mahugu	SSAC Researcher
84	Kenyatta University	Jackson Kago	SSAC Researcher

#	Institution	Name	Title
85	Kumasi Metropolitan Assembly - Ghana	Randolf Wilson	Head, Department of Transport
86	Kwame Nkrumah University of Science and Technology	Ahmed Mohammed Kudu	SSAC Researcher
87	Lagos Metropolitan Area Transport Authority (LAMATA)	Agbonzegbe Osa Konyeha	Engineer
88	Lagos Metropolitan Area Transport Authority (LAMATA)	Olukemi Amure	Head of Bus Services
89	Mairie de Ouagadougou / Ouagadougou City Hall	Valentin Bayiri	Géographe
90	Maputo Metropolitan Transport Agency	Armando Nhanguve Bembele	Administrator
91	Ministère du Cadre de Vie et des Transports (MCVT) / Ministry of Living Environment and Transport - Benin	Serge Hounsounnou	Attaché des Services Financiers - Chef Service Budget-Comptabilité / Financial Services Attaché - Head of Budget-Accounting Department
92	Ministère du Cadre de Vie et des Transports (MCVT) / Ministry of Living Environment and Transport - Benin	Georges Ananganou	Cadre / Government Official
93	Ministère du Cadre de Vie et des Transports (MCVT) / Ministry of Living Environment and Transport - Benin	Florence Agbogan	Cadre / Government Official
94	Ministry of Foreign Affairs Benin	Julien Zekpon	Diplomat
95	Ministry of Transports Liberia	Wilmot B. Cherue	Economist
96	Ministère de l'Équipement et des Travaux Publics / Ministry of Equipment and Public Works	Fotor Abdel Djoubar	Administrateur Civil / Civil Administrator
97	MobiliseYourCity	Nicolás Cruz González	Sustainable Mobility Project Manager
98	Nairobi Metropolitan Area Transport Authority (NaMATA) - Kenya	Francis Gitau	Director General
99	Nairobi Metropolitan Area Transport Authority (NaMATA) - Kenya	John Ngatia Githui	Director Projects & Programmes
100	National Commission for Road Safety (CNPR) - DRC	Abel Baudouin Tambwe Danga	Chargé des Études / Research Officer
101	National Road Safety Center (CNSR) - Benin	Achille Sonagnon Loupeda	Head of the Planning and Monitoring-Evaluation Division
102	National Road Transport Institute (INATRO)	Nelson Mario Monteiro Nunes	Chief Executive Officer

#	Institution	Name	Title
103	National Transport and Safety Authority	Andrew Kiplagat	Director Road Safety
104	Nigerian Building and Road Research Institute	Musa Dimas Bala	SSAC Researcher
105	NODALIS	Francois Boulanger	Partner
106	World Road Association (PIARC)	Gerardo FLINTSH	Chair of TC 3.3 Road Asset Management
107	Police Républicaine / Republican Police - Benin	Brice Kokou Allowanou	Director General
108	Police Républicaine / Republican Police - Benin	Jean Marie Sèglè	Commissaire de Police / Commissioner of Police
109	Police Républicaine / Republican Police - Benin	Casimir Etchiha	Lieutenant-Colonel, Sapeur-Pompier, DG/ABPC / Lieutenant Colonel, Firefighter
110	POMA	Baya Taibi	Responsable Développement Commercial / Business Development Manager
111	Port Management Association of Eastern and Southern Africa (PMAESA)	André Ciseau	Secretary General
112	Ports Management Association of Western and Central African (PMAWCA)	Jean Marie Koffi	Secretary General
113	Préfecture de Cotonou / Prefecture of Cotonou	Viviane Gbeha Lokossou Legba	Cadre / Government Official
114	Programme d'Adaptation des Villes au changement Climatique (PAVICC) / Climate Change Adaptation of Cities Program - Benin	Abraham Avakoudjo	Coordinator
115	Prooftag-Catis SA Cameroon	Jocelyn Arnaud Ngae Nkenihe	Deputy Chief Executive Officer
116	Réseau des Journalistes et Animateurs pour la Sécurité Routière (ONG ReJaSer) / Network of Journalists and Facilitators for Road Safety - Benin	Serve Vivien Kougnimon	Journaliste - Responsable du Réseau REJASER / Journalist and Network Manager - Benin
117	Road Development Agency (RDA) - Zambia	Joseph Goma	Chief Engineer of Design & Planning
118	Road Safety and Transport Agency - Botswana	Bokhutlo Modukanele	Director
119	Road Safety - Lesotho	Mathews Julia Kinini	Director
120	Road Safety Office - Ivory Coast	Etienne Kouakou	Director General
121	Road Safety Office - Ivory Coast	Siontien Carvalo Silue	Cadre / Government Official
122	National Transport and Safety Authority (NTSA) - Kenya	Duncan Kimosop Kibogong	Deputy Director

#	Institution	Name	Title
123	Road Traffic Management Corporation (RTMC)	Refilwe Rejoice Mongale	Executive Manager Road Safety
124	Road Traffic Management Corporation (RTMC)	Kevin Joshua Kara-Vala	Executive Manager of Road Traffic Information Technology
125	Rwanda Transport Development Agency (RTDA)	Naphtal Ntirenganya	Road Development and Rehabilitation Program Manager
126	Securoute Africa (NGO)	Missimikim	Director General
127	Service Optimization Oriented (SERVOO) - Cameroon	Abdoullahi Faouzi	Chief Executive Officer
128	Sierra Leone Public Transport Authority	Isaac Ken-Green	Director General
129	Sierra Leone Public Transport Authority	Mustapha Mamadi Nabay	Engineer
130	Sierra Leone Road Safety Authority	Augustine Kaitongi	Director of Road Safety and Enforcement
131	Société des Infrastructures Routières et de l'Aménagement du Territoire (SIRAT) / Road Infrastructure and Regional Planning Company - Benin	Romuald Aissi	Police Officer
132	Société des Infrastructures Routières et de l'Aménagement du Territoire (SIRAT) / Road Infrastructure and Regional Planning Company - Benin	Francois Agomaddje	Director of the Police
133	Société des Infrastructures Routières et de l'Aménagement du Territoire (SIRAT) / Road Infrastructure and Regional Planning Company - Benin	Arsene Soglo	Director of the Police
134	Société des Infrastructures Routières et de l'Aménagement du Territoire (SIRAT) / Road Infrastructure and Regional Planning Company - Benin	Francis Yai	Ingenieur - Chef de Projet / Engineer - Project Manager
135	Société d'Etudes Techniques et Economiques (SETEC) / Society of Technical and Economic Studies	Frederic Fanahen	Director
136	Solidarité Internationale sur les Transports et la Recherche en Afrique Sub-Saharienne (SITRASS) / International Solidarity on Transport and Research in Sub-Saharan Africa	Maurice Niaty-Mouamba	President
137	Spie Batignolles Fondations - Extention Port of Cotonou	Victor Sanny	Directeur de la Promotion de l'Emploi / Director of Employment Promotion

#	Institution	Name	Title
138	SSATP	Mustapha Benmaamar	Program Manager
139	SSATP	Olivier Hartmann	Regional Connectivity & Economic Integration Pillar Lead
140	SSATP	Simon Saddier	Sustainable Urban Mobility & Accessibility Pillar Lead
141	SSATP	Marisela Ponce De Leon Valdes	Road Safety Pillar Lead
142	SSATP	Oceane Keou	Resilient Road Asset Management Pillar Lead
143	SSATP	Kaori Niina	External Affairs Officer
144	SSATP	Souleymane Traore	Senior Program Assistant
145	SSATP	Barbara Mommen	Consultant
146	SSATP	Herrie Schalekamp	Consultant
147	SSATP	Brendan Michael Finn	Consultant
148	SSATP	Pascal Ollivier	Consultant
149	St Paul's University Kenya	Peris Musita	SSAC Researcher
150	Stellenbosch University	Chinenye Okafor	SSAC Researcher
151	Swiss Authentis S.A.	Guillaume L. Chaize	Entrepreneur, CEO of Swiss Authentis S.A.
152	Swiss Authentis S.A.	Dido Kanyandekwe	Business Development Manager
153	Tanzania Police Force	William Mkonda	Senior Assistant Commissioner Police (SACP)
154	The Belgian Development Agency (ENABEL)	Denis Dubuisson	Strategy and Policy Expert
155	The Belgian Development Agency (ENABEL)	Herve Corbel	Responsable projet PASPort - IM PROPORT
156	The National Physical Planning Board of Uganda	Amanda Ngabirano	Chairperson
157	Traffic Safety Council of Zimbabwe (TSCZ)	Thomas Mahundi	Director Operations, Research & Marketing
158	Traffic Safety Council of Zimbabwe (TSCZ)	Georgina Mazendame Mateta	Regional Traffic Safety Manger (Midlands Province)
159	Traffic Safety Council of Zimbabwe (TSCZ)	Tapuzai Madzivire	Board Member
160	Trans Kalahari Corridor Secretariat (TKCS)	Leslie Mlungisi Mpofu	Executive Director

#	Institution	Name	Title
161	Transitec Consulting Engineers	Julien Allaire	Director of International Operations
162	Tunis-Carthage International Airport (DTTA)	Moise Hounsou	C/SRTRA/DTTA
163	TYPSA Group	Jose Cordovilla	Project Director
164	TYPSA Group	Mathieu Richard Logeais	Project Manager Chef de Projets -
165	TYPSA Group	Enrique Pinero	RRAM Key Expert 3
166	TYPSA Group	Luis Maria Navarro Gil	Backstopping
167	TYPSA Group	Jacques Phedonos	Cadre
168	Uganda Christian University	Bic Chris Byaruhanga	SSAC Researcher
169	Union Internationale des Transports Publics (UITP) - International Association of Public Transport	Laverne Dimitrov	Head of Africa
170	Union Internationale des Transports Publics (UITP) - International Association of Public Transport	Mohamed Mezghani	General Secretary
171	United Nations Economic Commission for Africa (UNECA)	Robert Lisinge	Chief of Energy, Infrastructure and Services Section
172	United Nations Environment Program (UNEP)	Jane Wanjiru Akumu	Sustainable Mobility Unit
173	United Nations Human Settlement Programme (UN-Habitat)	Stefanie Holzwarth	Programme Management Officer, Urban Mobility
174	University of Félix Houphouet Boigny	Bamba Vakaromoko	SSAC Researcher
175	University of Lomé	Agogno Agbogan	SSAC Researcher
176	University of Cape Town	Obiora Nnene	SSAC Researcher
177	University of Cape Town	Gail Jennings	SSAC Researcher
178	University of Lomé	Chimene Bidabi	SSAC Researcher
179	University of Nairobi	Rebecca Atukwase	SSAC Researcher
180	University of Nairobi	Millicent Atieno Philip	SSAC Researcher
181	University of Rwanda	Japheths Onyango Ogendi	Senior Lecturer
182	Urban Community of Douala (CUD)	Gérémie Solle	Deputy Mayor
183	Urban Community of Douala (CUD)	Prisca Lablonde Tene Mbimi Epse Olinga	Ingénieur de Conception de Génie Civil / Civil Engineering Design Engineer
184	Voiries Urbaines / Urban Roads - Benin	Eric Gbaguidi	Diretor

#	Institution	Name	Title
185	World Bank	Marie-Chantal Uwanyiligira	Country Director
186	World Bank	Jean Francois Marteau	Practice Manager, Transport, IAWT4
187	World Bank	Anne-Cécile Souhaid	Practice Manager, Transport, IAWT3
188	World Bank	Stephen Muzira	Lead Transport Specialist
189	World Bank	Peter Taniform	Infrastructure Program Leader and Lead Transport Specialist
190	World Bank	Franck Taillandier	Lead Transport Specialist
191	World Bank	Theophile Bougna	Senior Transport Specialist
192	World Bank	Ndeye Diop Diaw Gueye	Transport Specialist
193	World Bank	Marc Navelet	Lead Transport Specialist
194	World Bank	Juan Miguel Velasquez	Senior Transport Specialist
195	World Bank	Asuka Tsuboike	Senior Transport Specialist
196	World Bank	Leissan Augustine Akpo	Program Assistant
197	World Bank	Carole Ndjitchou	Program Assistant
198	World Bank	Anne Wairimu Kamau	Consultant
199	World Bank	Mensah Willy Attikey	Senior IT Assistant, Client Services
200	World Bank / PPIAF	Bailo Diallo	West Africa Regional Portfolio Coordinator
201	World Health Organization, African Regional Office (WHO AFRO)	Binta Sako	Technical Officer for the Violence, Injuries, and Disabilities Unit

APPENDIX 11
List of Participating Media Outlets

Press

#	Media Outlet	Number of Journalists
1	ORTB	3
2	Canal 3	2
3	Bénin Bouge	2
4	RFI	1
5	TV5MONDE	1
6	La Nation	2
7	Mediapart	2
8	Peace FM	1
9	Le Potentiel	1
10	Le Matinal	1

