

Towards a Forward Vision for a Resilient and Sustainable Transport Sector in Africa:

A Unique Year of Stakeholder Engagement and Outreach



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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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The SSATP is a partnership of:

42 African countries: 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, South Sudan, Tanzania, Togo, Tunisia, Uganda, Zambia, and Zimbabwe.

8 Regional Economic Communities (RECs)

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

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Many public and private national and regional organizations.

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Acronyms

AFCAC	African Civil Aviation Commission
AfCFTA:	African Continental Free trade Agreement
AFD:	<i>Agence Française de Développement</i>
AfDB:	African Development Bank
AGA:	Annual General Assembly
AGM:	Annual General Meeting
AIHSRNP:	African Integrated High-Speed Railway Network Project
AMC:	African Member Country
ARMFA:	African Road Maintenance Funds Association
ARSO:	African Road Safety Observatory
AU:	African Union
AUC:	African Union Commission
AUDA NEPAD:	African Union Development Agency NEPAD
AUTP:	African Union of Public Transport
AWIN:	African Women in Infrastructure network
BASA:	Bilateral Air Services Agreements
BIAT:	Boosting Intra-Africa Trade
BRT:	Bus Rapid Transit
CCTTFA:	Central Corridor Transit Transport Facilitation Agency
CEMAC:	Central African Economic and Monetary Community
CFTA:	Continental Free Trade Area
CMI:	Corridor Management Institutions
COMESA:	Common Market for East and Southern Africa
CSOs:	Civil Society Organizations
DFID:	UK's Department for International Development
DP2:	Second SSATP Development Plan
DP3:	Third SSATP Development Plan
DP4:	Fourth SSATP Development Plan
DRIVER:	Data for Road Incident Visualization, Evaluation, and Reporting
EAC:	East African Community
EASI	Enable-Avoid-Shift-Improve

EC:	European Commission / Executive Committee
ECCAS:	Economic Community of Central African States
ECOWAS	Economic Community of West African States
ENPC:	<i>Ecole Nationale des Ponts et Chaussées</i>
ENSEA:	<i>Ecole Nationale de Statistiques et d'Economie Appliquée</i>
ENSTP:	<i>Ecole Nationale Supérieure des Travaux Publics de Yaoundé</i>
ESMT:	<i>Ecole Supérieure Multinationale des Télécommunications</i>
EU:	European Union
FEAFFA:	Federation of East Africa Freight Forwarders Associations
FESARTA:	Federation of Southern African Road Transport Associations
FIA:	<i>Federation Internationale d'Automobile</i>
FRSC:	Federal Road Safety Corps
GBD:	Global Burden Disease
GPS:	Global Positioning System
GRSF:	Global Road Safety Facility
ICD:	Inland Container Depot
ICT:	Information and Communications technology
IDA:	International Development Association
IFC:	International Finance Corporation
IMF:	International Monetary Fund
INP-HB:	Institut National Polytechnique Felix Houphouët-Boigny
IRTAD:	International Traffic Safety Data and Analysis Group
IsDB:	Islamic Development Bank
ITF:	International Transport Forum
JAES	Joint Africa-EU Strategy
JICA:	Japan International Cooperation Agency
JWG:	Joint Working Group
KIFWA:	Kenya International Forwarders and Warehousing Association
KNUST:	Kwame Nkrumah University of Science and Technology
KPA:	Kenya Port Authority
KRC:	Kenya Railways Corporation
KTA:	Kenya Transport Association

LPI:	Logistics Performance Index
LUTP:	Leaders in Urban Transport Planning Program
M&E:	Monitoring and Evaluation
MDTF:	Multi-Donor Trust Fund
MTR:	Mid-Term Review
NCTA:	Northern Corridor Treaty Agreement
NCTTA:	Northern Corridor Transit and Transport Agreement
NEPAD:	New Partnership for Africa's Development
NTSA:	National Transport and Safety Authority
OECD:	Organization for Economic Co-operation and Development
PAP:	Priority Action Plan (PIDA)
PIDA:	Africa Infrastructure Development Program
PMAESA:	Port Management Association of Eastern and Southern Africa
PMAWCA:	Ports Management Association of West and Central Africa
RECs:	Regional Economic Communities
REC-TCC:	Regional Economic Communities Transport Coordination Committee
RI:	Regional Integration
RS:	Road Safety
RSA:	Road Safety Authority
RSO:	Road Safety Observatory
RSS:	Road-Side Stations and Rest-Stops
RTMC:	Road Traffic Management Corporation of South Africa
SAATM:	Single African Air Transport Market
SADC:	Southern Africa Development Community
SATIH:	Southern Africa Trade and Investment Hub
SCEA:	Shippers' Council of Eastern Africa
SCT:	Single Customs Territory
SDG:	Sustainable Development Goal
SECO:	Swiss State Secretariat for Economic Affairs
SGR:	Standard Gauge Railway
SLRSA:	Sierra Leone Road Safety Agency
SSATP:	Africa Transport Policy Program

STC:	Specialized Technical Committee
STC-TIET:	Specialized Technical Committee - Transcontinental and Interregional Infrastructure, Energy and Tourism
SUM4ALL:	Sustainable Urban Mobility For All
TAH:	Trans African Highway
TMEA:	TradeMark East Africa
TMS:	Truck Monitoring System
TO:	Transport Observatory
TT:	Transforming Transportation
TTCA:	Transit and Transport Coordination Authority
UCAD:	University of Dakar
UEMOA:	Union Economique et Monétaire Ouest Africaine
UITP:	International Association of Public Transport
UK:	United Kingdom
UKAID	United Kingdom Aid Community
UN:	United Nations
UNECA:	United Nations Economic Commission for Africa
UNECE:	United Nations Economic Commission for Europe
UoJ:	University of Johannesburg
USAID	United States Agency for International Development
USD	United States Dollar
UTM:	Urban Transport and Mobility
WB:	World Bank
WBG:	World Bank Group
WCTRS:	World Conference on Transport Research Society
WHO	World Health Organization
WRI:	World Resources Institute / World Research Institute
YD:	Yamoussoukro Decision

Message from the Executive Committee Chair



Mr. Cheikh Bedda

*SSATP Executive Committee Chair and
Director of Infrastructure and Energy,
African Union Commission*

As Chair of the SSATP Executive Committee and Director of Infrastructure and Energy at the African Union Commission (AUC), I have firsthand experience of SSATP's influence and power to advance transport policy reforms in Africa. Serving as the reference body for transport policies in the continent, during the third Development Plan (DP3) strategy cycle (2015-2020), SSATP has come to be recognized as the de facto transport policy arm of the AUC. Not only does it offer a unique platform for networking and sharing knowledge and experiences between countries, the Program leverages its unique convening power to sensitize policymakers and advocate for policy reform at the highest levels.

The DP3 strategy cycle is nearing completion in 2020 and demand for SSATP support to the continent continues to grow. As the formulation of its Fourth Development Plan (DP4, covering the 2021-2025 period) advances, the AUC is confident that SSATP will continue to play a central role in supporting strategic national, regional, and continental priorities in the transport sector. Building on the achievements of the past strategy cycles, the DP4 should continue addressing the most pressing regional integration, urban mobility and road safety challenges faced by Africa's transport sector. This will provide the necessary continuity for sustaining the objectives and achievements of the DP3. Moreover, to improve Africa's transport infrastructure resilience to climate change, as well as accelerate the continent's regional integration, the DP4 should extend its scope of work to mainstream climate resilience practices in road asset management and develop proposals to fast track the operationalization of the Single African Air Transport Market (SAATM). The latter is key for realizing the African Continental Free Trade Area (AfCFTA).

As SSATP prepares to transition from the DP3 to the DP4, I would like to personally thank Mr. Ibou Diouf for leading the SSATP Program over the past four years and preparing a strong DP4 strategy document that is well positioned to respond to Africa's most pressing transport challenges. On July 1st, 2020, he will leave SSATP to become the World Bank's Transport Practice Manager for West and Central Africa. Nevertheless, I rest assured that SSATP will remain in good hands as Mr. Diouf will continue to oversee the Program in his new capacity and Mr. Mustapha Benmaamar, a former SSATP team member, will assume the role of Acting Program Manager during the interim transition period.

To conclude, I would like to reiterate that addressing the continent's most pressing transport challenges will require all stakeholders, development partners and donors to work closely together and take full ownership of the Program to continue advancing transport policy reforms in Africa.



Foreword from the Program Manager



Mr. Ibou Diouf

SSATP Program Manager

A Time of Transition for SSATP

While continuing to implement pillar activities, 2019 served as a year of reflection on the value addition of the Program and its continued relevance to Africa. The end of 2019 not only marked the fourth year of implementing SSATP's Third Development Plan (DP3), but also heralded the final year of its completion before launching the Program's next strategy cycle, the Fourth Development Plan (DP4) spanning 2021-2025. Building on lessons learned from the past, the Program's strengths, and opportunities for advancing the transport reforms agenda in Africa, the 2019 calendar year set the strategic direction for SSATP's way forward which will take into consideration the importance of leveraging digital platforms and addressing climate change, gender and inclusion in the continent.

Following the DP3's Mid-Term Review (MTR) and a stakeholder consultation meeting held in February 2019, the first draft of the DP4 concept note was developed to set the foundation for SSATP's next five-year cycle. It was validated and endorsed by more than 200 high-level officials representing SSATP's African member countries, development partners and donors during the Annual General Meeting (AGM) held in Zimbabwe on November 25-29, 2019. Indeed, the SSATP Executive Committee recognized the quality of the document and authorized the Program management team to proceed with the preparation of the DP4 in 2020 while finalizing the implementation of the remaining DP3 activities. Nevertheless, the team was instructed to overhaul the Program's operational model to put in place the right mechanisms for promoting African ownership, fostering coordination among key stakeholders and development partners, and ensuring effectiveness and efficiency on the ground.

Following the Executive Committee's directive, the Program management team finalized the DP4 strategic document and its associated Operational Framework at the end of June 2020. The DP4 is structured to ensure that SSATP will play a growing role in supporting the development and implementation of strategic national, regional and continental priorities in the transport sector. Moreover, it was not only designed to build on the achievements of past development plans, but also to go beyond SSATP's strategic priorities and the resources needed to address the main transport policy challenges in Africa.

To support the achievement of this goal, the revised Operational Framework sets forth a smart roadmap with clear directives for strengthening coordination among stakeholders and establishes



effective mechanisms for ensuring compliance with SSATP's five guiding principles: (i) African Ownership, (ii) Inclusiveness, (iii) Accountability, (iv) Transparency, and (v) Objectivity. The DP4's Operational Framework also places great emphasis on the Program's field presence, with the Program Manager and Thematic Area Leads to be spread across West, Central, Eastern and Northern Africa. A back-office team consisting of the Program Administrator, Communications Officer and Executive Assistant will remain in Washington, D.C. since their respective job descriptions require regular interaction with various centralized departments located at the World Bank headquarters.

In the aftermath of the COVID-19 health crisis, Africa's transport sector will undoubtedly face new challenges. However, the crisis will also offer great opportunities for setting a new direction and moving towards safe, resilient and sustainable transport systems in the continent. Now more than ever, SSATP stakeholders and partners are reassured of the relevance and importance of SSATP and its new strategic plan (DP4) in helping Africa's transport sector handle emerging policy issues. I could not conclude without thanking the Executive Committee for their continued support over the past four years and the program management team for going the extra mile, investing tireless hours to transform SSATP into what it is today: a unique platform for transport policy design and an effective channel for high-level sector dialogue and advocacy in the continent.



What Different Stakeholders Are Saying About SSATP?

Advancing towards safe, sustainable and integrated transport systems in Africa requires more than just laying asphalt, tracks or building airports. For this reason, I have been a fan of the Africa Transport Policy Program's (SSATP) for a long time, ever since my days as World Bank Vice President for Africa, and even more so now as Vice President for Infrastructure. For over 30 years, SSATP has been helping African countries build the underlying and enabling 'invisible infrastructure' of transport policy reforms and capacity building. The vitality and relevance of this mission are clear."

— **Makhtar Diop**

Vice President for Infrastructure
THE WORLD BANK

Africa faces numerous challenges in achieving sustainable urban mobility and accessibility. Being passive is no longer an option. By facilitating transport policy development and capacity building, SSATP plays a major role in supporting countries with the implementation of transport sector strategies that ultimately improve urban mobility in Africa. In recent years, SSATP provided significant support to Côte d'Ivoire, enabling the launch of a pilot Bus Rapid Transit (BRT) project and the establishment of an urban mobility authority in Abidjan."

— **Romain Kouakou**

Director General of Land Transport and Mobility, Ministry of Transport, Côte d'Ivoire

As the lead agency for road safety management in Nigeria, the Federal Road Safety Corps (FRSC) has benefited immensely from its partnership with SSATP in the areas of policy development and capacity building. In addition, the Corps served an integral part in the process of developing the African Road Safety Observatory and appreciates the support and leadership role that SSATP played in its establishment. FRSC looks forward to many more years of partnership with this important and uplifting program."

— **Dr. Boboye Oyeyemi**

Corps Marshal, Federal Road Safety Corps
NIGERIA

As the Head of the lead road safety agency in Morocco and Chairman of the Transitional Steering Committee, the creation of the African Road Safety Observatory (ARSO) is key for promoting regional and international cooperation, providing good quality road safety data, and influencing policies on road safety. We are creating a technical and political forum where issues related to mobility and safety can be discussed positively in order to adopt interventions that will significantly reduce road traffic crashes and their consequences in Africa."

— **Benacer Boulajoul**

Chair of ARSO Interim Steering Committee, Director of Morocco's National Road Safety Agency, and President of Prévention Routière Internationale

Introduction

The 2019 Annual Report is a detailed review of the fourth year of implementation of the Africa Transport Policy Program's (SSATP) Third Development Plan (DP3). The 2019 calendar year brought to bear the fruits of the DP3's main activities pertaining to regional integration, urban mobility and road safety, and marked the beginning of the collaborative effort to define SSATP's next strategy cycle, the Fourth Development Plan (DP4) spanning 2021-2025. The purpose of this report is to keep member countries, development partners and SSATP Executive Committee members abreast of the Program's progress. In accordance with reporting requirements, this annual report covers all SSATP activities and deliverables completed between January to December 2019.

During 2019, the SSATP team leveraged the key building blocks of partnership, ownership and sustainability to guide all interventions, a move that triggered remarkable progress across Program activities and ensured alignment with the strategic priorities of SSATP's member countries. Under its three thematic pillars, the Program undertook numerous activities to ensure the achievement of the DP3's expected outcomes. Some of the major activities and achievements that characterized the reporting period include:

- Completing the DP3 Mid-Term Review (MTR) by consulting key Program stakeholders to gather their feedback and address their priorities.
- Devising and implementing the Program's new communications and stakeholder engagement strategy and action plan to raise the visibility of SSATP activities and advocate for reform.
- Ramping up SSATP's human capital development activities with the African Universities Network
- Launching the African Road Safety Observatory (ARSO) and the associated #Roads4Life social media campaign and storytelling contest which reached over 16.9 million people worldwide.

- Reinforcing SSATP's partnership with the European Union and the African Union Commission (AUC) within the framework of the New Alliance for Sustainable Investment and Jobs in Europe.
- Organizing the third and final 2019 Annual General Meeting (AGM) in Victoria Falls, Zimbabwe – stakeholders considered it to be the best AGM of the DP3.
- Preparing the Fourth Development Plan (DP4) concept note, which was presented, validated and endorsed by SSATP's Executive Committee and stakeholders present at the 2019 AGM.
- Handing over representation on the SSATP Executive Committee from Morocco to Zimbabwe.
- Appointing the African Union of Public Transport (AUP) to serve as a private sector representative on the Executive Committee.

This report presents key SSATP Program activities conducted throughout the year. Chapter 2 gives an overview of SSATP's Third Development Plan (DP3) and the current governance structure of the Program. Chapter 3 focuses on measures taken by the SSATP team to implement the Program and shape its future direction; cultivate strategic partnerships for greater impact; and ensure Program sustainability and replicability through communications initiatives. Chapter 4 provides a detailed update on the status of implementing Pillars' activities and progress towards goals. Chapter 5 presents administrative matters and provides an overview of the Program's financial standing. The report concludes with an Appendix that provides additional details on the activities conducted by each of the SSATP pillars.



About SSATP and the Third Development Plan



About SSATP

The Africa Transport Policy Program (SSATP) is an international partnership of 42 African countries,¹ Regional Economic Communities (RECs), African institutions – including the African Union Commission (AUC) and United Nations Economic Commission for Africa (UNECA), public and private sector organizations and international development agencies. SSATP was established in 1987 to respond to the persisting and emerging challenges hindering region's transport sector. By facilitating the development of sound transport policies and related capacity-building, SSATP helps African countries establish safe, reliable, and cost-effective transport systems that help lift people out of poverty by improving access to economic opportunities. Over the last 3 decades, SSATP has developed a reputation as the leading transport policy development forum in Africa, with strong convening and networking powers capable of sensitizing and mobilizing policy makers at the highest-levels of government. SSATP brings together key decision makers and stakeholders while developing networks of specialists (researchers, operators, and consultants) in most transport-related fields in Africa.

The work of SSATP follows the policy development cycle consisting of the following stages: knowledge creation through assessments and case studies, dissemination of knowledge and best practices, support for translating knowledge into practice, review of capacity building needs and related support, and advocacy to raise awareness of key transport issues and mobilize support for implementing remedial policy reforms. To ensure the implementation and sustainability of its policy recommendations, SSATP cultivates strong partnerships with key stakeholders at the national, regional and global levels.

Currently, SSATP is financed by the generous contributions of the European Commission (EC), Swiss State Secretariat for Economic Affairs (SECO), Agence Française de Développement (AFD) and the African Development Bank (AfDB). Totalling approximately US\$16.0 million, funds from SSATP's financing partners are channeled through a Multi-Donor Trust Fund

(MDTF) administered by the World Bank. The Program is hosted by the WB's Africa Transport unit.

The governance structure of SSATP provides a comprehensive, institutional framework designed to foster the two main foundations of the program – ownership and partnership. It is comprised of the following parties:

- The *General Assembly* provides the strategic directions for SSATP and reviews and approves its work program. The General Assembly convenes in an annual forum attended by all stakeholders involved in policy formulation or strategy development for transport in Africa.
- The *Executive Committee (EC)* is comprised of representatives of the development partners, member countries, private sector, and RECs. The EC performs executive and advisory functions, providing guidance to the SSATP management team and reviews activities included in the work program.
- The *SSATP Management Team*, also known as the Secretariat, is responsible for managing the day-to-day operations and implementation of SSATP program activities. Program support staff (communications, financial support, and administration) operate from Washington, D.C. and Pillar Leaders from Africa. Pillar Leaders work in consultation with three thematic groups, one for each DP3 focus area (pillar). The thematic groups are composed of transport practitioners from the Program's member countries.

This institutional framework was established to ensure, a high-level of engagement in program activities among all SSATP funding partners and member countries.

SSATP Response to Africa's Transport Challenges: The Third Development Plan (DP3)

Conceived and implemented through multi-year work programs, SSATP is finalizing the implementation of its Third Development Plan (DP3), which covers the 2015-2020 period.² To effectively identify and address the region's main transport challenges, SSATP consulted

¹ The Republic of Djibouti was formally accepted as the 42nd African member country of SSATP at the 2019 Annual General Assembly Meeting held in Victoria Falls, Zimbabwe on November 29, 2019.

² On May 7, 2019, the Executive Committee of SSATP endorsed a request to extend the closing date of the DP3 until December 31, 2020 to allow enough time for completing DP3 activities and preparing the Fourth Development Plan (DP4).

African member countries and funding partners on their strategic priorities. Based on these consultations, the following areas of intervention were selected as the DP3's thematic pillars:

- A. Integration, Connectivity and Cohesion (or Regional integration-RI),
- B. Urban Transport and Mobility (UTM) and
- C. Road Safety (RS)

Annual work programs for SSATP's DP3 were developed in two phases. In the first phase, which covers the first two-year period, activities were pre-identified to allow for the timely launch of the program. In the second phase, covering the last two years, activities were defined in accordance with the revised results framework of the program. This flexibility was put in place to allow the program to respond to client needs, new developments on the continent, and emerging transport sector policy requirements in the three pillar areas.

While the DP3 was very selective in structuring all its activities around three focus areas where SSATP has a comparative advantage and added-value, each pillar addresses key cross-cutting issues that affect the transport systems of Africa, including pro-poor and pro-growth policies and strategies; climate change; gender and social equity; transport sustainability and financing; institutional and regulatory frameworks and governance. National and rural access are part of the Integration, Connectivity, and Cohesion Pillar, which is broader than regional corridors and considers the chain linking rural, national, and regional transport networks.

For the past three years, the DP3 has set the strategic direction of the Africa Transport Policy Program as it aims at ensuring that all people of Africa have access to, and are served by, safe, efficient and sustainable transport systems. To monitor and evaluate the progress of all SSATP activities against their main development objectives, the DP3 includes a robust results framework with clear baselines and targets for all thematic pillars. The following sections describe the three thematic pillars and their main development objectives.



Pillar A: Integration, Connectivity and Cohesion (Regional Integration) – A Paradigm Shift

A well-functioning transport sector is key to advancing Africa's development efforts. However, African countries have yet to seize the huge socio-economic opportunities that improved economic integration and cross-border trade and transport can unlock. The African market remains highly fragmented and trade integration is low in comparison to other regions. In 2016, the total share of intra-regional good imports and exports in Africa stood at 13.2 and 17.7 percent, respectively, in comparison to 55.2 percent of intra-regional exports in America, 59.4 percent in Asia, and 68.7 percent in Europe. Inefficient transport logistics chains hamper intra-regional and international trade and slow down the pace of integration amongst African countries. Poor performance and associated inefficiencies are not only due to the lack of adequate infrastructure, but also - and most notably - to poor governance, inconducive institutional and regulatory environments, and weak institutional capacity at both the policy formulation and implementation levels. The continent is beset by cumbersome and lengthy customs and administrative procedures, numerous barriers along corridors, and relatively high transport and logistics costs associated with poor-quality services. Ultimately, enhancing Africa's connectivity is critical for addressing its low trade integration and overcoming the challenges posed by the continent's fragmentation into small-scale economies. Connectivity can boost economic growth through facilitation of trade and tourism, and also improve transport services, mobility and accessibility. In turn, this may facilitate the integration of Africa into the global market.

The Integration, Connectivity, and Cohesion Pillar broadens the regional corridors approach to include the whole chain linking rural, national, and regional networks and geographical economic impacts. The paradigm shift has moved from just facilitating transit of international imports and exports along the regional corridors to including the economic development of the areas affected by the corridors. Corridor development considers the movement of goods that

are produced locally in order to facilitate their trade at the country and regional levels, increase food security, and provide local producers with new jobs and business opportunities. This approach to economic corridors aims to provide comprehensive connectivity among international, national, and rural networks. It is a more holistic and cohesive approach to corridor development, which may further be extended to encompass the economic development of areas in the corridor zone of influence.

Pillar A was set up as a strategic instrument for African countries in addressing these challenges. The pillar supports the regional integration agenda in the continent in the areas of policy development and inclusive dialogue on the developed policies, provision of capacity building programs and development of efficient supportive tools in the transport and logistic services.

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

Developing economic corridors is also part of the regional integration agenda of the African Union (AU), which seeks to establish a Continental Free Trade Area (CFTA) through the effective implementation of the African Continental Free trade Agreement (AfCFTA) in order to foster economic development through trade growth, particularly intra-Africa trade. By means of a combination of measures, the action plan for Boosting Intra-Africa Trade (BIAT) addresses the numerous constraints that restrict the growth of such trade. These

measures relate to three broad themes: trade policies, trade facilitation, and trade competitiveness.

SSATP's Pillar A was developed to address each one of these themes by achieving the following three strategic outcomes:

- **Outcome 1.** Promote effective policy and strategy formulation and implementation for corridor development. This will be achieved through consensus built on (1) the strategic orientations for integrated corridor development and (2) the strategic orientations for performance-based corridor management.
- **Outcome 2.** Develop the capacity of institutions for an inclusive dialogue on regional integration. SSATP will help regional integration institutions identify options for sustainability; identify critical stakeholders and design ways to ensure their involvement in the policy dialogue; and develop monitoring and diagnosis tools for focusing on policy interventions. On an overarching level, SSATP will continue to support the Regional Economic Communities Transport Coordination Committee (REC-TCC) as an inclusive forum for the exchange of experience and coordination of regional integration initiatives and programs among all stakeholders.
- **Outcome 3.** Promote efficient logistics services through the development of the appropriate institutional and regulatory framework that will foster the provision of competitive and efficient logistics services. This framework will cover a wide range of services, including trucking services, clearing and forwarding, terminal operations, rural logistics, railways, inland waterways, single windows, and customs, police, and other regulatory/control agencies operating in the various nodes (ports, inland container depots, and border posts).



Pillar B: Urban Transport and Mobility (UTM) – Promoting an Integrated Approach

Over the last two decades, urbanization in Africa has grown at an average of 4.5% per year. As a result, Africa's urban population will increase from about one-third

of the total population today, to more than half of the population by 2030. It is projected that by 2050, Africa will be home to an additional 300 million urban residents, and 60 percent of all Africans will live in urban areas. Such a high proportion of Africa's population living in cities has the potential risk of negatively impacting the environment, public health, and poverty.

Faced with fast-growing urbanization and motorization rates, providing a sustainable response to Africa's growing urban transport and mobility needs will be a struggle for most African cities. Inefficient urban transport systems are already hampering the movement of people and goods in many cities. This situation is further aggravated by inadequate policy frameworks and poor capacity to address associated environmental and social risks. There are also issues related to the lack of coordination between land-use planning and transport systems, which contribute to high levels of congestion and compound unsatisfied transport demands, most notably for vulnerable population groups. To sustain Africa's steady pace of economic growth, countries need to adopt an integrated approach to urban transport and mobility that can support the growing demands on Africa's transport sector.

Through the Urban Transport and Mobility (UTM) pillar, SSATP is helping address the rapid and uncontrolled urbanization of African cities by bringing the urban transport and urban development agendas together to ensure the sustainable development of African cities. Activities under the UTM Pillar are focused on (i) fostering knowledge of, and the demand for, effective policies for sustainable urban transport and mobility; and (ii) building the capacity of cities and metropolitan areas to design, adopt and implement effective policies for sustainable UTM management in Africa. Ultimately, the UTM Pillar promotes the adoption of an integrated approach to UTM management in African cities. Activities are designed to help client countries develop a conducive UTM policy and management strategy as a pre-requisite for sustainable infrastructure development in urban areas.

Drawing on its extensive experience in policy formulation, SSATP developed the "EASI" (Enable / Avoid / Shift / Improve) framework to support African countries with developing strategies and policies that can help unlock the economic benefits of a well-functioning urban transport sector. The framework underpins all the activities of Pillar B, which aims to provide tools for developing safe, clean, and affordable urban transport systems for cities and urban areas

in Africa. This objective is in line with Sustainable Development Goal (SDG) 11: "Make cities and human settlements inclusive, safe, resilient and sustainable." Ultimately, the expected outcome of Pillar B is to promote an integrated approach for achieving secure universal access to sustainable transport for Africa's urban populations by 2030.

Developed during SSATP's Second Development Plan (DP2), each component of the EASI framework provides a structured set of policy recommendations to help improve accessibility and mobility in Africa's urban centers. Under the UTM Pillar, each component's activities aim to achieve the following intermediate outcomes:

- **Outcome 1. ENABLE.** National and urban decision makers and technical staff seek to adopt and put in place sustainable urban transport planning, monitoring, coordination, and financing mechanisms. This includes setting up an entity in charge of urban transport planning and management. Its regulatory functions would seek to guide and coordinate public action aimed at providing multimodal urban transport systems. This outcome is also about exploring ways to secure increased funding for, and ensuring the financial sustainability of, urban transport systems.
- **Outcome 2. AVOID.** Urban decision makers and technical staff have the knowledge and capacity needed to develop and implement urban mobility strategies that minimize the need for individual motorized travel while favoring public and nonmotorized transport. To this aim, Pillar B seeks to develop guidelines that will help countries gain the know-how needed for effective land-use and integrated transport planning and management.
- **Outcome 3. SHIFT.** Urban decision makers and technical staff have the knowledge needed to adopt and implement integrated, multimodal urban mobility plans with an emphasis on promoting nonmotorized transport modes and restructuring informal public transport services. These plans give due attention to developing and maintaining pedestrian networks and bicycle paths that are continuous, safe, and accessible. The intermediate outcome is to improve the level of service provided by paratransit operators through restructuring, modernization, and promotion of quality services.
- **Outcome 4. IMPROVE.** Urban decision makers and technical staff have the knowledge needed to adopt and implement the key measures needed to improve

traffic conditions in African cities. This would entail improving the planning, operation, and maintenance of urban roads while considering and balancing the needs of all transport modes, keeping the use of individual motorized vehicles under check.

The EASI framework is an important first step towards helping Africa to improve urban mobility. It represents a comprehensive, clear-cut organization of the higher-level approaches (strategies) needed for developing and implementing sound policies. It also provides a common language through which technical and administrative practitioners can effectively communicate.



Pillar C: Road Safety – A New Holistic Approach

Africa's poor road safety performance is a major obstacle that is hampering the continent's competitiveness and development. Despite its low motorization rate, Africa has the worst road safety statistics in the world, and is the continent where people are most likely to die from a road crash. In fact, more than 300,000 lives are lost in Africa every year. Meanwhile, the rate of road fatalities and road related injuries are projected to continue rising. This is attributable to Africa's economic growth, which has triggered an increase in motorization and expanded infrastructure to meet the growing demand. If no action is taken, the best available information and analysis indicate that the African road safety crisis will only get worse, disproportionately affecting the most vulnerable road users and the poor more than any other category of people.

According to the World Health Organization's *Global Status Report on Road Safety*, in contrast to all other regions of the world, road fatality rates in Africa continue to deteriorate. From 2010 to 2013, the fatality rate in Africa increased from an estimated 24.1 to 26.6 fatalities per 100,000 population.³ Road trauma in Africa is projected to worsen further, with fatalities per capita

likely to double over the period 2015-2030. By contrast, HIV/AIDS and malaria fatalities per capita are projected to decline by about 20 percent.⁴ The 2013 Global Burden of Disease (GBD) study reveals that between 1990 and 2013 in Africa there was an 89 percent increase in the number of road injury deaths, a 72 percent increase in pedestrian deaths, a 93 percent increase in motorcycle deaths, and a 73 percent increase in cyclist deaths. Meanwhile, the ranking of deaths from road traffic injury compared with other causes of death increased from 14th place to 9th place⁵. While the majority of those killed are under the age of 30, the fatality rate for men is almost twice that for women, which has strong implications for households since men are typically the main breadwinners.

In partnership with the United Nations Economic Commission for Africa (UNECA) and the African Union Commission (AUC), SSATP was one of the key contributors to the development of the African Road Safety Charter, which underpins the Decade of Action for Road Safety in Africa and the action plan adopted by the African heads of state in January 2012. In addition, the newly adopted SDG goals have defined targets under the cities and health goals that specifically address the road safety agenda and are relevant to Pillar C. Added to this, the United Nations have proposed a set of 12 voluntary road safety targets to be met by all countries.

The main development objective for Pillar C is to help African countries achieve the road safety goals of the UN Decade of Action for Road Safety 2011-2020 and the Africa Road Safety Action Plan. By working in close partnership and collaboration with the African Union Commission, SSATP's Road Safety Pillar aims to achieve the following outcomes:

- **Outcome 1.** Improve the capacity to manage and monitor safety performance.
- **Outcome 2.** Promote effective road safety policy and strategy formulation and implementation at the country and regional levels.
- **Outcome 3.** Stimulate good practices in road safety management.
- **Outcome 4.** Better integrate road safety policy and interventions in locally and externally funded road developments.

³ World Health Organization (WHO), *Global Status Report on Road Safety* 2013 and 2018. Geneva: WHO, 2013 and 2018.

⁴ M. Small and J. Runji, "Managing Road Safety in Africa: A Framework for National Lead Agencies," SSATP Working Paper 101, World Bank, Washington DC, 2014.

⁵ Institute for Health Metrics and Evaluation, "Global Burden of Disease Report," University of Washington, Seattle, 2013.

Program Implementation Highlights



The SSATP management team has played an increasingly active role in anchoring the Program in Africa by empowering African stakeholders to take ownership of the Program and fostering strategic partnerships with key development partners and initiatives. With the launch of the DP3 in 2015, SSATP committed to building stronger relationships with its African member countries and partners to ensure full alignment with their development priorities and effectively address their transport needs.

To achieve this goal, at the start of the DP3, SSATP deployed a team of experts in regional integration, urban mobility and road safety based in Nairobi, Kenya. Since then, the Program management team has continued to bolster its presence and reach in Africa. In January 2019, SSATP appointed a Communications Officer to take the lead in developing a communications and stakeholder engagement strategy to promote SSATP's activities across the continent and among its various development partners. In July 2019, the Program Manager relocated to Bamako, Mali to balance SSATP's regional presence in West Africa. Furthermore, in November 2019, the SSATP Executive Committee approved the following changes in its membership:

- Handing over representation on SSATP's Executive Committee from Morocco to Zimbabwe which hosted the 2017 and 2019 Annual Meetings, respectively. SSATP's 42 African member countries are now represented by the Federal Republic of Nigeria and Zimbabwe.
- Replacing the Federation of Southern African Road Transport Associations (FESARTA) with the African Union of Public Transport (AUTP) as the private sector representative on the Executive Committee.

As the DP3 nears completion, ensuring the sustainability of the Program and its activities will require designing a responsive development plan that addresses the sectoral priority needs of African countries, and mobilizing their support for the downstream implementation of SSATP's policy recommendations. Recognizing this, during the 2019 calendar year, the SSATP management team initiated several major initiatives to shape the future of Program and address Africa's most pressing transport issues. This chapter summarizes these activities.

Shaping the Future of the Program

During the year, SSATP's management team embarked on major stakeholder engagement and outreach initiatives to gather feedback on the Program's ongoing activities and shape its future development plan. As stipulated in the DP3 administration agreement with its donors, SSATP conducted an independent Mid-Term Review (MTR) to assess whether the Program was delivering on its objectives and provide recommendations on the way forward. The aim was mainly to ensure the successful completion of the DP3 and inform the preparation of the Program's Fourth Development Plan (DP4). A draft of the DP4 Concept Note was subsequently presented and discussed among all SSATP stakeholders at the third and final Annual General Assembly Meeting of SSATP's Third Development Plan (DP3).

DP3 Mid-Term Review: Ensuring SSATP Accountability to Stakeholders

The 2019 DP3 implementation year was unique in that SSATP underwent an independent Mid-Term Review (MTR) whose findings and recommendations subsequently influenced the Program's ongoing activities and future direction. As per the administration agreement with its donors, SSATP is mandated to conduct a mid-term review to ensure that activities are on track to achieving the Program's development plan objectives. Accordingly, the Program Administrator responsible for ensuring compliance with the SSATP administration agreement hired and oversaw the work of WS Atkins, an independent evaluation firm tasked with conducting the MTR using a participative approach involving stakeholder consultations. The views of 75 stakeholders from 56 institutions were taken into account in the review.

Institutions Approached	REC's	Donors	Partners	CMI's	Private Sector
Ethiopia	SADC	EU	MYC	Northern Corridor	FEAFA
Gambia	UEMOA	SECO	International Transport Forum	Maputu Logistics Corridor Initiative	
Ivory Coast	IGAD	AFD	GIZ/TUMI	Central Corridor	Kenya Transportation Association
Kenya	ECCAS	AfDB	AACE	Dar Es Salaam Corridor	Shippers Council of East Africa
Malawi	EAC		Borderless Alliance		PMAESEA
Nigeria	ECOWAS		Centre for Transport and Logistics		FESARTA
Rwanda	COMESA		FIA		Tanzania Freight Forwarders Association
Senegal			UATP		Tanzania Transport Association
			Safer Africa		
	African Union		ITDP		
			UN Habitat		
			Islamic Development Bank		
			WHO		
			Global Solution Group		
			Global Road Safety Facility		

Figure 1. Key stakeholders consulted for the DP3 Mid-Term Review

First and foremost, the MTR assessed the progress of activities under each DP3 pillar: Regional Integration (RI), Urban Transport and Mobility (UTM), and Road Safety (RS), and their likelihood to support the achievement of SSATP's development objectives. It also identified necessary improvements required to ensure that member countries introduce essential transport policies and institutional frameworks in the three SSATP focus areas. Moreover, the MTR assessed the performance of the Program's implementation model and governance structure in addition to indicating directions to consider for the DP4 and recommendations to increase Program effectiveness in the future. In particular, the MTR evaluated the following:

- Design of the results framework
- Performance against program implementation
- Performance against agreed targets and results
- Performance against governance and program guiding principles
- Operational structure and resources
- Impact of the program

On February 14, 2019, a workshop to validate the

draft MTR report, review its main findings, and gather additional stakeholder feedback was held at the World Bank office in Abidjan, Cote d'Ivoire. All SSATP financing partners and high-level representatives of 13 African member countries and the REC-TCC attended the workshop along with the Program management team and WS Atkins consultants.

Completed in May 2019, the final MTR Report strongly reaffirmed the relevance of the Program, recognized the DP3's overall achievements, and emphasized key lessons to consider incorporating in the design of the DP4. The main findings of the report are as follows:

1. The design of the DP3 results framework is appropriate; however, the targets are too ambitious to be achieved within the five-year strategy cycle.
2. The approach to replicability has proven effective though advocacy needs to be strengthened.
3. Activities are on track and outcomes will likely be achieved by DP3 close with only a few exceptions.
4. Program implementation has substantially improved and with the addition of the Communications Officer, the team is set to expand SSATP visibility and outreach.



Figure 2. Plenary session of the 2019 SSATP Annual Meeting held on November 26, 2019

5. Additional Africa-based staff members are needed to focus resources on strengthening advocacy.
6. The quality of SSATP's knowledge products and reports were deemed excellent and the impact of the Program is acknowledged by the beneficiaries.

In accordance with the MTR recommendation to allow enough time for completing the few remaining DP3 activities and preparing the next development plan (DP4), the Executive Committee of SSATP approved a one-year extension of the DP3's closing date from December 31, 2019 to December 31, 2020.

Preparing the DP4: Strong Stakeholder Engagement and Outreach

With the near completion of the DP3, during the 2019 calendar year, the SSATP team embarked in a series of stakeholder consultations to gather feedback for designing SSATP's Fourth Development Plan (DP4). On February 13, 2019, the Program management team met with the representatives of 13 African member countries and the REC-TCC who were attending the next day's MTR validation workshop to discuss the DP3's performance and how SSATP could better respond to Africa's key transport issues in the next phase of the Program. On February 15, 2019, SSATP's Executive Committee met to review the main takeaways and results of these important gatherings. During the meeting, the Executive Committee endorsed the preparation of the DP4, building on the findings and recommendations of the MTR.

Following the EC decision, the SSATP team hired a senior consultant tasked with conducting additional stakeholder interviews and leveraging insights gained to

draft the DP4 concept note and final strategy document. During the preparation phase, the SSATP team and donor community continuously reviewed the draft document, providing strategic guidance and direction. Ultimately, the draft DP4 concept note was presented and discussed among the larger stakeholder community attending the SSATP Annual General Meeting (AGM) held in Victoria Falls on November 25-29-2019. The goal was to ensure that there is strong consensus on the Program's strategic focus, governance structure, staffing, and operational model. Throughout the AGM, participants emphasized that SSATP should not only continue working on the current pillars going into the DP4, but also expand its mandate to include resilient road asset management and aviation. Additionally, many stakeholders suggested that increasing SSATP's presence in the field would reinforce advocacy efforts and provide full coverage of the continent.

After the 2019 AGM, the Program management team took all comments gathered from stakeholders to develop the DP4 draft strategy document. The team committed to: (i) finalize and present the draft strategy document to the SSATP Executive Committee in April 2020 for their initial endorsement on financing, and (ii) further present it to the larger community of stakeholders in a meeting slated for the Fall of 2020.

The Third and Final Annual General Meeting of the DP3

Hosted by Zimbabwe's Ministry of Transport and Infrastructural Development, the 2019 SSATP Annual General Meeting (AGM) took place in Victoria Falls on November 25-29, 2019. The central theme of the AGM was "Positioning Africa for a Sustainable Post-2020 Road Safety Agenda." The aim was to deep dive into what

it will take to deliver accessible, safe, sustainable and efficient transport to the people of Africa. The meeting was a significant milestone for SSATP's longstanding partnership with Africa in transport. Because it happened at the time SSATP's Third Development Plan (DP3, spanning 2015-2020) is heading towards closure, it offered an excellent opportunity for participants to reflect on DP3 achievements and lessons learned, and agree on the priority areas for the DP4.

The agenda was structured around the following events: (i) partner sessions and specialized technical workshops under each SSATP pillar, (ii) parallel and plenary sessions on lessons from the implementation of the Third Development Plan (DP3) and the DP4 concept note, (iii) the AfDB-AFD-WBG joint portfolio review; and (iv) the General Assembly. The agenda was designed to solicit a high-level of audience participation and interaction while also allowing plenty of time for fruitful deliberations on substantive issues.

On November 25, the AGM kicked off with a set of specialized technical workshops and partner sessions. ReCAP organized a full-day partner session on sustainable transport while SSATP's road safety pillar organized parallel sessions intended to: (i) launch a collaboration between ministries of transport and African universities on road safety data collection and analysis and (ii) build the capacity of African legislators to advocate for road safety. The sessions were attended by the ministers and members of legislatures present at the AGM. The goal of these sessions was to foster collaboration and strengthen partnerships in order to build synergy and expand impact on the ground.

On day two (November 26), the plenary session opened with keynote speeches from the Acting Chair of the SSATP Executive Committee, the SSATP Program Manager, a donor representative, and the Permanent Secretary of Zimbabwe's Ministry of Transport and Infrastructural Development, Engineer Amos Marawa. All emphasized the importance of safe, integrated and sustainable transport systems in Africa (see Appendix 7.1 for Opening Statements), which set the tone for the day's remaining parallel sessions on each of SSATP's DP3 pillars. The objective of these sessions was to present case studies and hold structured discussions on select topics to raise awareness and share knowledge under each pillar. Overall, the day was dedicated to learning from good practices and sharing experiences around the three thematic areas of the DP3 and drawing lessons for the continent.

The third day of the AGM (November 27) consisted of breakout meetings where discussions focused on the Fourth Development Plan (DP4) concept note. SSATP Pillar Leads presented the proposed DP4 plan and its respective areas of intervention to address Africa's most urgent transport challenges. During these sessions, country representatives had the opportunity to shape the future strategic direction of SSATP's next development plan by providing comments and sharing their priority concerns. Concurrently, a joint portfolio review meeting was held between staff of the African Development Bank, French Development Agency (AFD) and World Bank Group. The objective of this portfolio review meeting was to share information on active and pipeline projects in order to strengthen collaboration between the three organizations and create additional synergies.



Figure 3. Representative of the Republic of Djibouti attending SSATP's 2019 AGM in Victoria Falls, Zimbabwe

The fourth day of the AGM (November 28) consisted of a full day of plenary sessions. It started with a reporting session during which each pillar leader summarized the main lessons, recommendations and findings coming out of the previous days' discussions and outlined the agreed upon priority action areas for SSATP's next DP4 cycle. Subsequently, a high-level panel had the opportunity to discuss their views on the proposed DP4 thematic areas and answer questions. Overall, participants agreed on the continued relevance of SSATP's regional integration,

urban mobility and road safety pillars going into the DP4; however, there was widespread consensus that SSATP should expand its mandate to include road asset management and aviation. The SSATP Program Manager closed the day by reporting on the strategic directions emerging for the DP4, assuring participants that the feedback gathered at the AGM would be incorporated to strengthen SSATP's ability to address the most pressing transport challenges that Africa is facing.

The final day of the AGM (November 29) was a convocation of the 2019 General Assembly. The events and sessions of the final day involved announcing the winners of the #Roads4Life storytelling contest; convening a high-level panel on road safety; presenting the newly launched SSATP website; reflecting on the last year of DP3 implementation and stakeholders' perspectives with regards to the draft DP4 concept note; endorsing the SSATP 2018 Annual Report; welcoming Djibouti as a new member country; handing over representation on SSATP's Executive Committee from Morocco to Zimbabwe and from Federation of Southern African Road Transport Associations (FESARTA) to the African Union of Public Transport (AUTP); calling for expressions of interest to host the next AGM; and convening the SSATP Executive Committee (EC) meeting.

Having long-established itself as the leading forum for transport policy development in Africa, SSATP's 2019 AGM was attended by over 230 participants from 36 African member countries. Participants included high-level officials (six ministers and deputy ministers, six permanent secretaries, 28 senior directors and executives), representatives of the three continental institutions (AUC, AfDB, and UNECA), four regional economic communities, 22 international and sub-regional organizations, six international financial institutions, development partners, transport associations, academia, and media. Throughout the meeting, participants reiterated the strong relevance of SSATP as a unique platform that leverages a strong partnership and country ownership-driven approach for devising transport policies and strategies for Africa. At the end of the 5-day event, participants and representatives of SSATP's Executive Committee alike acknowledged the 2019 AGM as the best annual meeting of the DP3.

Cultivating Strategic Partnerships for Greater Impact

While SSATP's technical team increased its efforts to bring ongoing DP3 activities to a successful close, the Program management team continued to cultivate strong relations with African stakeholders and strengthen strategic partnerships with key development partners and institutions.

SSATP Plays a Leading Role in the World Bank's 2019 Transforming Transportation Forum

Organized by the World Bank and the World Resources Institute (WRI), the Transforming Transportation (TT) Forum is an international event that brings together transport policymakers, experts, academia and representatives of development and transport institutions to explore the challenges and solutions for realizing a safe, sustainable, and accessible transport sector. It serves as a global platform for sharing and discussing new research, experiences and lessons learned in addition to the latest trends shaping the transport sector.



Figure 4. Signing ceremony to set-up a master's degree program in Cote d'Ivoire

Following last year's success, SSATP took a lead role in developing the agenda of the Africa-focused sessions of the 2019 Transforming Transportation Forum (TT19) held on January 17-18, 2019. On the sidelines of TT19 and the SSATP-led parallel session on "Strengthening Research Communities to Leverage Human Capital," the managing directors of *Ecole Nationale des Ponts et*

Chaussées (ENPC) and *Institut National Polytechnique Felix Houphouët-Boigny (INP-HB)* signed an agreement to set-up a master's degree program in Cote d'Ivoire, an initiative supported and financed by the WB. Following the signing ceremony, with the support of SSATP, Makhtar Diop, the WB's Infrastructure Vice President, invited representatives of the network of African universities to a private side meeting. The goal of this meeting was to discuss priority areas for the human capital development project and brainstorm ways to support education in the transport sector. During the meeting, Erika Meddin and Ibou Diouf presented the WB's ongoing efforts to develop Africa's human capital, including SSATP's Internship Program; the Africa University Network established in TT18; and the WB concept note on *Developing Career Centers in Africa*.

Ramping up the human capital development activities of the African Universities Network

In association with the World Conference on Transport Research Society (WCTRS) and the World Research Institute (WRI), SSATP led the establishment of a research network of African universities, which includes the University of Nairobi (UoN), the University of Dar es Salaam (UoDS), the University of Johannesburg (UoJ), the University of Dakar (UCAD), the *Institut National Polytechnique de Yamoussoukro (INP-HB)*, Kwame Nkrumah University of Science and Technology (KNUST-Kumasi, Ghana), and *Ecole Nationale Supérieure des Travaux Publics de Yaounde (ENSTP-Yaounde, Cameroun)*. The network offers the unique opportunity to create, develop and centralize transport research in the African continent. All the parties involved agreed to participate in cooperative research activities (joint research, exchange and joint training programs) to further develop their research potential and strengthen institutional capacity at continental level. Ultimately, this platform aims to support African countries with developing sound policies and strategies that will lead to efficient, safe and sustainable transport for the people in Africa.

During 2019, SSATP and the African Universities Network ramped up activities to bolster Africa's human capital. Working with the African Universities Network and the WB's Department of Human Resources, in 2018, SSATP launched the WB Infrastructure Practice Group's Internship Program for young graduates from African engineering schools and universities. After a successful experience with the first cohort of three students from

Senegal, the program was expanded to include other universities, such as *Institut National Polytechnique Houphouët Boigny (INP HB)* and *Ecole Nationale de Statistiques et d'Economie Appliquée (ENSEA)* in Abidjan; University of Nairobi (UoN), University of Dar es Salaam (UoD) and *Ecole Supérieure Multinationale des Telecommunications (ESMT)* in Dakar. Three years after its launch, in 2019, the internship program hosted 13 interns across the WB's Transport and Digital Development global practices.

In line with the objective to broaden the scope for new human capital development opportunities, SSATP together with the WB's Department of Human Resources also initiated a pilot project to create career centers in the universities of Abidjan, Dar Es Salaam, Dakar and Nairobi that are part of the Network. The mission of the career center is to advocate for students and their careers by contributing to their understanding of employment and educational opportunities and providing career counseling and assistance with entering the labor market. Career centers are hubs for career information and guidance for job search, a place for information sharing on job opportunities, internships, and post-graduate programs. Through career centers, universities can build win-win partnerships with professionals (companies and alumni) that could support students' job prospects and a successful entry into the workforce.

Exploring a strategic partnership with AUC and the African Civil Aviation Commission (AFCAC)

On February 18-20, 2019, as part of a wider World Bank team, SSATP facilitated a continental workshop in Addis Ababa, Ethiopia to disseminate the texts of the Yamoussoukro Decision (YD) among Regional Economic Communities (RECs) and AU member states. With the view to accelerate the implementation of the Single African Air Transport Market (SAATM), the workshop was organized by the AUC, UNECA and AFCAC (the Executing Agency of the YD) with support from international and regional agencies and development partners.

The meeting also provided an opportunity for AFCAC and SSATP to hold discussions on potential areas of collaboration and partnership concerning several policy dimensions of air transport in Africa, in particular the support that SSATP could provide to AFCAC in the short and medium terms in the areas of generating

awareness on key continental aviation frameworks, and capacity building for RECs and senior personnel and experts in member states. Planned AFCAC activities included scaling up the advocacy drive for all the member countries to effectively implement SAATM; promoting international best practices on fees and charges; promoting the streamlining and harmonization of bilateral air services agreements (BASA); and strengthening the regulatory framework on air transport safety and security.

SSATP expressed its limitation in terms of formal and structured support to AFCAC in the immediate and terms due to the fact that air transport falls outside the scope of the priority areas of the DP3 Regional Integration Pillar. Nonetheless, SSATP expressed its readiness to explore possible ad-hoc support opportunities, and assured AFCAC that aviation will be taken into account when consulting stakeholders on their strategic priorities for the DP4.

SSATP joins partner sessions at the 17th Annual General Meeting and General Assembly Meeting of the African Road Maintenance Funds Association

The African Road Maintenance Funds Association (ARMFA) Secretariat extended an invitation to SSATP to attend their 17th Annual General Meeting (AGM) and Annual General Assembly (AGA) held in the City of Swakopmund, Namibia from March 10-16, 2019 with participants coming from 35 ARMFA member countries. The central theme of the annual meeting was on “Sustainable Road Infrastructure: Impact on Regional Integration and Free Trade Area.”

SSATP was invited to attend technical sessions for partners and deliver a presentation at a plenary session of the AGM. SSATP's presentation focused on activities related to its Third Development Plan, in general, and the Program's way forward in line with the central theme of the AGM. SSATP presented the DP3 activities related to sustainable infrastructure financing in Africa.

Benefiting from SSATP's technical support, ARMFA - a non-political and non-governmental organization - was created by the road funds of its African member countries in 2003. ARMFA's main objective is to create a unique platform for African road funds to share information, promote new road financing mechanisms, and learn from the lessons

and experiences of others. The Association has been instrumental in creating an enabling environment for road fund professionals to interact, share experiences, and promote new approaches to road maintenance management and financing.

Reinforcing SSATP's partnership with EU and AUC within the framework of the New Alliance for Sustainable Investment and Jobs in Europe and Africa

Responding to an EU invitation, SSATP joined the Connectivity and Road Safety clusters of the EU's Africa Task Force on Transport. This was part of a major step towards deepening the cooperation and economic partnership between the EU and AUC, which recently launched of an initiative known as the “New Alliance for Sustainable Investment and Jobs in both Europe and Africa.” The Alliance aims to unlock private investment and explore the huge opportunities for job creation and value addition in Africa that can benefit African and European economies alike. The ultimate objective is to formulate a policy reform report with concrete recommendations and collaborative projects in transport. Members of the task force include high-level representatives from the European Commission/ EU, AUC, African member states, the private sector and academia. In each Task Force cluster, African and European participants are to be equally represented.

Ramping up advocacy missions to existing SSATP Donors

In May 2019, on the way to the International Transport Forum (ITF) in Leipzig, the Program Manager traveled to meet with SSATP donors, namely SECO, AFD and EU. Overall, donors renewed their trust of, and support to, the Program, which they confirmed serves as a solid platform for providing transport policy direction in Africa. The meetings provided an opportunity for productive discussions on the findings of the MTR, and sharing preliminary thoughts on the design of the DP4:

Implementation progress: Donors requested that SSATP accelerate the pace of implementation, in particular for the urban mobility activities. In this regard, SSATP agreed to finalize the Transnational Urban Mobility Guidelines by mid-2020 and showcase the outcomes.

Geographic balance and replicability: Going forward, the Program should ensure a more balanced coverage of African member countries and leverage new technologies to disseminate knowledge and guidelines across countries.

Operating model: Donors recognized that having the Pillar leaders in the field improves Program traction and engagement with countries. Decentralizing SSATP's Program Manager to Mali has helped strengthen SSATP's anchorage to the ground.

Transitioning to DP4: In the course of the extension period, donors recommended that the Program team focus on realistic actions to bring the DP3 to a successful close while starting the design of the DP4 to ensure a smooth transition.

SSATP Participates in the ITF Summit on Transport Connectivity for Regional Integration

On the sidelines of the International Transport Forum (ITF) Summit held in Leipzig, Germany on May 22-24, 2019, SSATP's Program Manager together with the WB's Transport Global Director and the WB's Transport Practice Manager for East Africa attended the second, high-level meeting of the Connectivity Cluster of the Transport Task Force set up by the EU and AUC. The Program Manager also attended the Africa-EU Joint Strategy Meeting, which was co-chaired by Cheikh Bedda, the AUC's Director for Infrastructure and Energy, and Matthew Baldwin, EU's Deputy Director General for Mobility and Transport and European Coordinator for Road Safety.

Alongside a wider WB delegation, the SSATP team also attended and contributed to various ITF sessions dealing with the different dimensions of transport connectivity. To raise the profile of the Program at this important conference, SSATP collaborated with the WB's SUM4ALL, GRSF and the MOLO program to set-up an informational booth on WB-hosted global initiatives. SSATP reports, brochures, videos, and other promotional materials were featured in the booth, which was used for bilateral meetings with clients and partners.

Leveraging the WB's Senior Management Team to Build New Partnerships

Throughout the year, SSATP leveraged the missions and high-level meetings of the WB senior management team to seek new donors and fundraise for the DP4. To facilitate partnership and fundraising activities, the Program team developed an advocacy note introducing SSATP; it was shared with the WB's Senior Management to prepare them for their missions and as background material for high-level meetings with the UK's Department for International Development (DFID) and the Islamic Development Bank (IsDB) at the sidelines of the 2019 WBG/IMF Spring Meetings. For a high-level mission to China, SSATP prepared Program briefs for the Global Director of Transport and the Director of Operations and Strategy for the Africa region. During a mission to Korea, the WB's Infrastructure VP met with the Minister of Transport and Infrastructure to discuss, among other items, securing funding for SSATP's next strategy cycle.

SSATP Co-organizes the First Africa Ports Forum in Tangier, Morocco

Together with i-Conférences and Tanger Med, SSATP co-organized the First African Ports Forum which took place on July 4-5, 2019 in Tangier, Morocco. The Forum provided a useful platform for discussing and exchanging experiences on port strategies and development models that support the new dynamics of port and maritime activities in Africa. Ultimately, the objective of the Forum was to support the development of modern and efficient transport sector in Africa, in line with the Africa Union Commission Agenda 2063.

The Forum's opening ceremony was chaired by Morocco's Minister of Transport; Chad's Minister of Transport was also in attendance. On the first day of the event, SSATP sponsored a high-level plenary session on container terminal concessions. The interventions of the panelists and the subsequent public debate resulted in the following conclusions and recommendations: (i) ports development and modernization efforts are unavoidable and must be continued; (ii) authorities need to have appropriate expertise to negotiate contracts effectively; (iii) it is imperative to balance the rights and obligations of licensing authorities and concessionaires throughout the duration of contracts;

and (iv) transparency must be ensured in all stages of the process.

At the end of the event, the Secretaries General of the Port Management Association of Eastern and Southern Africa (PMAESA) and Ports Management Association of West and Central Africa (PMAWCA) were tasked with facilitating consultations and coordinating the implementation of recommendations and best practices stemming from the discussions. Attended by approximately 250 delegates from 22 countries as well as many international and regional organizations, there was widespread satisfaction with the first edition of the Forum. Participants recommended that i-Conférences and SSATP organize the event on a yearly basis.

Ensuring Program Sustainability and Replicability through Effective Communication

As its resources are limited, SSATP focuses on sharing and learning from experiences, disseminating best practices, and promoting the replicability of its generated knowledge products. When selecting the priority activities of each pillar, the Program management team evaluates whether they can be replicated with ease in other countries; this ensures the sustainability of the Program and its recommendations. The SSATP team disseminates its knowledge products using various means:

- **Advocacy:** The program uses its strong network of policy makers and practitioners to carry out gap analysis and advocate for changes. SSATP discusses policies and strategies developed with senior policy makers at the country and Regional Economic Community (REC) level.
- **Mainstreaming:** SSATP also uses its strong connections with project task managers in the development partner community to share evidence of good practices and lessons learned and seek their support for mainstreaming good transport policies in projects.
- **Dissemination:** SSATP disseminates information and knowledge using various communications channels, including training workshops, conferences and

seminars; SSATP's website, LinkedIn community of practice, and YouTube channel; local news outlets and press releases. The SSATP distribution list, which includes about 4,000 transport practitioners inside and outside Africa, is instrumental to the dissemination process. In addition, SSATP shares information on its activities, outputs, and results through partner websites, SSATP donors and other partners, and reports to its General Assembly through the annual general meetings.

Effective communication is the backbone of SSATP. It is the workstream through which the Program can raise its profile, disseminate its knowledge products, mainstream policy recommendations in its member countries, and attract donor support. Based on the crucial role communication plays, the Program has been actively working to improve the effectiveness of its communication. Nearing the end of 2018, the Program management team started recruiting a Communications Officer who would take the lead in developing a revised the communication and stakeholder engagement strategy as well as proposing viable action plans for raising the visibility of the Program.

New Communications and Stakeholder Engagement Strategy and Action Plan

With the hiring of SSATP's a new Communications Officer on January 9, 2019, the first priority was to devise and implement a communications and stakeholder engagement strategy, and a corresponding action plan to help achieve SSATP's overarching objectives. Within four months of onboarding the Communications Officer, a comprehensive strategy and action plan were finalized, presented, and fully endorsed by all EC members on May 7, 2019.

Emphasizing the pivotal role that effective communication and stakeholder engagement play as key tools through which SSATP can spur the positive transformation of Africa's transport sector, the revised communication and stakeholder engagement strategy is anchored on four primary, integrated objectives: (i) clarifying the program's narrative and mission; (ii) establishing and maintaining effective partnerships and mobilizing champions in support of the program's work; (iii) positioning the program as the authoritative leader and trusted partner on transport policies in Africa; and (iv) placing the transport agenda as one of the main

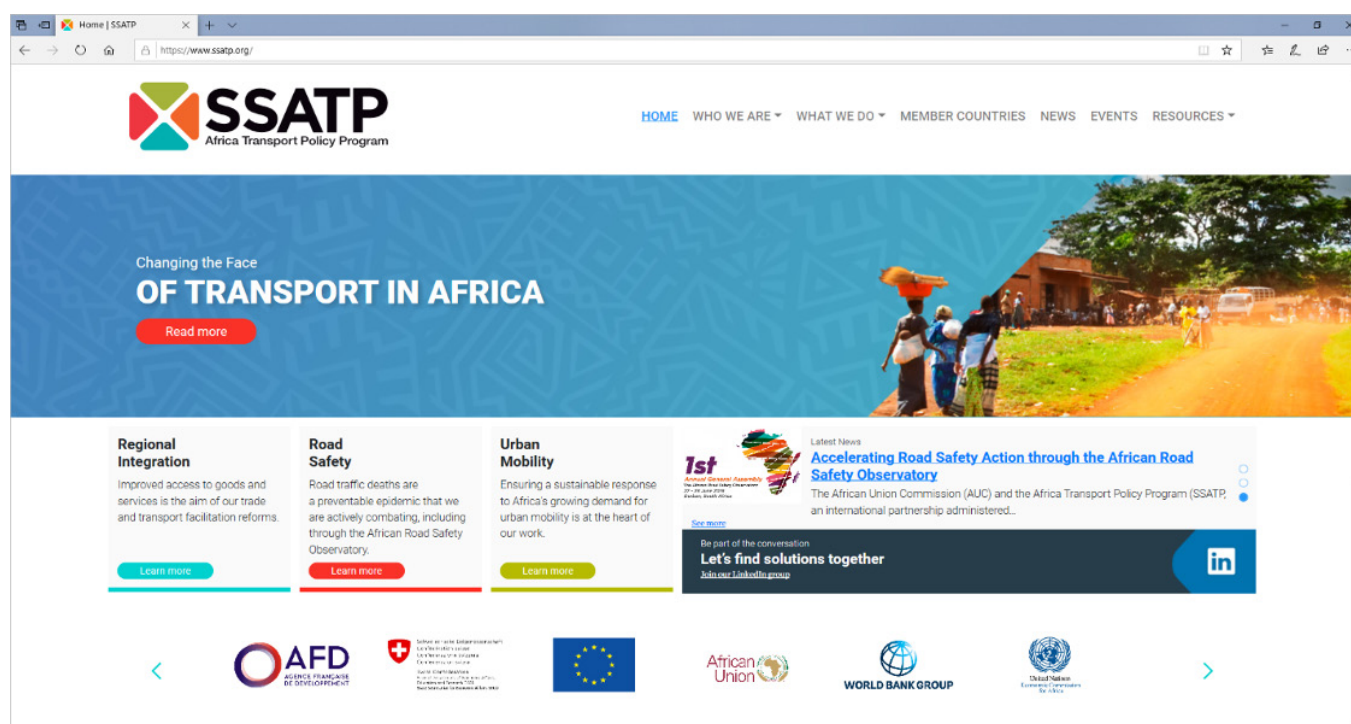


Figure 5. New SSATP website incorporating the Program's new branding

development priorities of the continent. To facilitate the achievement of these strategic communications objectives, an action plan with proposed activities was devised and is currently being implemented.

Notable actions undertaken during the 2019 reporting period included rebranding the Program, revamping the SSATP website, ensuring consistent communication of all SSATP-related events, building relationships with the communications specialists of partner institutions, creating a database of key stakeholders who will receive SSATP's newsletter updates, launching the #Roads4Life social media campaign and storytelling contest to drive road safety action in Africa, and generating widespread awareness of key SSATP initiatives through joint press releases, including for the [Second Africa Road Safety Leadership Course in Abidjan](#) (SSATP/AfDB) and the [First Annual Assembly of the African Road Safety Observatory](#) (AUC, UNECA and the Road Traffic Management Corporation of South Africa (RTMC)).

Refreshing the SSATP brand by updating the Program's narrative and its image

The Communications Officer sponsored a design thinking workshop facilitated by a full-service creative marketing and design company. Select SSATP team

members participated in the interactive workshop to redefine and translate the mission, values and aspirations of the Program in a way that speaks to all audiences, both visually and through updated brand copy. As a result of this workshop, a new slogan which encapsulates SSATP's ultimate goal was developed: "Changing the Face of Transport in Africa." This slogan served as the driving force behind the updated look and feel, which puts Africa and its people at the center of the Program's updated communications channels and marketing collateral, including the new website and revived LinkedIn community of practice, the roll-up banners for the Program and pillars, an updated presentation template, Program advocacy materials, annual reports, etc. A brand guide was developed to clarify the SSATP brand as well as to ensure its consistency of use.

Launching the new and improved SSATP website

As part of the design thinking workshop, the newly hired Communications Officer along with other team members participated in a customer journey mapping exercise to identify what different SSATP stakeholders look for when using the website. Findings from this exercise were used to design an intuitive, friendly web interface that responds to the needs of different end-users (i.e. member countries, donors, and the general



Figure 6. Design thinking workshop for the new SSATP website

audience) while bringing SSATP’s mission, donors, members, and pillars to the forefront.

Prior to starting the web redesign project, the Communications Officer also analyzed Google metrics for the old website and found that publications were the main driver of traffic and audience engagement. In fact, users were spending a lot of time searching for SSATP publications only to find that the page they were looking for was not found. In February 2019, the “404 Not Found” error page constituted the fourth most viewed page of the old SSATP website. To address this issue, the new website now features a robust publications, news, and events database that leverages systematic metadata tags to improve the website’s search functionality.

The newly revamped SSATP website was presented and launched at the 2019 Annual General Assembly in Zimbabwe on November 29, 2019. While English version of the website was launched at the AGM, the French version is still forthcoming.

Progress Towards Outcomes: Activity Implementation Status



During the year in review, SSATP accelerated the pace of implementation to meet the high expectations of SSATP's stakeholders and bring the DP3 to a successful close. This chapter presents the activities under the three SSATP pillars – Pillar A on Integration, Connectivity, and Cohesion (Regional Integration); Pillar B on Urban Transport and Mobility; and Pillar C on Road Safety – and includes a detailed report on their status of implementation.



Pillar A: Integration, Connectivity, and Cohesion: Implementation Status and Preliminary Outcomes

The objective of Pillar A is to accelerate the regional integration of African countries through better connectivity, improved cohesion, and the provision

of competitive and efficient logistics services. This contributes to the Pillar's overall development goal of serving as a catalyst for establishing the African Continental Free Trade Area. Under Pillar A, SSATP undertakes activities in close collaboration with the Regional Economic Communities' Transport Coordination Committee (REC-TCC). The REC-TCC is a forum for exchanging experiences, sharing good practices, and coordinating programs and activities. It comprises institutions involved in trade facilitation in Africa, including RECs, corridor management institutions, regional logistics industry organizations, and development partners. Through the REC-TCC, SSATP ensures harmonization at the continental, regional, and national levels in addition to promoting policy changes and monitoring their implementation. The focus on maintaining an inclusive policy dialogue gives prominence to corridor management as a broad concept that responds to the objective of integration, connectivity and cohesion.

Pillar A activities in 2019 supported the outcomes defined in the Program results framework, which is comprehensively described below.

Table 1. Pillar A - Synopsis of Activities and Related Outcomes

Outcome 1: Promote effective policy and strategy formulation and implementation for corridor development at the country and regional levels

<ul style="list-style-type: none"> Support the Central Corridor Transit Transport Facilitation Agency (CCTTFA) with reviewing and developing its five-year strategic plan 	<ul style="list-style-type: none"> Support the review of the five-year strategic plan, update and refocus CCTTFA's goals with a view to better align them to its current mandate and agenda of transforming the transport corridor into an economic corridor
<ul style="list-style-type: none"> Support the Secretariat of the Transit and Transport Coordination Authority (TTCA) with revising the Northern Corridor Transit and Transport Agreement (NCTTA) and its protocols 	<ul style="list-style-type: none"> Update the Northern Corridor Treaty Agreement for its renewal by Member States
<ul style="list-style-type: none"> Support AUC's implementation of the African continental transport agenda 	<ul style="list-style-type: none"> Participate in AU's Specialized Technical Committee on Transport, Transcontinental and Interregional Infrastructure, Energy and Tourism (STC-TIET) and the Joint Working Group (JWG) on smart corridors and the Trans African Highway (TAH) network

Outcome 2: Development of the capacity of institutions for an inclusive policy dialogue on regional integration

<ul style="list-style-type: none"> Support the Regional Economic Communities' Transport Coordination Committee (REC-TCC): Victoria Falls Meeting during SSATP AGM 	<ul style="list-style-type: none"> Aimed at sharing good practices with the REC-TCC participants and providing input into the regional integration Pillar of the DP4
<ul style="list-style-type: none"> Support to the Northern Corridor transport observatory (TO) 	<ul style="list-style-type: none"> Leverage the Northern Corridor TO pilot case - which involved reviewing, harmonizing indicators and improving methodologies - to build the capacity of other TOs. The updated and expanded methodology will be published in a second volume of TO guidelines that includes a collection of case studies and advice on integrating truck monitoring data in TOs' working processes.

- Support to the Economic Community of Central African States (ECCAS) for the strengthening of its regional transport and trade facilitation instruments.

- Formulate a regional strategy for Trade and Transport Facilitation for ECCAS countries in coordination with development partners to facilitate downstream support for its implementation

Outcome 3: Promote efficient logistics services

- Regional Guidelines for Roadside Stations and Rest Stops (RSS) for Tripartite (COMESA- EAC- SADC) Member States

- Promote the harmonization of road transport and transit policies, regulations and standards among Tripartite member RECs to foster intra African trade and the materialization of an African Continental with the Transport and Transit Facilitation

Outcome 1 - Promote effective policy and strategy formulation and implementation for corridor development at the country and regional levels

Corridors provide a spatial framework to organize cooperation and collaboration between different countries and public and private sector agencies. They support economic development by linking economic opportunities within and between corridor countries. In fact, investments in industrial and agricultural productive activities and the development of cities are both strongly influenced by the existence and performance of a nearby corridor. Similarly, rural areas within the sphere of influence rely on well-performing corridors to export their products and get them to market. For these reasons, leveraging an integrated approach to corridor development is considered a good practice for scaling up the benefits of trade and improving access to economic opportunities.

Nevertheless, there is a need to build consensus on the strategic orientations of integrated, performance-based corridor development plans – including the scope, reach, membership and coordination mechanisms of Corridor Management Institutions (CMIs) – in order to ensure the sustainable performance of corridors. Results from DP2 clearly demonstrate that it is important for countries alongside corridors and respective CMIs to put in place appropriate Monitoring and Evaluation (M&E) tools. These enable CMIs to assess problematic situations along specific corridors and identify adequate strategies for addressing them.

Activity 1.1 – Support to the Central Corridor Transit Transport Facilitation Agency (CCTTFA) with developing a strategic five-year plan

Launched in 2018 at the request of the Secretariat of the Central Corridor Transit Transport Facilitation Agency (CCTTFA), this activity consists of providing technical assistance for the development of a strategic five-year plan as directed by CCTTFA's policy organs. The strategic plan is to define CCTTFA's strategic priorities, action plan, and broad implementation approach for the next five years. The decision to devise the strategic plan was informed by the need to review, update, and refocus CCTTFA's vision, mission, goals, strategies, programs and activities with a view to better align them to: (i) the Agency's current mandate and agenda of transforming into an economic corridor; (ii) the priorities of member states; and (iii) the current regional context in terms of economic development.

ACHIEVEMENTS IN 2019:

- A consultant together with CCTTFA senior staff conducted a field consultation in Burundi, Rwanda, Tanzania and Uganda during which they had constructive engagements with, and gathered information and inputs from, key stakeholders from the public and private sectors in each country. The consultant also met and held consultations with UNECA's Infrastructure Department.
- The team met and interacted with the main development partners involved in transport and trade issues along the corridor – including the World Bank, TMEA, JICA and AfDB – to provide them with firsthand information on the revision process, take stock of their ongoing and planned interventions on the corridor, and request their support for the implementation of the strategic plan once adopted.
- The field missions enabled national stakeholders to increase their ownership of the strategic plan's

revision process, which will ultimately facilitate the validation of the draft report as well as its adoption by the relevant decisions making bodies.

NEXT STEPS:

- Finalize the report, which will be reviewed by regional stakeholders at a validation workshop before submitting the final draft report to CCTFA's Board of Directors.

Activity 1.2 – Support for revising the Northern Corridor Transit and Transport Agreement (NCTTA) and its protocols

The first Northern Corridor Transit and Transport Agreement (NCTTA) dates back to February 19, 1985. After being ratified by all the member states - namely Burundi, Kenya, Rwanda and Uganda, NCTTA entered into force on November 18, 1986 for an agreed period of ten years to allow for adjustments in response to an evolving context. A year later, the Democratic Republic of Congo joined the Agreement as a full member of the Northern Corridor. On October 1996, the NCTTA was extended for another ten years; it was subsequently revised again a decade later. In October 2007, a new NCTTA with eleven protocols was unanimously adopted and signed by all the five member states, and in 2012, South Sudan became a contracting party to the Agreement. Given the push by the East African Community – to which most of the Northern Corridor member states belong – to accelerate the region's integration, the Agreement was due for a revision. The Secretariat of the Transit and Transport Coordination Authority (TTCA) requested SSATP's support, accordingly.

ACHIEVEMENT IN 2019:

- In September 2019, two consultants were recruited to revise and update the existing Agreement and its protocols in close consultation with the TTCA Secretariat and member state stakeholders.

NEXT STEPS:

- The validation workshop for the revised Agreement and its protocols is scheduled for March 2020.
- The TTCA Secretariat will be inviting stakeholders for comments to reach a consensus on the final draft of the Agreement. The subsequent steps – adoption by the TTCA Board and ratification by member states – will be driven by the TTCA Secretariat.

Activity 1.3 – Support the implementation of the African continental transport agenda



Figure 7. Secondary Ordinary Session of the STC-TTET held on April 14-18, 2019 in Cairo, Egypt

Second ordinary session of the AU's Specialized Technical Committee on Transport, Transcontinental and Interregional Infrastructure, Energy and Tourism (STC-TTET). Taking place in Cairo, Egypt from

April 14-18, 2019, the Second Ordinary Session of AU's STC-TIET centered on "Developing Smart Infrastructure to Boost Africa's Continental Transformation and Integration." At the event, SSATP presented the progress of ongoing DP3 activities, illustrating its alignment with Africa's continental transport agenda, and its support for ensuring the achievement of the continental plans of action adopted at the March 2017 STC meeting in Lomé where SSATP was co-opted as an observer member by the AUC.

The ministerial meeting endorsed the report from the experts' session and adopted the Declaration of Cairo, which took note of, amongst other items, the progress made in establishing SAATM and the implementation of its priority plan of action; the progress towards implementing the Lomé STC action plans and the updated plans of action for the road, railways, air, and maritime and inland waterways sectors over the period 2019-2021; the progress made in implementing smart corridors; the lack of force of the African Maritime Charter since its adoption in 2010; the need for an overall continental transport policy; the implementation status of the PIDA, the progress report of the PIDA PAP1, the findings of the PIDA mid-term review and the development of PIDA PAP2 (2021- 2030); and the concepts concerning the African Women in Infrastructure network (AWIN) and integrated access to basic infrastructure in rural and remote areas of Africa.

The ministerial session formulated recommendations on several issues, including SAATM, the Revised Maritime Transport Charter, the intergovernmental agreement on the Trans African Highway Network (TAH), the African Road Safety Charter, the guidelines for African corridor management institutions, the continental transport policy paper, the strategy paper and approach to unlocking access to rural and remote areas, the African Integrated High Speed Railway Network Project (AIHSRNP), and the PIDA PAP2 among others.

First meeting of the Joint Working Group on smart corridors and the intergovernmental agreements on the harmonization of norms and standards of the Trans African Highway (TAH) network. As an AUC-designated member, SSATP and the AUC co-chaired the first meeting of the Joint Working Group (JWG) on smart corridors and the TAH held on June 18-19, 2019 in Addis Ababa. The JWG was established in line with a ministerial decision during the April 2019 Cairo STC, based on the widely overlapping membership between the newly adopted working group on smart corridors

and the existing working group of the TAH, which was established by Article 6 of the intergovernmental agreement adopted by the African ministers of transport in Malabo in June 2014. The working group is composed of the AUC, UNECA, AUDA NEPAD, RECs, AfDB, Corridor Management Institutions (CMIs) and specialized institutions and agencies operating in Africa, among which is the SSATP.



Figure 8. Speakers at the specialized technical workshops organized by SSATP's Regional Integration Pillar

During the meeting, the JWG developed its terms of reference, revised the intergovernmental agreement on the TAH in accordance with the decision of the Cairo ministerial session of the STC, and updated its plans of action. The JWG also reviewed and updated the roadmap to accelerate the ratification and implementation of the intergovernmental agreement on the TAH, as well as the roadmap for implementing smart corridor principles across Africa's main regional corridors, which involved continent-wide dissemination to ensure a better understanding of the concept, the coordination of related sub-regional initiatives, and the monitoring of progress.

Outcome 2 – Develop institutional capacity for an inclusive policy dialogue on regional integration

The Regional Integration Pillar supports Regional Economic Communities (RECs), Corridor Management Institutions (CMIs) and regional transport and logistics organizations with adopting proper institutional

frameworks that are conducive for inclusive policy dialogue on regional integration and the emergence of efficient logistics services. The focus on inclusive policy dialogue supports corridor management, which responds to Pillar A's objective of promoting integration, connectivity, and cohesion. Through the development of monitoring and evaluation tools, interventions can be targeted to the critical choke points in logistics chains.

Activity 2.1 – Support to Regional Economic Communities' Transport Coordination Committee (REC-TCC)

The only REC-TCC Meeting of the year took place on November 26-27, 2019 as part of the specialized technical sessions of SSATP's Annual General Meeting held in Victoria Falls, Zimbabwe. The two-day meeting consisted of a series of technical discussions and presentations on corridor management and logistics efficiency delivered by SSATP and its partners.

MAIN TAKEAWAYS:

- Leveraging IT tools in the transport sector has a high potential for generating efficiency gains and simplifying procedures, with the standardization, harmonization and mutual recognition of digital transport documents across regions, and the use of privately managed digital platforms for matching transport demand with supply.
- Corridor Management Institutions (CMIs) and Corridor Transport Observatories are critical for evidenced based policy formulation. Meeting participants recommended that SSATP continue to support and scale up transport observatories under the upcoming DP4. SSATP and RECs were also urged to provide support for setting up observatories in corridors where they do not exist. SSATP was encouraged to secure the support of the AU, RECs, and other development partners to maintain the Truck Monitoring System (TMS) as an important component of corridor transport observatories.
- Truck engines are a leading cause of air pollution and climate-related emissions despite accounting for less than a quarter of the on-road vehicle fleet in 2017. Participants urged SSATP to incorporate green freight transport as part of the DP4, and that AUC and UNECA support the adoption of a decade of action for green freight transport in Africa.

Activity 2.2 – Support to the Northern Corridor Transport Observatory

At the request of the management team of the Northern Corridor Transit and Transport Coordination Authority (NCTTCA), in 2018, SSATP launched pilot activities to support the East African Transport Observatories (TO), with possible replication in the Dar es Salaam Corridor, the Central Corridor, and the Maputo Corridor. The main components of the activity are as follows: (i) Review the TO data model to reflect changes in the Customs IT and documentation processes resulting from the implementation of the EAC Single Customs Territory (SCT) regulation; (ii) Expand the TO set of indicators to include those of the Truck Monitoring System (TMS); (iii) Integrate the key performance indicators of Standard Gauge Railways (SGR) in the TO system in view of railway operations starting between Mombasa and Nairobi. A subset of this activity involves providing detailed and concise periodic reports on TMS generated data and select SGR indicators to the Kenya logistics private sector, which will help enhance their evidence-based advocacy work during the quarterly meetings of the Mombasa Port Charter Community.

ACHIEVEMENTS IN 2019:

- SSATP together with the consultants commissioned for the studies conducted several site visits to the revenue authorities of Kenya, Rwanda and Uganda; the Kenya Port Authority (KPA); the Kenya Railways Corporation (KRC) for the SGR located at both the Nairobi Inland Container Depot (ICD); and the Port of Mombasa to identify the procedures and IT systems in use. This enabled the team to develop a better understanding of the sequence of physical operations and IT processes involved in SCT-compliant transactions and non-SCT transactions as well as in SGR operations from the port to the ICD; and have a better assessment of the format and type of available data, as well as the periodicity of transmission. The team obtained datasets from customs authorities, KPA and KRC to test the data model and calculate template indicators.
- The consultants submitted a progress report which also highlighted the challenges in obtaining needed data from some revenue authorities and SGR operators in a timely fashion. The report recommended support measures that NCTTCA should provide to address these challenges.

- The team held a second meeting in Nairobi with the core group of Kenya private logistics industry associations - Kenya Transport Association (KTA), Kenya International Forwarders and Warehousing Association (KIFWA), Shippers' Council of Eastern Africa (SCEA), and the Federation of East Africa Freight Forwarders Associations (FEFFA). The aim was to review the detailed draft report that the TMS extracted for the Northern Corridor, and discuss how the transport and logistics federations could collectively enrich the indicators by providing contextual information that explain changes.

NEXT STEPS:

- Finalize the report that will include: (i) a detailed description of the changes affecting the TO data model following the introduction of the SCT and related time-bound indicators; (ii) a description of the SGR process and the indicators to be incorporated in the work of the TO; and (iii) the process for mainstreaming TMS generated indicators into the work of the TO. The meeting for stakeholders to validate the report is scheduled for March 2020.
- Pilot the indicators to confirm the proof of concept as well as their adoption by the NCTTCA technical committees and decision-making bodies; developing a revised report for the private logistics industry members of the Mombasa port charter which incorporates the recommendations of the meeting; and possibly replicating the selected findings of the pilot exercise in other CMIs.
- The financial support of the Southern African Development Community (SADC) and USAID's Southern Africa Trade and Investment Hub (SATIH) for the TMS came to an end in February 2019. Discussions for sustained funding are ongoing with the AU-NEPAD Unit. In the meantime, Crickmay continues collecting GPS raw data using its own resources so that the work on indicators can resume once funding is secured. Mainstreaming TMS data into the work processes of the NCTTCA and other TOs in East and Southern Africa is contingent on the positive conclusion of the funding discussions.

Activity 2.3 – Support to the Economic Community of Central African States (ECCAS) for the strengthening of its regional transport and trade facilitation instruments.

The ECCAS Secretariat requested SSATP's technical assistance with developing a regional transport and trade facilitation strategy for the member states of ECCAS and the Central African Economic and Monetary Community (CEMAC). Its downstream implementation will be made possible through grant funding obtained from AfDB and potential contributions from other donors. The purpose of this activity is to: (i) develop a strategy and program for streamlining, harmonizing and implementing a set of recommended legal and regulatory instruments; (ii) optimize the coordination of donor interventions so as to improve the efficiency of transport and trade transactions in the subregion; (iii) strengthen its regional integration through increased intra-regional trade; and (iv) facilitate the implementation of the African Continental Free Trade Area (AfCFTA). The activity is expected to establish a dialog platform for key development partners in the region, most notably the WBG, AfDB and EU.

ACHIEVEMENTS IN 2019:

- SSATP-commissioned consultants supported the ECCAS Secretariat with: (i) gathering updated information on the trade and transport related legal instruments in the CEMAC and ECCAS sub-regions; (ii) assessing the status of their ratification and implementation; and (iii) mapping the stakeholders involved in order to help develop the regional trade and transport strategy.
- An approach paper was discussed with the ECCAS Secretariat and with representative from the ECCAS Regional Trade Facilitation Committee. The activity was closely coordinated with AfDB, which is supporting the TFA implementation for ECCAS member countries.

NEXT STEPS:

- Aligning the ECCAS Regional Trade and Transport Facilitation Strategy with the AfDB Africa Strategy paper to ensure downstream support for implementation.
- Continuing the dialogue with regional stakeholders for building consensus on the Strategy.

Outcome 3 – Promote efficient logistics services

Findings from the DP2’s analytical work and technical assistance, which echoed the experience of many key stakeholders, revealed the need to address the issue of inefficient logistics services by not only providing adequate transport infrastructure, but also dealing appropriately with the “soft” components of a transport system. Thus, to promote efficient logistics services, priority is given to case studies in which SSATP reviews the options for proposed reform scenarios, quantifies the cost of inaction, analyzes the specific political economy context, and assesses the capacity development and training needs of operators and other stakeholders involved at the operational level.

Activity 3.1 – Supported COMESA-EAC-SADC Tripartite members with the development of regional guidelines on minimum standards for Road-Side Stations and Rest-Stops (RSS)

SSATP is providing technical support to the Tripartite Member RECs (COMESA-EAC-SADC) to conduct a study on the regional guidelines for RSS with the objective of developing a set of regional harmonized RSS guidelines, which will be adopted by the REC’s respective Councils of Ministers. The guidelines will be developed as an umbrella framework of defined minimum, common, critical requirements. They will be supplemented by corridor and national-level standards. In addition to improving the efficiency of logistics services, implementing minimum requirements in the development of RSS has the potential to improve road safety conditions, and generate employment opportunities for local communities situated along the corridors concerned.

The standards set in the guidelines have the potential to be highly replicable in other sub-regions of Africa. The AUC may consider endorsing them as design standards for the Trans-African Highway network. The standards are equally expected to receive positive attention from the infrastructure development projects and programs of development partners and donors.

ACHIEVEMENTS IN 2019:

- The consultant completed a series of field visits to selected countries, including Namibia, Botswana, Tanzania and Kenya, where he held consultations with the corridor management institutions, private transport operators, and RSS promoters and operators. Consultations also took place with the SADC and EAC Departments of infrastructure as well as with selected development partners. To foster ownership, tripartite CMLs were included in the review process of the consultant report.

NEXT STEPS:

- The finalization of the interim report and the development of a draft report for submission to the Tripartite panel of experts meeting and the adoption of the guidelines by each Tripartite RECs’ Council of Ministers in the course of 2020.



Pillar B: Urban Transport and Mobility

UTM Pillar activities aim to foster knowledge and build institutional capacity for establishing sustainable urban transport and mobility systems. The UTM Pillar’s priority engagement areas adhere to the Enable / Avoid / Shift / Improve (EASI) concept framework with the aim of helping client countries respond to their urban transport and infrastructure development needs. The Pillar’s main activities involve:

- Conducting, preparing, disseminating and sensitizing decision-makers to the findings of integrated urban transport studies that assess the UTM needs of client countries.
- Building the capacity of urban transport leaders to respond to UTM demands in partnership with the Leaders in Urban Transport Planning Program (LUTP). The goal is to develop a collaborative platform that can help boost the capacity of cities to manage urban transport in Africa.

During the 2019 reporting period, the UTM pillar developed sustainable urban mobility and accessibility policy notes for four additional pilot countries, namely Benin, Burkina Faso, Mali and Togo. Through its partnership with LUTP, Pillar B also actively engaged

in building and enhancing the capacity of institutions managing transport and mobility in cities. The table

below summarizes UTM activities implemented throughout the year.

Table 2. Pillar B - Synopsis of Activities and Related Outcomes

Outcomes 1, 3 and 4

Outcome 1. National and urban decision makers and technical staff aim to adopt, and are capable of putting into place, sustainable urban transport management approaches (including planning, monitoring, coordination, and financing mechanisms).

Outcome 3. Urban decision makers and technical staff gain the knowledge and competencies needed to make the preliminary assessments required to adopt and implement sound, integrated multimodal urban mobility plans that promote nonmotorized transport modes and the restructuring of informal public transport services.

Outcome 4. Urban decision makers and technical staff gain the knowledge and competencies needed to take the preliminary steps toward adopting and implementing the key measures required to improve traffic conditions in cities of member countries.

Achievements

Integrated UTM study in four additional countries completed: UTM Four:

- Benin
- Burkina Faso
- Mali
- Togo

- Organized National Urban Mobility Forums in the four pilot countries to share findings and mobilize support for the UTM studies' recommendations
- Launched national platforms for policy dialogue encompassing all actors involved in urban transport management
- Produced final reports detailing work programs for implementing the endorsed recommendations
- Undertook a transnational analysis to develop policy notes benefitting African countries

Outcome 2

Outcome 2. Urban decision makers and technical staff are knowledgeable of and adopt policies that favor urban forms that minimize the need for motorized transport and favor public and nonmotorized transport.

Achievements

Training on selected UTM components in pilot countries:

- Training on selected UTM components in pilot countries:
- Regional and country based LUTP training for managers of and experts in urban transport
- Practical training to support knowledge application of UTM planning in select cities

Foster knowledge of effective policies for sustainable mobility and accessibility in urban Africa

- In partnership with the WB and WRI, SSATP organized two regional LUTP sessions in Livingstone, Zambia and Ouagadougou, Burkina Faso. Over 70 participants ranging from city planners to the Permanent Secretaries of the Transport Ministries attended the sessions.
- On May 30, 2019, SSATP, UN-Habitat and the International Association of Public Transport (UITP) co-organized a high-level meeting on "Innovative Mobility for Sustainable Cities in Africa" as part of the first session of the UN-Habitat Assembly taking place from May 27-31, 2019 in Nairobi, Kenya.

Subcomponent 1. Fostering Knowledge and Institutional Strengthening for Sustainable Urban Transport and Mobility: Developing a Holistic and Integrated Approach

The objective of this component is to mainstream the integrated approach to sustainable urban transport and mobility management in African cities. By leveraging the EASI framework, the UTM pillar aims to develop specific policy recommendations and guidelines that would ultimately inform the development of integrated urban transport and mobility management plans in African countries. The general methodology underlying the activities of the UTM pillar involves identifying successful experiences and promoting their replication. A big factor determining the activity's success will be how effectively African governments can be convinced to adopt and take ownership of the recommended actions. The team not only engages in strong advocacy and knowledge dissemination activities, but also works in close collaboration with key stakeholders to mobilize their support for applying these guidelines in their countries.

With this goal in mind, the UTM pillar launched an activity to support eight pilot countries (Côte d'Ivoire, Ethiopia, Ghana, Guinea, Kenya, Nigeria, Rwanda, and Senegal) in the development of sound policies geared towards improving integrated urban transport and mobility management. Through field visits, interviews with key decision makers and technical experts, and a deep dive analysis of documents stipulating the institutional setups and regulatory environment for urban transport management, the consultant carried out

integrated studies in the main urban areas of each pilot country. A similar methodology was used in all countries to facilitate country comparisons and the exchange of good practices. During this exercise, the consultant identified six priority areas of focus:

- Strengthening the institutional framework for urban transport management
- Promoting the effective participation of civil society and the private sector in urban transport
- Establishing mechanisms for the sustainable financing of urban transport systems
- Improving multi-modal planning and traffic operation in urban centers
- Promoting public transport and reforming paratransit transport systems
- Leveraging national government assistance for integrated UTM in secondary cities.

Based on a comprehensive assessment of these six areas, the consultant produced interim reports for each of the twelve pilot countries.

Following the positive response to the UTM Pillar's activities in the first eight pilot countries, SSATP received requests for assistance from four additional member countries who sought to conduct similar urban mobility studies. In 2019, SSATP launched a second pilot phase comprising Benin, Burkina Faso, Mali and Togo.

To discuss, share and mobilize support for the findings, analysis and policy recommendations contained in the interim reports, during the 2019 reporting year, the UTM Pillar organized a series of National Urban Mobility Forums in the four pilot countries (see Table 3). The Forums provided a rich opportunity to review the proposed recommendations with clients in addition to ensuring that they assumed full ownership of the recommended activities. One of the main outcomes of all the forums was the launch of national platforms for policy dialogue encompassing all actors involved in urban transport management in each country.

Table 3. National Urban Mobility Forums Organized by Pillar B in 2019

Location	Number of Participants	Date of Forum
Ouagadougou, Burkina Faso	60+	November 21-22, 2019
Cotonou, Benin	60+	November 7-8, 2019
Bamako, Mali	70+	November 6-7, 2019
Lomé, Togo	60+	November 5-6, 2019

After every national forum, draft action plans with specific timelines for implementing the endorsed recommendations were produced for each pilot country. Shortly thereafter, the consultant prepared the final reports which detail the complementary work programs for implementing recommendations tailored to each pilot country. The consultant also undertook a transnational analysis to develop policy notes and draw lessons that could benefit other member countries.

NEXT STEPS:

- Finalizing the consolidation of the twelve UTM policy notes, which will be published and shared with all SSATP stakeholders.
- Completing a comprehensive analysis of the policy notes, with a focus on cross-country lessons that could be replicated across the continent.
- Concluding the second phase of the four pilot studies by the second quarter of 2020.

Subcomponent 2. UTM Capacity Building and Knowledge Exchange

The UTM Pillar provides capacity building support to transport ministries and municipal officials to facilitate the development and implementation of an integrated approach to urban transport management in African countries. By initiating and supporting the organization of a high-level course in urban transport planning, the UTM Pillar has provided an effective platform for learning and sharing experiences amongst urban transport leaders, equipping them with the basic knowledge and tools needed to undertake appropriate

actions in the context of their primary and secondary cities. This section summarizes the progress made on each activity under the UTM Pillar's capacity building and knowledge sharing subcomponent.

Activity 2.1 – Delivered two editions of the Leaders in Urban Transport Planning (LUTP) Program

As part of the UTM Pillar's capacity building support, SSATP in partnership with the Leaders in Urban Transport Planning (LUTP) Program, the World Bank and the World Resources Institute (WRI) co-organized two LUTP training sessions, one in Livingston, Zambia held on May 5-11, 2019 for Southern African countries and another in Ouagadougou, Burkina Faso held on June 10-14, 2019 for the Francophone pilot countries participating in Phase 1 and 2 of SSATP's UTM studies. Over 70 participants ranging from city planners to the Permanent Secretaries of Transport Ministries attended the two sessions.

LUTP Training in Livingston, Zambia. The LUTP training in Livingston took place from May 5-11, 2019, and attracted 30 nominated participants from Zambia, Botswana, Zimbabwe, Malawi, Lesotho, Namibia and Uganda. It was the first time SSATP offered the training to its member countries from Southern Africa. The 5-day learning event was intended to help develop the leadership capabilities in urban transport and mobility management and planning of cities in Southern Africa. Throughout the workshop, participants were provided with the necessary tools to understand the different policy options for improving the movement of people and goods in cities. In fact, the workshop was well supported by case studies of selected cities from participating countries in the region.



Figure 9. Participants of the LUTP Training for Southern Africa held in Livingston, Zambia on May 5-11, 2019

LUTP Training in Ouagadougou, Burkina Faso. This LUTP training session was the second of its kind for Francophone countries in West Africa, following the initial LUTP training held in Abidjan in March 2018. The session was well attended with 41 participants from five Francophones countries: Burkina Faso, Togo, Guinea, Mali and Senegal. This second edition for Francophone countries was led by transport specialists from the World Bank, IFC, AFD, and SSATP.



Figure 10. Participants of the LUTP Training for Francophone countries held in Burkina Faso on June 10-14, 2019

Overall, the LUTP training sessions offered an excellent opportunity to disseminate and promote the UTM EASI concept framework amongst participants. The training targeted urban transport managers and technocrats who are actively working at the national and city levels. The training provided basic knowledge and information on current circumstances and emerging issues, and helped build consensus on solutions for addressing the various challenges primary and secondary cities face

in UTM management. The network of participants has since developed into a strong community of practice that shares and adapts good practices and lessons in urban transport policy design.

Activity 2.2 – Co-organized the First Session of the UN-Habitat Assembly: High Level Session for Innovative Mobility for Sustainable Cities in Africa

The first session of the UN-Habitat Assembly took place from May 27-31, 2019 at UN-Habitat headquarters in Nairobi, Kenya. The central theme of the Assembly was: “Innovation for Better Quality of Life in Cities and Communities,” with the sub-theme “Accelerated implementation of the New Urban Agenda towards achievement of the Sustainable Development Goals.”

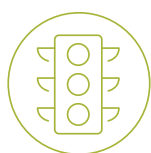
The UN-Habitat Assembly made decisions and adopted resolutions that will frame the global human settlements and urbanization agenda; reviewed major trends, norms and standards related to human settlements and sustainable urbanization; and reviewed the progress and advised on the implementation of the New Urban Agenda, the Sustainable Development Goals (SDGs) and other global agendas. It attracted national delegations from 127 countries, including four heads of state and 49 ministers. Over a third of the more than 2,900 delegates attending came from national governments, along with

129 from local governments, including over 60 mayors and 470 non-governmental organizations, academia, and private sector representatives.



Figure 11. SSATP UTM Pillar Leader delivering an address at the UN-Habitat Assembly high-level session on “Innovative Mobility for Sustainable Cities in Africa” held

Together with UN-Habitat and the International Association of Public Transport (UITP), SSATP co-organized a high-level session on “Innovative Mobility for Sustainable Cities in Africa” which took place on May 30, 2019. Panelists shared policy experiences, and successful initiatives focused on achieving safe, inclusive and affordable mobility for all. The session covered various topics, including the operationalization of mobility policies; inspiring innovations and mobility solutions; mobility solutions for a better climate future; and tracking action towards achieving the SDGs.



Pillar C: Road Safety

Africa’s weak road safety performance and its significant social impacts continues to be a major obstacle to Africa’s competitiveness and development. Poor road safety affects the most vulnerable road users and the poor more than any other category of people. Under Pillar C, SSATP continues to contribute significantly to initiatives aimed at saving lives on Africa’s roads. Building on its road safety work under the previous development plan, SSATP is employing a two-pronged approach

to tackle issues in road safety by (i) improving road safety management in a comprehensive way, and (2) introducing bolder measures to deal with the safety of vulnerable road users.

The Africa Road Safety Action Plan 2011–2020, developed by consensus among African countries, identifies specific actions in support of the five pillars of the UN Decade of Action for Road Safety 2011–2020 and pinpoints the monitoring indicators to be used for the activities, the key actors, and the period within which the activities are to be accomplished. This plan was endorsed by the African Union Conference of Ministers in Charge of Transport and adopted by the heads of state in Luanda, Angola, in 2012. The African Road Safety Charter further reinforced the commitment to speed up implementation of national, regional, and continental road safety programs. During the Third African Road Safety Conference in July 2016, countries agreed that the lack of quality data was a challenge and resolved to improve the quality of their data through collaboration with the International Traffic Safety Data and Analysis Group (IRTAD) of the Organization for Economic Co-operation and Development (OECD). At their meeting in Lomé in March 2017, the African ministers of transport adopted a recommendation to accelerate implementation of the Africa Road Safety Action Plan 2011–2020. In this regard, they recommended that SSATP work with the AUC and UNECA to develop a minimum set of road safety indicators for each country to monitor and ensure comparability between African countries. The AUC and UNECA made commitments to foster this process, and SSATP has been supporting these two organizations with achieving the desired outcomes.

During the reporting year, Pillar C has worked diligently to achieve the following objectives/outcomes: (i) enable the AUC and UNECA to encourage countries to achieve the goals of the UN Decade of Action for Road Safety 2011–2020 and the Africa Road Safety Action Plan 2011–2020; (ii) promote effective policy and strategy formulation and implementation at the country level; (iii) stimulate good practice in road safety management by promoting systematic implementation of the Africa Road Safety Action Plan; and (iv) better integrate road safety policy and pillar-based interventions in locally and externally funded road developments (see Table 4).

Table 4. Pillar C - Synopsis of Road Safety Activities and Related Outcomes

Outcome 1

Improved capacity for African countries to manage and monitor performance

Short-term work program

- Organize regional workshops for the establishment of a Regional Road Safety Observatory.
- Identify road safety data needs.
- Assess road safety data management capacity at all levels.
- Agree on a harmonized set of road safety indicators to be measured by each member state.
- Develop regional and continent-wide road safety data observatories.

Achievements

- Harmonized road safety data and reporting. A minimum list of road safety indicators to be monitored by each African country was adopted. A governance structure was also proposed for ARSO.
- Held the first General Assembly of the African Road Safety Observatory (ARSO) in Durban, South Africa in June 2019. ARSO was formally established during this meeting.
- Finalized ARSO's 2019-2021 work plan for implementing crash-related data collection procedures, improving other road safety related areas, such as vital registration records, and adopting selected global performance indicators.
- Organized the #Roads4Life storytelling contest and social media campaign.
- Organized the 2nd and 3rd editions of the African Road Safety Leadership Program.

Outcome 2

Promotion of effective policy and strategy formulation and implementation at the country level

Short-term work program

Better align country and city road safety policies with the goals of the UN Decade of Action for Road Safety 2011–2020 and the Africa Road Safety Action Plan 2011–2020.

Achievements

- Assisted the Government of Côte d'Ivoire with developing a national road safety strategy; based on findings from a diagnostic of the road safety conditions in the country, SSATP developed a comprehensive road safety policy and multisectoral strategies for improving road safety. The strategy was discussed and validated by key stakeholders at a multisectoral workshop.
- Developed first-ever road safety strategy for the Government of Guinea Bissau based on findings from a diagnostic study of the road safety conditions in the country. With the assistance of a consultant, a review of the existing situation and the roles and capacity of the key stakeholder was undertaken. The findings were used to develop a clear and focused strategy for the country.
- Supported the Governments of Togo, Benin, Eswatini, Lesotho, Sierra Leone and the Gambia with the development of a national road safety strategy and the establishment of an institutional framework for road safety management. Six additional countries benefitted from the support of SSATP consultants and staff towards the development of road safety strategies that are strategic and aligned to the global and continental plans and lines of action. Through stakeholder consultations and institutional reviews, key issues and actions were identified; now, comprehensive multisectoral strategies are being developed for country stakeholder review.

Outcome 3

Stimulation of good practice in road safety management by promoting systematic implementation of the Africa Road Safety Action Plan 2011–2020

Short-term work program

- Create national lead road safety agencies where none existed.
- Raise the profiles of existing road safety agencies.
- Improve financing by countries of lead agencies.
- Encourage RECs to create regional organizations to support lead agencies.

Achievements

- Assisted the Government of Sierra Leone with strengthening of the Sierra Leone Road Safety Agency (SLRSA). Two key areas were proposed: (i) creating a road safety database and (ii) facilitating SLRSA Corps and Traffic Police collaboration and capacity building. Both these activities will be supported financially through an ongoing World Bank Transport Project. The SSATP Pillar Lead worked with the Task Team Leader (TTL) of the approved World Bank Freetown Integrated and Resilient Urban Mobility Project and the Sierra Leone Road Safety Authority (SLRSA) on road safety capacity building initiatives and appropriate policies to be adopted.
- Provided support to Kenya's National Transport Safety Agency (NTSA) to help improve the agency's capabilities and operational performance. Ongoing discussions with NTSA to identify capacity building areas for improving their operational performance. Key areas identified focus on improving the vehicle registration and driver licensing systems; both will be funded under an upcoming World Bank Project.

Outcome 4

Better integration of road safety policy and interventions in locally and externally funded road developments

Short-term work program

Support the mainstreaming of road safety in transport infrastructure projects by approaching countries, development partners, and agencies responsible for road construction and maintenance at the early stage of pipeline project review to promote greater investment in the safety-focused activities.

Achievements

- SSATP was invited to join the Task force on Transport and Connectivity on Road Safety Road Safety of the "New Africa-Europe Alliance for Sustainable Investment and Jobs between Europe and Africa" to share knowledge and good practices on how to improve road safety in the African continent. The task force focused on prioritizing road safety priorities for Africa in the coming years and defining opportunities for the European Union to assist the African Union in building the agenda. Top among the priorities was building the capacity of the African Road Safety Observatory to monitor Africa's road safety performance and provide evidence-based solutions to reduce the fatality and serious injury rates of the continent.
- SSATP served as a key technical partner of the EU financed Safer Africa Project, which closed in October 2019. The project consortium is based on the participation of 17 European and African partners coordinated by the Research Centre for Transport and Logistics of Sapienza University of Rome. Led by a management board consisting of 11 prominent international institutions – AU, EU, WB, AfDB, UNECA, WHO, IRF, IRU, ITF, FIA, and PIARC, the Safer Africa project set up a Dialogue Platform between Africa and Europe to influence the process towards road safety improvement in African countries.

The four outcomes of the Road Safety Pillar are interrelated even though each is an outcome on its own. Sustainable, effective, and efficient road safety outcomes that lower the number of deaths and serious injuries from road traffic fatalities depend on having the right data and the ability to manage it effectively. Strong road safety institutions with the appropriate legal and regulatory mandates and adequate financing are required as well, and they must be staffed by those who have the right skills and can take responsibility for results. Finally, these institutions must rely having on the appropriate sustainable policies and strategies in place. Each outcome is one of the building blocks that serve the overarching goal of seeing African

countries work together at the local, national, and regional level to improve the continent's road safety record. Given the limited funds available for this pillar and the multi-sectoral dimension of its work, SSATP works strategically with other partners to scale up and provide complementarity on planned activities. The establishment of a regional observatory or observatories, the initiation of a dialogue platform for dissemination and knowledge transfer, and the creation of regional associations of road safety agencies will also help in the effort to build capacity across the continent. The outcomes of Pillar C are being achieved through implementation of the following activities.

Outcome 1 - Enabling the AUC and UNECA to encourage African countries to achieve the goals of the UN Decade of Action for Road Safety and the Africa Road Safety Action Plan 2011-2020 (Improved capacity for African countries to manage and monitor performance)

This outcome focuses on working with the AUC and UNECA in monitoring road safety performance by supporting the African countries with the fundamentals needed to manage road safety performance at the municipal, country, sub-regional, and regional level. Improving data management systems is essential to developing and monitoring effective strategies and policies. The following have been achieved have thus far.

Activity 1.1 – First Annual General Assembly of the African Road Safety Observatory

As part of SSATP's commitment to assist the AU and its member countries with managing and monitoring their progress towards the goals of the Decade of Action for Road Safety 2011-2020 and SDG targets 3.6 and 11.2 (which seek to halve road traffic deaths and injuries by 2030 and provide safe, sustainable transport systems for all), SSATP worked with key partners – including the World Bank, UNECA and UNECE, the Global Road Safety Facility (GRSF) funded by UKAid and Total Foundation, *Federation Internationale d'Automobile* (FIA), International Transport Forum (ITF), African Development Bank (AfDB) and World Health Organization (WHO) - to establish the African Road Safety Observatory (ARSO).

From the onset of the DP3, SSATP's Road Safety Pillar has been working with African countries to develop a harmonized set of road safety indicators to be collected by every country. This led to a series of workshops, the first being held in Dakar from February 20-21, 2018 and the second one in Marrakech from November 13-15, 2018. These meetings were held so as to conceptualize and define the operations of the proposed observatory and resulted in the development of a work plan and by-laws for its operation.

As a crucial milestone, in 2019, ARSO was finally adopted at the continental level. Under the patronage of the AUC's Department of Infrastructure and Energy, SSATP together with South Africa's Road Traffic Management Corporation (RTMC) co-hosted ARSO's formal launch – its First Annual General Assembly (AGA) held in Durban, South Africa from June 27-28, 2019. Opening remarks were delivered by representatives from the AU, AfDB, WHO, UNECE, WB and the Global Road Safety Ambassador, Zoleka Mandela. This was followed by the official opening speech, which was made by Refilwe Mongale on behalf of the Minister of Transport of South Africa.



Figure 12. Participants of the 1st Annual General Assembly of the African Road Safety Observatory, June 27-28, 2019 in Durban, South Africa

The objectives of the AGA were to: (i) establish a network of road safety practitioners and road safety data coordinators who will assist with advancing the Road Safety agenda in the continent; (ii) agree on the work plan for the next two years; (iii) agree on the targets to be met by all African countries by the next meeting, including acceding to the African Road Safety Charter and all UN conventions on Road Safety; and (iv) lay the foundation for Africa's response to the end of the UN Decade for Road Safety and their presence at the Stockholm Ministerial Conference on Road Safety in February 2020. To raise ARSO's profile and drive road safety action at the continental level, SSATP also took the opportunity to launch the #Roads4Life storytelling

contest and social media campaign, calling on African leaders, entrepreneurs, communities and individuals to share stories on how they are contributing towards advancing the road safety agenda.

Attendance at the AGA was impressive with over 100 participants from approximately 40 African member states. The meeting offered a multidisciplinary platform for delegates from ministries of transport, road safety agencies, health and police commissions, RECs, private sector organizations, civil society organizations (CSOs) and development partners to join forces and reach key agreements aimed at accelerating road safety action in Africa. By uniting their activities to systematically collect, analyze, and share reliable road crash data, ARSO ultimately aims to bolster the efforts of African countries to reduce fatalities on the road.

KEY AGREEMENTS AND ACHIEVEMENTS REACHED DURING THE MEETING:

- Agreed on ARSO's 2019-2021 work plan for implementing crash-related data collection procedures, improving other road safety related areas, such as vital registration records, and adopting selected global performance indicators.
- Establishment of ARSO: SSATP and the interim ARSO Steering Committee in collaboration with AfDB and UNECA will work to support the AUC with defining the appropriate methodology for the establishment of ARSO as a specialized agency of the African Union in line with the requirements of the African Road Safety Charter. This will include having the draft by-laws cleared by the AU Statutory Technical Committee on Justice. A legal consultant will work with the committee to ensure compliance with AUC standards. In the interim, the Interim Steering Committee will continue to operate and advance the agreed work plan.
- Acceding to African Road Safety Charter. The AU will send out a memorandum outlining procedures for African countries to accede to and ratify the African Road Safety Charter by the end of July 2019.
- Preparing for Stockholm Ministerial: AU will convene a meeting of African member states at a date to be determined for a consultation on the African member states' common position as well as concrete measures for the post UN Decade strategy.
- ARSO member countries in collaboration with UNECE will promote national and sub-regional workshops

to assess the feasibility and implementation of UN Conventions in African countries.

- ARSO to work with AfDB to establish capacity building programs, such as the regional Centers of Excellence being promoted by the Bank.
- ARSO to promote attitudinal and behavioral data collection in all African countries according to international standards.
- ARSO to spearhead international and regional collaboration amongst African countries which will help governments improve their road safety data quality and collection systems.
- SSATP and the ARSO Secretariat to develop and facilitate training workshops on road crash data in line with the WHO Manual, ARSO agreed upon crash-related minimum variables, and DRIVER - the WB's road crash management system, if appropriate.
- Work Plan: Member countries will be assisted to prioritize the development of their civil and vital registration systems for collecting better data on deaths from road traffic crashes. SSATP will continue collaboration with WHO on this matter. An initial 10 countries have already had joint training and at least one more workshop will be held before the end of the calendar year.

NEXT STEPS:

- Convene the second AGA meeting in early 2020 in Addis Ababa after the AU's Justice Committee adopts ARSO by-laws during their Statutory Technical Meeting. The objective of the AGA meeting will be to finalize Africa's response towards the Stockholm Ministerial Road Safety Meeting in February 2020 and to present the initial outcomes of ARSO.
- Support African member countries that are working towards ratifying the African Road Safety Charter, namely Benin, Cameroon, Ghana, Morocco, Niger, Nigeria, South Africa, and Zimbabwe.

Activity 1.2 – ARSO Minimum Set of Road Safety Indicators: Harmonizing road safety data indicators and reporting

After convening the successful first AGA meeting, SSATP's Road Safety Pillar resumed work with ARSO's Interim Steering Committee to develop a harmonized the set of road safety indicators to be collected by every country. Working closely with a consultant, Pillar C successfully completed a draft report on the minimum set of regionally harmonized road safety indicators for all African countries. The common road crash dataset will allow for reliable comparative analysis and performance benchmarking, and through insights extracted from the road crash data, help inform road safety policy decisions at the national, regional and international levels.

The proposed, harmonized set of road safety indicators were identified based on an analysis of the currently available national crash data collection systems in Europe. These were then circulated among 30 countries which were requested to select and validate the minimum set of indicators. Botswana, Ethiopia, Gambia, Ghana, Malawi, Mauritius, Sierra Leone, South Africa, South Sudan and Tanzania all responded to the request. The proposed indicators were also discussed at length in meetings with authorities in Benin, Cameroon, Kenya, Nigeria and Togo. Furthermore, as part of SSATP's 2018 Annual Meeting in Abuja, Pillar C organized a working group session to discuss the indicators with all African member countries present. They agreed that an initial list of 44 indicators would be adopted at the national level and that they would be examined and later enriched at a more advanced stage.

The harmonized set of road safety indicators have since been shared with ARSO member countries, and SSATP has completed an initial review of country capacity to collect them. Based on responses, a third of the countries already collect an estimated 70% of the indicators on a regular basis. While this is an encouraging figure, SSATP will continue working with member countries to increase the number of indicators and responses collected.

ACHIEVEMENT IN 2019:

- SSATP collaborated with the WHO to assist member countries with developing their civil and vital registration systems for collecting better data on deaths from road traffic crashes.

- A total of 10 African member countries received joint training on road crash data.

Activity 1.3 – The #Roads4Life Storytelling Contest, Social Media Campaign and Awards Ceremony

With the goal of mobilizing stakeholders towards action, SSATP's Road Safety Pillar Leader together with the Communications Officer launched the African Road Safety Observatory's (ARSO) #Roads4Life storytelling contest and social media campaign to generate awareness on Africa's road crisis and identify road safety champions who are working hard to make roads safer.

The storytelling contest and campaign called on African leaders, civil society organizations (CSOs), communities and individuals to share stories on: (i) innovations for road safety, such as data-driven interventions that are working to improve road safety in African communities; (ii) personal stories of taking a stand to address day-to-day road safety issues, including existing road safety challenges and concrete demands to address them; and (iii) road safety leadership in countries and communities, such as successful communication campaigns, education and training programs.

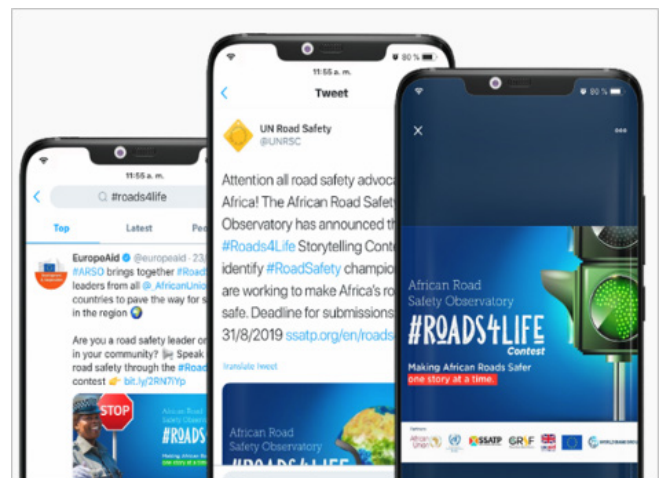


Figure 13. Screenshots of the #Roads4Life social media campaign and partner retweets

In total, more than 150 qualifying submissions were received. A selection committee consisting of seven members from the World Bank's communications, transport and road safety teams evaluated the stories based on their adherence to contest rules as well as (a) their clarity, (b) the quality of information provided, (c) the relevance of the activity, and (d) the results and impact of described interventions. Three winners and an

honorable mention representing all sectors of society were selected to be the #Roads4Life Champions:

- Mr. Tatenda Chinoda from the Traffic Safety Council of Zimbabwe for his [road safety leadership](#)
- Mr. Arnold Achiri, CEO and Founder of the [Traveler App](#) and Mr. Eyang Blaise Okie, the award-winning multimedia journalist who reported on the story.
- Mr. Maatla Otsogile from the Society of Road Safety Ambassadors (SORSA) for his personal story of driving [community action to save lives in rural Botswana](#).
- Mr. Chris Kaganzi from Uganda for launching the [StartOver initiative](#).

The winners were invited to attend an awards ceremony at the SSATP Annual Meeting held in Zimbabwe on November 29, 2019 where they had an opportunity to advocate for road safety action in front of Africa's top transport leaders and decision-makers.

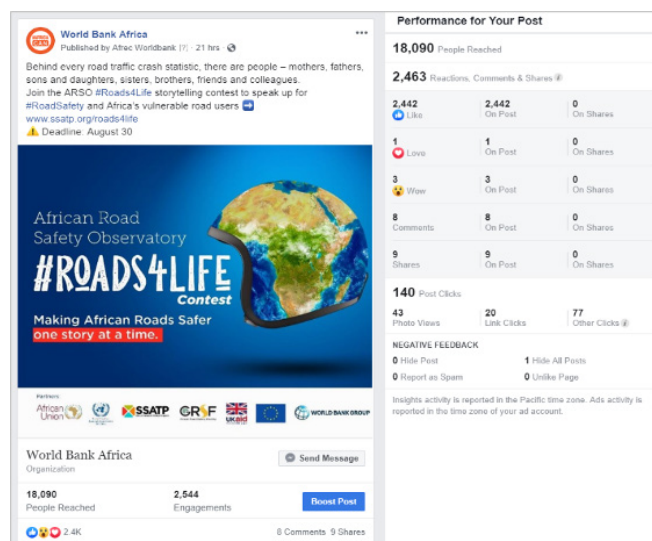


Figure 14. Successful #Roads4Life post shared by the WB Africa Facebook account

Despite zero advertising costs, the #Roads4Life campaign organically reached more than 16.9 million people worldwide in only two months, from July 1-August 31, 2019. In fact, a single post from the World Bank Africa Facebook page reached over 18,090 people and over 2,463 people reacted, shared and/or commented on it within 21 hours of posting it.

Ultimately, the SSATP-led ARSO road safety campaign was able to reach millions of people by using an innovative approach for dissemination. By partnering

with the African Union Commission (AUC), United Nations Economic Commission for Africa (UNECA), European Union (EU), World Bank Group (WBG) and the Global Road Safety Facility (GRSF, funded by UK aid and TOTAL Foundation) to disseminate the campaign, SSATP was able to leverage their communications channels to target and reach a wider audience.

Activity 1.4 – The African Road Safety Leadership Program

The second and third offerings of the African Road Safety Leadership Program were held in Abidjan and Johannesburg in February and July 2019, respectively. The African Road Safety Leadership Program was designed to bring together senior government policy makers, road safety influencers, high policy officials of transport and health agencies at all levels of government (national, provincial/state, and municipal) and other stakeholders to:

- Shed light on key road safety leadership and management issues.
- Foster future interaction amongst stakeholders and between countries.
- Facilitate discussion about what it means to be a road safety leader in Africa today.
- Support participants with generating and identifying good options for road safety action.

The main objectives of the Program are to: (i) develop awareness of the road safety challenge and the need for strong champions and advocates at country level; (ii) develop leadership capabilities in road safety planning, implementation, management, and operation; and (iii) create a network among stakeholders and the partners so that best practices can be shared in the future.



Figure 15. Participants of the 2nd African Road Safety Leadership Program held in Côte d'Ivoire

2nd African Road Safety Leadership Program. On February 4-8, 2019, SSATP organized the second edition of the African Road Safety Leadership Program in Abidjan, Côte d'Ivoire. The event was held at the AfDB headquarters due to its excellent facilities, including the possibility to support simultaneous English French translation. A total of 22 participants from Côte d'Ivoire, Gambia, Ghana, Kenya, Morocco, Nigeria, Sierra Leone and Zimbabwe attended the leadership program.

3rd African Road Safety Leadership Program. From August 29 to September 2, 2019, SSATP hosted the third edition of African Road Safety Leadership Program at the offices of South Africa's Road Traffic Management Corporation (RTMC) in Midrand. The highly sought-after leadership program was attended by a total of 30 delegates from 10 African countries: Eswatini, Kenya, Lesotho, Malawi, Mozambique, Namibia, Nigeria, South Africa, Zambia and Zimbabwe. Among the participants were the executive heads of road safety lead agencies, and a member of the Board for a lead agency. The course attracted senior enforcement personnel from a couple of countries, and senior Ministerial advisors and technical leaders. Course participants decided to start a WhatsApp group to inform each other about activities; flag relevant developments; raise issues; and ask questions to other participants and resource persons.



Figure 16. Participants of the 3rd African Road Safety Leadership Program in Midrand, South Africa

Days one and two of the five-day programs were focused on road safety leadership and management challenges and opportunities in Africa while days three and four dealt with issues at the intervention level. The last day centered around bringing all elements of the program together, with presentations from the participant working groups, and wrapping up the course. All participants were invited to reflect on the key challenges and opportunities in their own country and actions which they plan to take home.

ACHIEVEMENTS IN 2019:

- Raising the profile of road safety leadership in Africa by bringing together over 50 participants from 18 African countries in the second and third editions of the African Road Safety Leadership Program.
- Post-course evaluations confirmed that participants strongly agreed on the applicability of the program to their work and highlighted their motivation to continue the road safety work back home.

NEXT STEPS:

- Participants suggested a couple of topics they would like added to the course, including road safety project appraisal, awareness campaigns, road safety data use, road safety audits, police responsibilities and assisting crash victims. The suggestions and post-event evaluation feedback will be taken into account in order to further strengthen the program going forward.

Outcome 2 - Promotion of effective road safety policy and strategy formulation and implementation at the country level

Most African countries lack formal or effective road safety policies and strategies, and where they do exist, the agencies charged with road safety management often face serious implementation challenges. Recognizing this shortcoming, SSATP is helping African countries and municipalities with the preparation of road safety policies and strategies, which are the key deliverables under the Africa Road Safety Action Plan 2011–2020. The objective is to encourage countries to have well-articulated and developed plans with results that can be monitored and for which the lead agency can be held accountable. The activities of Pillar C revolve around conducting systematic analyses and institutional capacity reviews of the agencies or departments in charge of road safety. It is expected that this effort will improve the capacity of countries and municipalities to develop and implement contextually appropriate road safety strategies and policies that are better aligned with

the road safety goals and objectives articulated in the UN Decade of Action for Road Safety 2011–2020 and the Africa Road Safety Action Plan 2011–2020. The following activities are aimed at responding to this need.

Activity 2.1 – Assistance to Cote d'Ivoire for the development and a launch of a National Road Safety Strategy

The SSATP team travelled to Abidjan from March 11–12, 2019 to participate in the validation workshop and launch of the Cote d'Ivoire Road Safety Strategy which SSATP has been supporting. Over 60 key stakeholders from Côte d'Ivoire attended the workshop, including the private sector and civil society.

The national road safety strategy was designed around six key areas:

- Improving the institutional framework for managing and coordinating road safety
- Protecting vulnerable users
- Ensuring safe mobility in urban areas
- Reducing the incidents of crashes on the main highways
- Improving driver behavior
- Improving the safety of public transport and goods

Different areas of intervention were identified for each priority axis in order to define actions and targets for addressing the road safety issues. In general, there was a good discussion on the strategy and action plan and participants gave positive feedback on the report, with clear ownership from the key stakeholders as to their expected roles.

Activity 2.2 – Assistance to several African countries for developing national road safety strategies

Throughout the course of the year, several countries received SSATP support with the development of their national road safety strategies, most notably:

Guinea Bissau: SSATP is supporting the Government of Guinea Bissau in the development of a road safety strategy. An SSATP consultant visited the country to review the existing situation on the ground. During consultations with key stakeholders, the roles,

responsibilities, and key vision of the Government were discussed. A diagnostic/capacity review report was prepared and validated by the main stakeholders and the draft final report has been shared for comment and validation.

Togo: SSATP supported the development of a national strategy and action plan to the cost of CFA 3.14 billion. The strategy revolves around improving road safety management in the country, as management and governance bodies relating to road safety exist in name only. It also will strengthen the existing legislative framework and developmental structure for creating a crash database system. The strategy also proposes a structure for a lead agency placed under the Ministry of Transport and a road safety council placed directly under the Presidency.

Benin: SSATP supported the Government of Benin with the development of a national road safety strategy. Based on the Global Plan of the Decade of Action for Road Safety and the African Road Safety Action plan, the pillars of the strategy are: (i) institutional capacity development; (ii) infrastructure safety; (iii) vehicle safety; (iv) speed management; (v) road user behaviour; and (vi) post-crash service improvement.

Eswatini: In support of the Government of Eswatini, SSATP fielded a mission to the country to discuss the development of a national road safety strategy. The mission team participated in a workshop with all key stakeholders to discuss the elements of a good road safety strategy, and the roles of each of the stakeholders. The team will continue the stakeholder dialogue, support for the establishment of a lead road safety institution, review the capacity of the country to manage road safety, and explore capacity building opportunities for the Road Safety Council and the Roads Department.

Lesotho: SSATP visited Lesotho in December 2019 in response to a request from the Government for support with the development of a national strategy and the establishment of an institutional framework for road safety management. During a consultative two-day workshop, the SSATP mission team worked with key stakeholders to begin the process. The team presented an overview of a good road safety strategy and emphasized the significance of key elements such as developing a well-defined vision; identifying relevant outcomes and targets; continuous monitoring and evaluation; and the need for extended consultative engagement in

structuring, implementing, and periodically assessing the strategy. A presentation on the *Safe Systems Approach* was also delivered to inform workshop participants on the need for a shared, proactive and systematic approach for managing road safety. SSATP will collaborate with local consultants working on the broader National Development Strategy and propose to complete the process by the end of May 2020.

Outcome 3 – Stimulation of good practice in road safety management by promoting systematic implementation of the Africa Road Safety Action Plan 2011–2020

The international community has now recognized that road safety management, the first pillar of the UN Decade of Action for Road Safety 2011–2020, is a strong enabler of the other four pillars: safer road infrastructure, safer vehicles, improved road user behavior and post-crash response. Moreover, the World Health Organization's *Global Status Report on Road Safety 2018* indicates that 49 of 54 African countries have lead road safety agencies in one form or another. Aligned with this development, the SSATP program of activities aims to promote the establishment of lead agencies where they do not exist and to strengthen those already in place. The objective is to raise the profile of road safety at both the national and regional levels. The Pillar achieves this by supporting the institutional strengthening of national road safety lead agencies and enhancing professional exchanges between these agencies at the regional level. What follows is an overview of the activities implemented under this component.

Activity 3.1 – Assistance to the Government of Sierra Leone

SSATP is working with the World Bank Sierra Leone Transport Team to support the strengthening of the Sierra Leone Road Safety Agency (SLRSA). The team

visited Sierra Leone in January 2019 and defined the areas of support that could be offered under an upcoming World Bank transport project. Two key areas were proposed: (i) creating a road safety database and (ii) facilitating SLRSA Corps and Traffic Police collaboration and capacity building. These have been elaborated and now form a part of the World Bank financed Freetown Integrated and Resilient Urban Mobility Project, which was approved in June 2019. The SSATP Pillar Lead has since been working with the Task Team Leader (TTL) of the World Bank transport project and the Sierra Leone Road Safety Authority (SLRSA) on road safety capacity building initiatives and appropriate policies to be adopted.

Activity 3.2 – Support of the National Transport Safety Agency (NTSA) of Kenya

In Kenya, Pillar C has been providing support to the National Transport Safety Agency (NTSA), the lead agency for road safety. The SSATP team met with NTSA to identify areas of support and capacity building initiatives aimed at improving the agency's capabilities and operational performance. Initial observations indicate that NTSA requires strategic guidance around a multi-sectoral strategy, an inter-agency governance mechanism, and the possibility of establishing a road safety fund. Furthermore, existing road safety legislation in Kenya is obsolete, and a new law will be needed to address pressing road safety issues. As a result, a series of policy papers covering key issues for consideration will need to be prepared to support the drafting of a new road safety bill. These policy papers will provide the necessary justification to advocate for policy change at the parliamentary level.

Outcome 4 - Better integration of road safety policy and interventions in locally and externally funded road developments

In 2012, a quick review of the World Bank's International Development Association (IDA) pipeline for road

projects in Africa showed that at the concept stage they all aimed to support road safety as part of larger operations. However, the proportion of road safety funding and the scope, implementation, and impact of road safety components, especially where such components form part of larger road investment projects, were often suboptimal. In fact, road safety activities were on the margin, and there was a need to better define the road safety component, its outputs, and how its impact would be measured.

To support the mainstreaming of road safety in transport infrastructure projects, Pillar C approaches countries, development partners, and agencies responsible for road construction and maintenance at the early stage of pipeline project review to promote greater investment in the safety-focused activities. This component not only targets activities funded at the national and municipal levels, but also externally supported programs and projects. The objective is to engage countries, including road agencies where they exist, and development partners so that they allocate a greater percentage of resources to road safety activities and earmark financing for lead agencies. The following activities are under way to achieve these objectives:

Activity 4.1 – Africa-Europe Transport and Connectivity Task Force on Road Safety

The President of the European Commission (EC), Mr. Juncker, declared that collaboration with Africa is a key priority for the European Union (EU) and proposed the creation of a new Africa-Europe Alliance for Sustainable Investment and Jobs. As a result, four task forces were created comprising of high-level African and European decision makers. One of the four task forces is dedicated to Transport and Connectivity of which road safety is a key pillar. As such, Tawia Addo-Ashong, SSATP's Road Safety Pillar Lead was invited to be part of the African representatives in the road safety cluster. The main themes of discussions were around infrastructure and vehicle safety, safe behavior on the roads, and road safety management and data collection. Specific discussions focused on:

- Improving data management and the creation of ARSO. The EU acknowledged the work on establishing ARSO as a great achievement worth supporting financially and technically.
- Creating sufficient demand for road safety in African

countries since it is still not a priority in Africa. The team was tasked with responding to the question of how we could raise visibility at the highest level.

- Financing for road safety needs to be sustainable; there are opportunities for innovative funding.
- Ensuring vehicle safety and the market for used vehicles. Africa remains the biggest market for used vehicles from Europe. How can national vehicle inspection systems ensure safety for vehicle users?
- Infrastructure safety. The use of speed management as a tool for infrastructure design, with a focus on the vulnerable road users and systematic approaches to road infrastructure safety assessments.
- The challenge of two-wheelers. These have become a big source of employment for youth in Africa. Safety issues - especially bans - must be balanced with the reality of the high unemployment situation in African countries.

Specific practical and strategic recommendations came out of the discussions from the road safety cluster, and SSATP will support both the EU and AU in driving the agenda forward. The EU is committed to transport, connectivity and road infrastructure as a priority in Africa. They pledged to work with the continent through African developed regional initiatives, such as NEPAD and Agenda 2063. As the EU continues to invest in road infrastructure, the safety of all users must be guaranteed. Having reduced road traffic deaths by 20 percent over the last decade, Europe is now the safest region in the world in terms of road transport. They would like to share this experience with Africa.

Activity 4.2 – The Safer Africa Project

The EU financed Safer Africa project, of which SSATP was a partner, closed in October 2019. The project consortium is based on the participation of 17 European and African partners coordinated by the Research Centre for Transport and Logistics of Sapienza University of Rome. Led by a management board consisting of 11 prominent international institutions – AU, EU, WB, AfDB, UNECA, WHO, IRF, IRU, ITF, FIA, and PIARC, the Safer Africa project set up a Dialogue Platform between Africa and Europe to influence the process towards road safety improvement in African countries. It grew to become an active community of 192 stakeholders from 42 African countries who are working to foster the planned actions of generating awareness

of, and building knowledge on, road safety governance in Africa. The platform is designed to link policy makers, donors and professionals engaged in road safety to drive adoption of specific road safety initiatives. The Dialogue Platform has held four workshops, eight webinars, dedicated web consultations and meetings in the five countries interested in road safety management capacity reviews.

Within three years of launching the project (2016-2019), the Safer Africa team built an interactive web portal for African stakeholders to access specialized information on road safety, such as country factsheets, capacity review reports, good practices, and webinars. They also developed new knowledge, including a complete e-learning course on the five UN pillars of road safety that is freely available; analyzed and shared best practices through the publication of Safer Africa good practice factsheets; and developed a transferability audit tool able to identify potential barriers to the implementation of road safety good practices. The

team also gathered data on road safety management, cultural values on road behaviors, and opinions and perceptions through crowdsourcing and stakeholder surveys. After analyzing the collected data and already available information, new evidence on risk factors and policy needs at the national, regional and Trans-African corridor levels was produced.

Additional capacity building and training initiatives of the Safer Africa team include developing a Train-the-Trainer manual for courses on road safety and a pilot course in Cameroon as part of a twinning program on road safety research between Italy and Cameroon. Five Cameroonian students from *École Nationale Supérieure des Travaux Publics* (ENSTP) attended courses at the Engineering Faculty of Sapienza University of Rome for two weeks; they are currently working on their degree theses with the support of Italian tutors, researchers, and road safety experts from the Research Centre for Transport and Logistics.

Financial Status



Financing Partners

The third since the launch of the Third Development Plan (DP3), this financial report covers the period up to December 31, 2019. SSATP's DP3 is financed by the generous contributions of four donors: the Economic Commission (EC) of the European Union, the Swiss State Secretariat for Economic Affairs (SECO), Agence Française de Développement (AFD), and the African Development Bank (AfDB).

Contributions and Receipts

Multi-Donor Trust Fund

Like previous development plans, DP3 is administered by the World Bank, and funds from the current financing partners are channeled through the Multi-Donor Trust Fund (MDTF), which follows World Bank policies and procedures and its accounting and control systems.⁶

Table 5. Statement of Contributions and Receipts to the Multi-Donor Trust Fund

Financing Partners	Amount of Contribution	Amount in USD	Paid in Cntr. Currency	Paid in USD	Unpaid in Cntr. Currency	Unpaid in USD
SECO	\$5,000,000 USD	5,000,000	5,000,000	5,000,000	—	—
AFD	€1,000,000 EUR	1,058,100	1,000,000	1,058,100	—	—
AfDB	\$900,000 USD	900,000	895,000	895,000	5,000	5,000
EC	€8,000,000 EUR	9,058,300	9,058,503	9,058,300	—	—
TOTAL		16,016,400		16,011,400		5,000

Note: The World Bank provided a budget contribution of US\$477,176 in 2016 to DP3 to offset the first-year setup and start-up costs, including the salaries of the program management team, together with all the associated direct and indirect costs, which included consultant services.

The contribution of the financing partners to SSATP's DP3 is estimated at US\$16,016,400. As of December 31, 2019, the contributions channeled to the MDTF amounted to US\$16,011,400. There was an outstanding balance of US\$5,000 from the total amount pledged by the AfDB due to foreign exchange losses; the outstanding balance will be cancelled. AFD paid its full contribution of €1,000,000 (US \$1,058,100) on April 9, 2015. SECO paid its contribution in two equal tranches of US \$2,500,000 in January 2015 and in October 2016. The EC paid its first tranche of €4,000,000 equivalent to US \$4,505,700 in February 2016 while the second tranche of €4,000,000 equivalent to US \$4,552,600 was received in December 2018. AfDB paid its first installment of US \$300,000 in December 2015 followed by a second installment amounting to US \$300,000 in February 2018. The last installment amounting to US \$295,000 was paid in November 2018. Table 7 summarizes the total contributions and receipts from financing partners to the DP3 MDTF.

Other Receipts

In-Kind Contribution

In addition to the first-year setup contribution of US\$477,176 in 2016, the World Bank continued to provide an in-kind contribution of staff time. World Bank staff are still contributing through the process of peer review of concept notes, terms of reference, outputs, and other technical input to the program deliverables that are not accounted for by the system but are reflected in the consultation and review process required to ensure the quality of program deliverables. The World Bank Financing Framework does not allow the Bank to contribute or to mingle its funding with funding from the trust funds it administers and does not have a system in place to quantify the amount of staff time contributed to the SSATP program.

⁶ The World Bank fiscal year starts on July 1st and ends on June 30th. Therefore, some of the tables provided in this report refer to the World Bank fiscal year period.

Investment Income

Another source of income and receipts for the DP3 MDTF is investment income. The World Bank invests the undisbursed amounts of the cash contributions received from SSATP's financing partners. By December 31, 2019, the total receipts from investment income of the DP3 MDTF amounted to US\$400,547.82, and the total receipts in the DP3 MDTF amounted to US\$16,411,947.82.

Global Road Safety Facility (GRSF)

In support of the Road Safety Pillar's work on the development of the African Road Safety Observatory, the Global Road Safety Facility pledged and allocated US\$1.7 million over the next 3 years. An initial amount of US\$500,000 was placed in an associated TF for the remainder of FY19.

Statement of Disbursements

Administration Fee

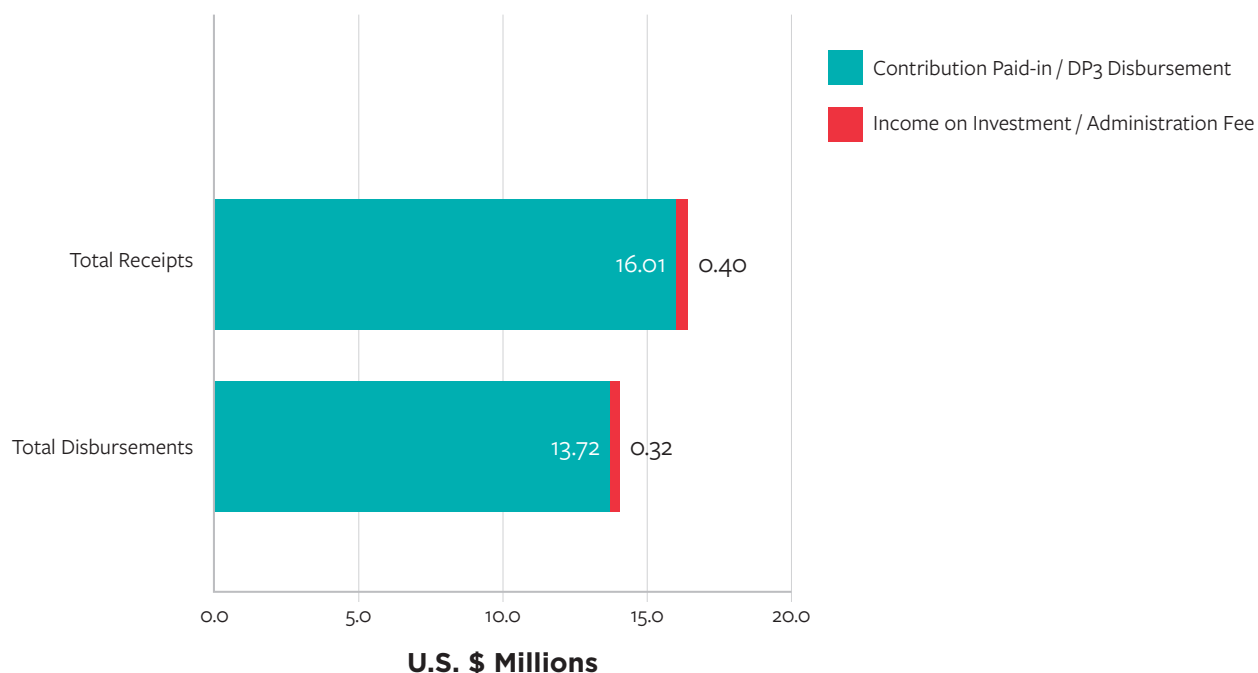
The DP3 MDTF total disbursement included a two percent administration fee of US\$320,228.00. The administration fee is stipulated in the financing partners'

administration agreement with the World Bank, and it is applied on all cash receipts from the four financing partners. It represents the cost recovery of the World Bank applicable at the time the DP3 MDTF was established and consequently is stipulated in the legal agreement with all the financing partners.

Total Disbursement

The DP3 MDTF total disbursement position as of December 31, 2019 stood at US\$13,723,657.95. Figure 12 shows the proportion of the amounts disbursed by December 31, 2019 versus the receipts from donors. The amount US\$9,822,104 represents the Program's direct disbursements, inclusive of the two percent administration fee. The overall Program disbursement reached 71.95 percent of the total contribution amount, exclusive of the administration fee.

Figure 17. Total Receipts (Contribution Paid In + Income on Investment) vs. Total Disbursement (DP3 Disbursement + Administration Fee)



Allocations are made from the MDTF to finance all pillar activities as well as program management and administration, communication and outreach initiatives, the DP3 midterm review, and the organization of SSATP's annual general meeting. By December 31, 2019, the total receipts committed was equal to US\$14,841,495. Pillar A received US\$4,112,800, Pillar B received US\$3,914,000, and Pillar C US\$3,476,000. A total of US\$3,338,695 was allocated for program management, the midterm review, and communication and outreach activities (see Figure 13). Figure 14 illustrates the disbursements by pillar and activity, and Figure 15 illustrates the disbursements by category of expense. Figure 16 illustrates the projected disbursements by pillar and activity, showing that the disbursement structure remains largely unchanged.

Figure 18. Receipts versus Disbursements Per Activity

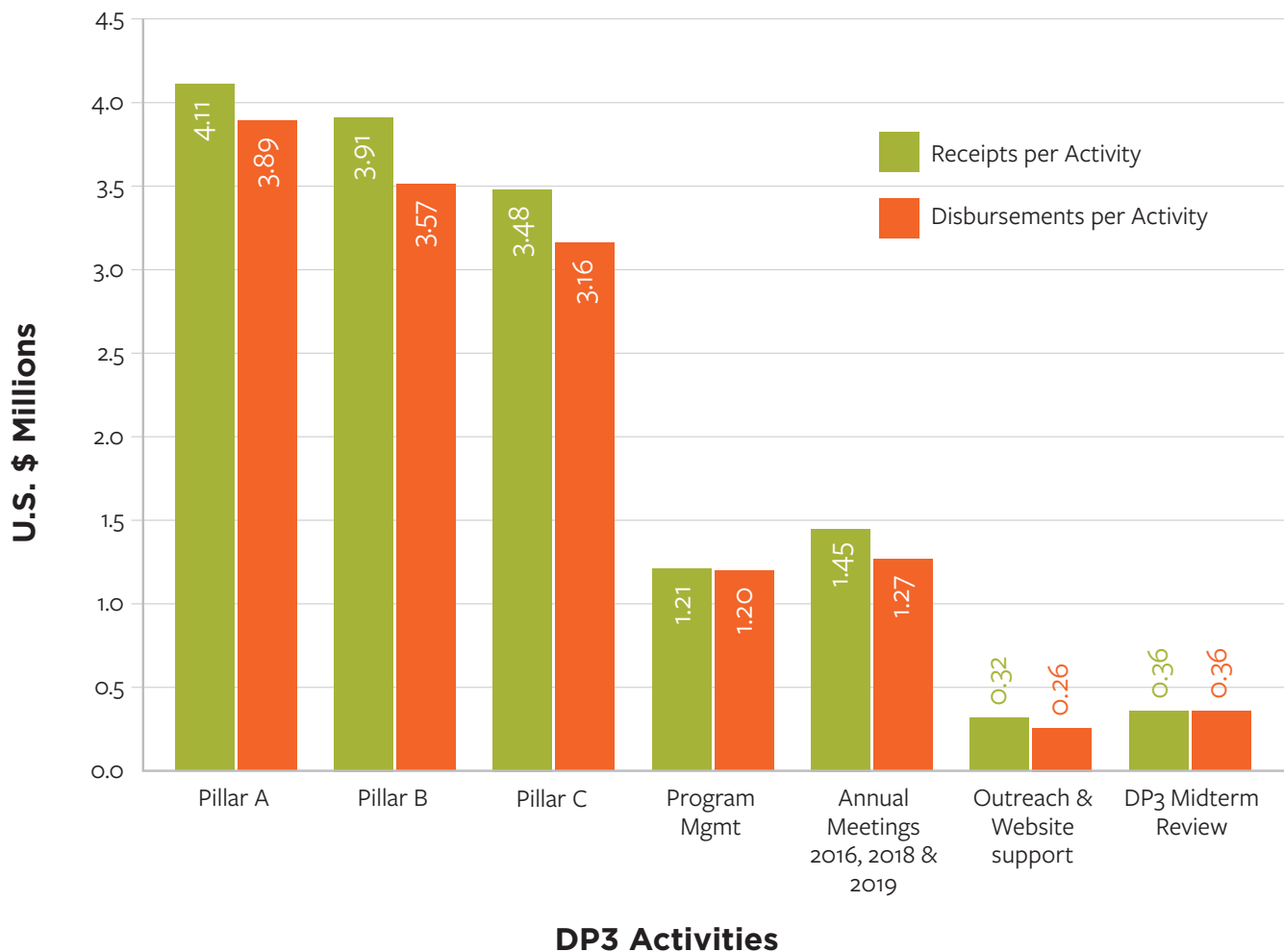


Figure 19. MDTF Disbursements by SSATP Pillar & Activity (as of December 2019)

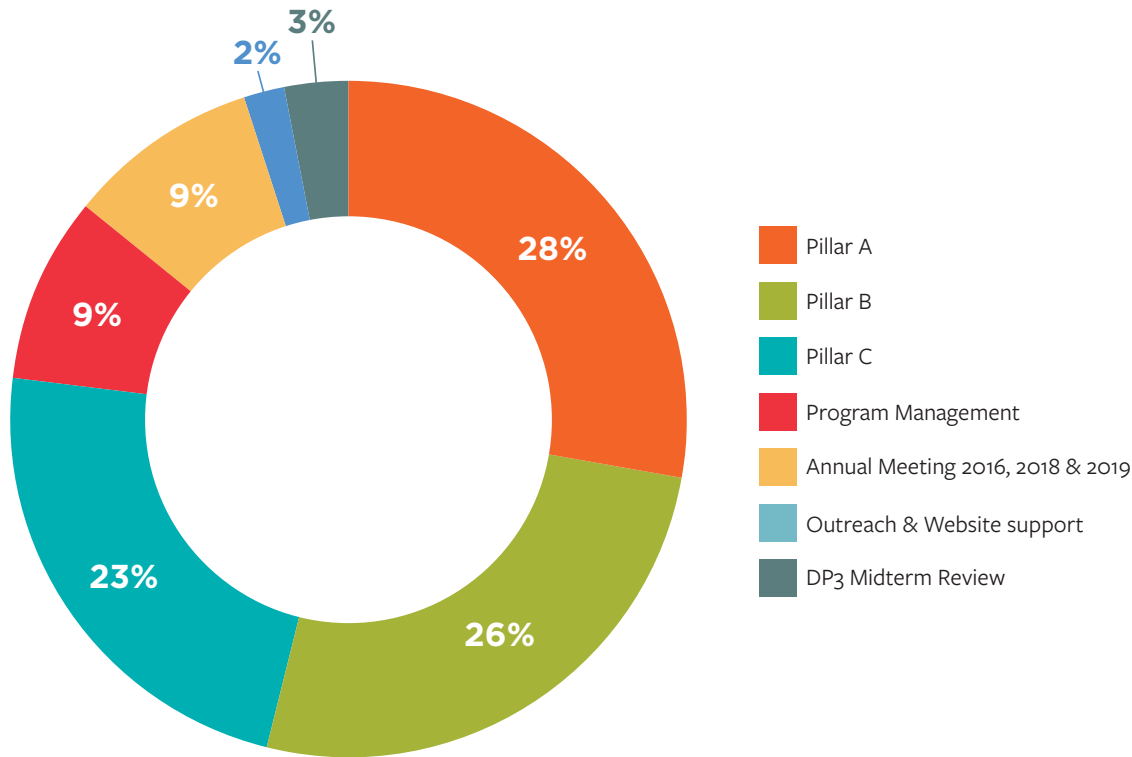


Figure 20. Disbursement by Expense Category

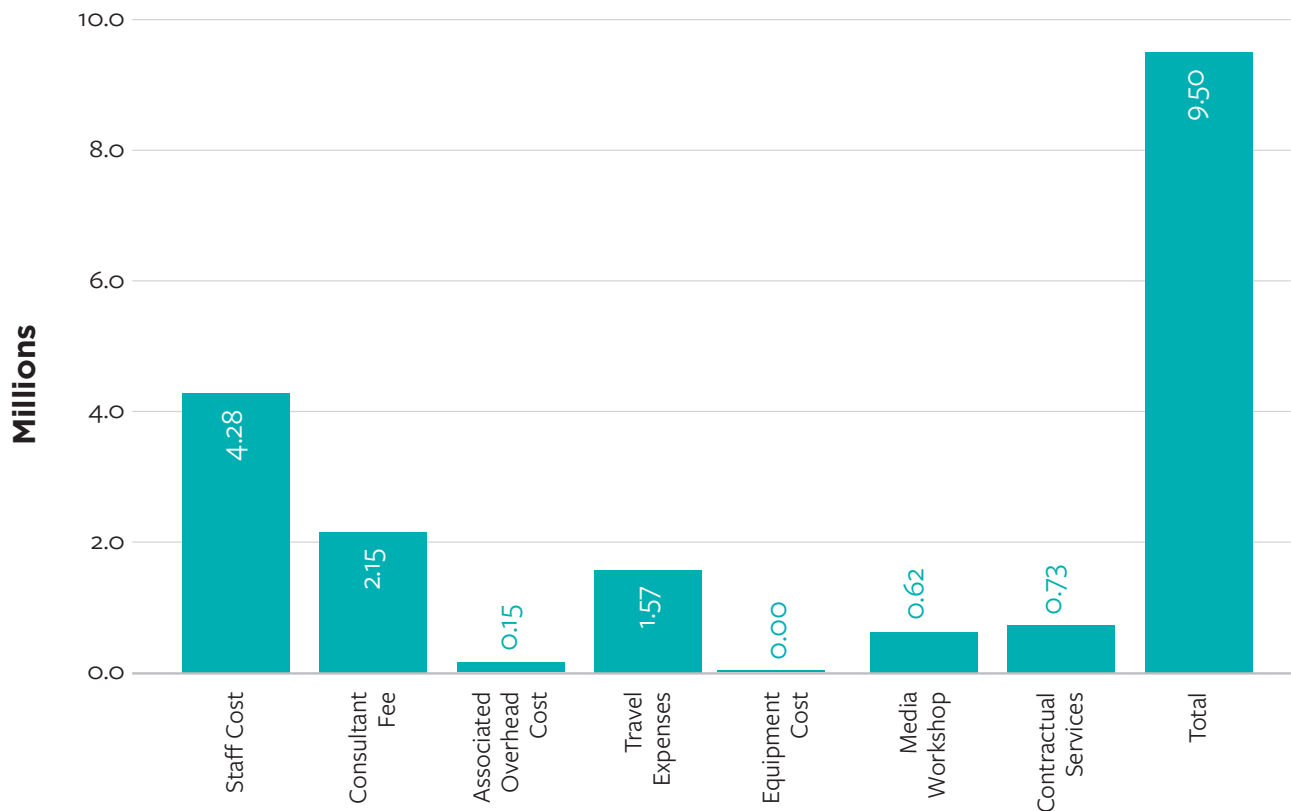
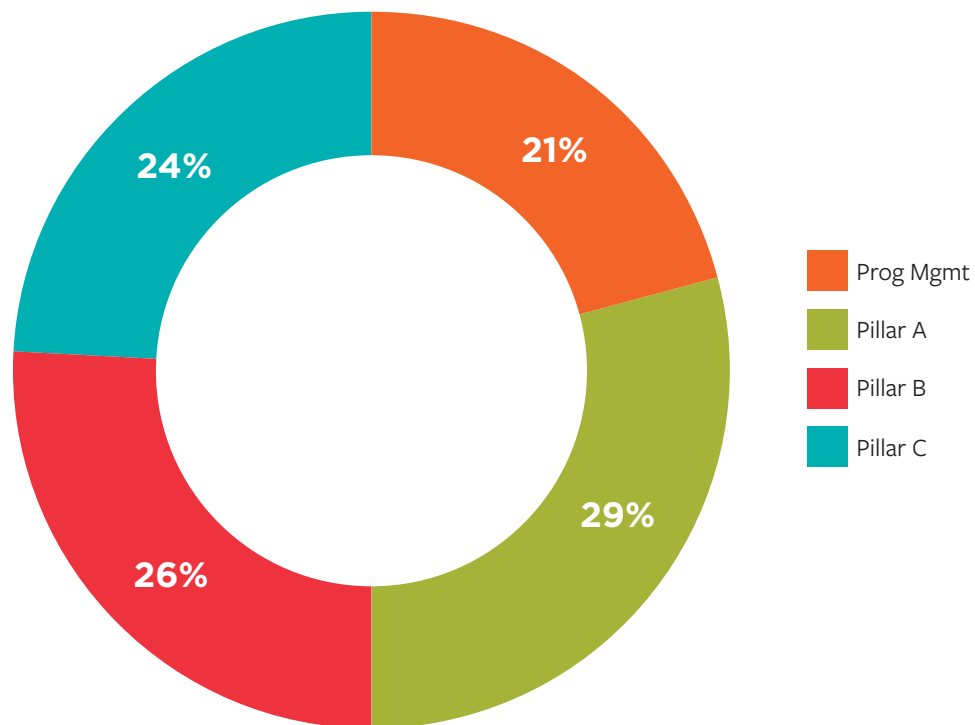


Figure 21. Projected Disbursement for Pillar and Program Management Activities (as of December 2019)



Annex 1: Results Framework



Pillar A: Integration, Connectivity, and Cohesion

Table 6. Pillar A: Results Framework

High-level objective to which the pillar is contributing: Supporting Africa's accelerated integration and growth, technological transformation, trade and development

High-level objective	Indicators	Means of verification
Promote effective policy and strategy formulation and implementation for corridor development at the country and regional levels	As defined in the Sustainable Development Goals (SDG 9) and Logistics Performance Index (LPI)	United Nations (UN), World Bank Group (WBG), Africa Union Commission (AUC), United Nations Economic Commission for Africa (UNECA), Regional Economic Communities (RECs), industry associations, and other international organization reports
Outcome 1: Promote effective policy and strategy formulation and implementation for corridor development at the country and regional levels		
Outcome	Indicators	Means of verification
Promote effective policy and strategy formulation and implementation for corridor development at the country and regional levels	Continental Free Trade Area (CFTA) indicators	
Immediate outcome 1	Indicators	Means of verification
Consensus built on the strategic orientations for integrated corridor development	One REC has adopted a holistic and multimodal approach in planning and executing integrated corridor development.	REC, country, and corridor decisions
Outputs	Indicators	Means of verification
<ul style="list-style-type: none"> Assessment of corridor development approaches in Africa; review of REC/corridor strategic development plans Preparation of technical notes on knowledge gaps, assessment and dissemination of experience and good practices, and promotion of integrated corridor development Program to promote integrated corridor development 	<ul style="list-style-type: none"> Assessment carried out of strategic development plans of RECs and corridor authorities One case study of integrated corridor development in Africa carried out International good practices reviewed Stakeholder meetings held to advocate integrated corridor development approach 	SSATP publications and progress reports
Immediate outcome 2		
Consensus built on strategic orientations for performance-based corridor development plans	Strategies for performance-based corridor development adopted by one REC	REC, country, and corridor decisions
Outputs	Indicators	Means of verification
<ul style="list-style-type: none"> Preparation of technical notes on knowledge gaps, assessment and dissemination of experience and good practices, and promotion of performance-based corridor development Program to promote integrated, performance-based corridor development. 	<ul style="list-style-type: none"> International good practices reviewed. Stakeholder meetings held to advocate performance-based corridor development approach. 	SSATP publications and progress reports

Activity 1.1

Support to the Central Corridor Transit Transport Facilitation Agency (CCTTFA) with developing a strategic five-year plan

Objective

Provide technical assistance for the development of a strategic five-year plan as directed by CCTTFA's policy organs. The strategic plan is to define CCTTFA's strategic priorities, action plan, and broad implementation approach for the next five years. The decision to devise the strategic plan was informed by the need to review, update, and refocus CCTTFA's vision, mission, goals, strategies, programs and activities with a view to better align them to: (i) the Agency's current mandate and agenda of transforming into an economic corridor; (ii) the priorities of member states; and (iii) the current regional context in terms of economic development.

Achievements in 2019

- A consultant together with CCTTFA senior staff conducted a field consultation in Burundi, Rwanda, Tanzania and Uganda during which they had constructive engagements with, and gathered information and inputs from, key stakeholders from the public and private sectors in each country. The consultant also met and held consultations with UNECA's Infrastructure Department.
- The team met and interacted with the main development partners involved in transport and trade issues along the corridor – including the World Bank, TMEA, JICA and AfDB – to provide them with firsthand information on the revision process, take stock of their ongoing and planned interventions on the corridor, and request their support for the implementation of the strategic plan once adopted.
- The field missions enabled national stakeholders to increase their ownership of the strategic plan's revision process, which will ultimately facilitate the validation of the draft report as well as its adoption by the relevant decisions making bodies.

Activity 1.2

Support for revising the Northern Corridor Transit and Transport Agreement (NCTTA) and its protocols

Objective

The first Northern Corridor Transit and Transport Agreement (NCTTA) dates back to February 19, 1985. It entered into force on November 18, 1986 for an agreed period of ten years. Since its adoption, it has been revised and updated every ten years to allow for adjustments in response to an evolving context. Given the push by the East African Community – to which most of the Northern Corridor member states belong – to accelerate the region's integration, the Agreement was due for a revision. The Secretariat of the Transit and Transport Coordination Authority (TTCA) requested SSATP's support, accordingly.

Achievements in 2019

- In September 2019, two consultants were recruited to revise and update the existing Agreement and its protocols in close consultation with the TTCA Secretariat and member state stakeholders.

Activity 1.3

Support the implementation of the African continental transport agenda

Objective

Support the AUC's main policy directions and commitments, ensuring alignment with Africa's continental transport agenda and support for the achievement of the continental plans of action.

Achievements in 2019

- The Second Ordinary Session of AU's Specialized Technical Committee on Transport, Transcontinental and Interregional Infrastructure, Energy and Tourism (STC-TIET) centered on "Developing Smart Infrastructure to Boost Africa's Continental Transformation and Integration" took place in Cairo, Egypt from April 14-18, 2019. At the event, SSATP presented the progress of DP3 activities, illustrating its alignment with and support of Africa's continental transport agenda, including the continental plans of action adopted at the March 2017 STC meeting in Lomé where SSATP was co-opted as an observer member by the AUC.
- As an AUC-designated member, SSATP and the AUC co-chaired the first meeting of the Joint Working Group (JWG) on smart corridors and the intergovernmental agreements on the harmonization of norms and standards of the Trans African Highway (TAH) network held on June 18-19, 2019 in Addis Ababa.

Outcome 2: Development of the capacity of institutions to engage in an inclusive policy dialogue on regional integration

Outcome 2	Indicators	Means of verification
Development of the capacity of institutions to engage in an inclusive policy dialogue on regional integration	One institution that meets the capacity criteria (must be sustainable, inclusive, and have monitoring and diagnosis tools)	Institution charters
Immediate outcome 3	Indicators	Means of verification
Capacity building to ensure that institutions are (1) sustainable, (2) inclusive, and (3) have adequate monitoring and diagnosis tools	Capacity development plan prepared in one institution, including financing framework with composition of institution reflecting diversity of stakeholders (control agencies, logistics operators, traders, agricultural producers, civil society organizations).	<ul style="list-style-type: none"> • Budgets of the institutions • Decisions of the institutions • Transport observatory reports
Outputs	Indicators	Means of verification
<ul style="list-style-type: none"> • Capacity review of regional integration institutions, including funding needs and ways to involve stakeholders • Assistance for establishment and expansion of transport observatories 	<ul style="list-style-type: none"> • Capacity review and capacity development plan approved by one institution with funding framework for the institution identified and strategies prepared to engage, involve, and inform stakeholders • Two Regional Economic Communities with unit created or regional entity, including corridor/regional transport observatory entrusted with responsibility for corridor performance monitoring 	Study report / decision by the institution
Immediate outcome 4	Indicators	Means of verification
Continental framework for cooperation in place through the REC-TCC	<ul style="list-style-type: none"> • Indicators on corridor performance published • One institution has agreed to host the REC-TCC 	<ul style="list-style-type: none"> • Budgets of the institutions • Decisions of the institutions • Transport observatory reports
Outputs	Indicators	Means of verification
Support for regional coordination mechanism	One REC-TCC meeting a year for four years	

Activity 2.1**Support to Regional Economic Communities' Transport Coordination Committee (REC-TCC)****Objective**

The main objective of this activity is to facilitate and strengthen the REC-TCC. More specifically, it seeks to enable its stakeholders to define and monitor the implementation of the Pillar A work program, facilitate the REC-TCC dialogue (during meetings and online), and strengthen its role as a continental platform among stakeholders for policy dialogue and dissemination of best practices for regional integration. This is an ongoing activity, which the Regional Integration Pillar of SSATP A has continued to support.

Achievements in 2019

- Convened the only REC-TCC Meeting of the year on November 26-27, 2019 as part of the specialized technical sessions of SSATP's Annual General Meeting held in Victoria Falls, Zimbabwe. The two-day meeting consisted of a series of technical discussions and presentations on corridor management and logistics efficiency delivered by SSATP and its partners.

Activity 2.2

Support to the Northern Corridor Transport Observatory

Objective

At the request of the management team of the Northern Corridor Transit and Transport Coordination Authority (NCTTCA), in 2018, SSATP launched pilot activities to support the East African Transport Observatories (TO), with possible replication in the Dar es Salaam Corridor, the Central Corridor, and the Maputo Corridor. The main components of the activity are as follows: (i) Review the TO data model to reflect changes in the Customs IT and documentation processes resulting from the implementation of the EAC Single Customs Territory (SCT) regulation; (ii) Expand the TO set of indicators to include those of the Truck Monitoring System (TMS); (iii) Integrate the key performance indicators of Standard Gauge Railways (SGR) in the TO system in view of railway operations starting between Mombasa and Nairobi. A subset of this activity involves providing detailed and concise periodic reports on TMS generated data and select SGR indicators to the Kenya logistics private sector, which will help enhance their evidence-based advocacy work during the quarterly meetings of the Mombasa Port Charter Community.

Achievements in 2019

- SSATP together with the consultants commissioned for the studies conducted several site visits to the revenue authorities of Kenya, Rwanda and Uganda; the Kenya Port Authority (KPA); the Kenya Railways Corporation (KRC) for the SGR located at both the Nairobi Inland Container Depot (ICD); and the Port of Mombasa to identify the procedures and IT systems in use. This enabled the team to develop a better understanding of the sequence of physical operations and IT processes involved in SCT-compliant transactions and non-SCT transactions as well as in SGR operations from the port to the ICD; and have a better assessment of the format and type of available data, as well as the periodicity of transmission.
- The team obtained datasets from customs authorities, KPA and KRC to test the data model and calculate template indicators.
- The consultants submitted a progress report which highlights the challenges in obtaining needed data from some revenue authorities and SGR operators in a timely fashion. The report recommended support measures that NCTTCA should provide to address these challenges.
- The team held a second meeting in Nairobi with the core group of Kenya private logistics industry associations. The aim was to review the detailed draft report that the TMS extracted for the Northern Corridor, and discuss how the transport and logistics federations could collectively enrich the indicators by providing contextual information that explain changes.

Activity 2.3

Support to the Economic Community of Central African States (ECCAS) for the strengthening of its regional transport and trade facilitation instruments

Objective

The ECCAS Secretariat requested SSATP's technical assistance with developing a regional transport and trade facilitation strategy for the member states of ECCAS and the Central African Economic and Monetary Community (CEMAC). The purpose of this activity is to: (i) develop a strategy and program for streamlining, harmonizing and implementing a set of recommended legal and regulatory instruments; (ii) optimize the coordination of donor interventions so as to improve the efficiency of transport and trade transactions in the subregion; (iii) strengthen its regional integration through increased intra-regional trade; and (iv) facilitate the implementation of the African Continental Free Trade Area (AfCFTA).

Achievements in 2019

- SSATP-commissioned consultants supported the ECCAS Secretariat with: (i) gathering updated information on the trade and transport related legal instruments in the CEMAC and ECCAS sub-regions; (ii) assessing the status of their ratification and implementation; and (iii) mapping the stakeholders involved in order to help develop the regional trade and transport strategy.
- An approach paper was discussed with the ECCAS Secretariat and with representative from the ECCAS Regional Trade Facilitation Committee. The activity was closely coordinated with AfDB, which is supporting the TFA implementation for ECCAS member countries.

Outcome 3: Promote efficient logistics services

Outcome 3	Indicators	Means of verification
Promote efficient logistics services	Decrease in total logistic cost on selected corridors	Data collected by transport observatories

Immediate outcome 5	Indicators	Means of verification
Regulatory framework in place for each type of logistic service: (1) trucking services, (2) terminal operators, (3) inland waterways, (4) control agencies (customs), and (5) single	At least one country is engaged in paratransit services restructuring or improvement program	REC and country gazettes
Outputs	Indicators	Means of verification
<p>For each type of logistics service, a case study that includes:</p> <ul style="list-style-type: none"> • Analysis of the problems • Preparation of reform scenarios and review of options • Quantification of the cost of inaction • Political economy analysis • Assessment of capacity development and training needs for operators 	Three case studies carried out	Decisions of RECs and countries

Activity 3.1

Support COMESA-EAC-SADC Tripartite members with the development of regional guidelines on minimum standards for Road-Side Stations and Rest-Stops (RSS)

Objective

Provide technical support to the Tripartite Member RECs (COMESA-EAC-SADC) to conduct a study on the regional guidelines for RSS with the objective of developing a set of regional harmonized RSS guidelines, which will be adopted by the REC's respective Councils of Ministers. The guidelines will be developed as an umbrella framework of defined minimum, common, critical requirements and supplemented by corridor and national-level standards.

Achievements in 2019

- An SSATP consultant completed a series of field visits to selected countries, including Namibia, Botswana, Tanzania and Kenya, and held consultations with the corridor management institutions, private transport operators, and RSS promoters and operators. Consultations also took place with the SADC and EAC Departments of infrastructure as well as with selected development partners. To foster ownership, tripartite CMIs were included in the review process of the consultant report.

Pillar B: Urban Transport and Mobility

Table 7. Pillar B: Results Framework

High-level objective to which the pillar is contributing: Securing universal access by sustainable transport for urban populations by 2030

High-level objective	Indicators	Means of verification
Securing universal access by sustainable transport for urban populations by 2030	As defined in Sustainable Development Goals 11	United Nations report on progress in achieving the SDGs
Outcome 1: ENABLE - National and urban decision makers and technical staff aim to adopt, and can put in place, sustainable urban transport management approaches (including planning, monitoring, coordination, and financing mechanisms).		
Outcome	Indicators	Means of verification
ENABLE - National and urban decision makers and technical staff aim to adopt, and are capable of putting in place, sustainable urban transport management approaches (including planning, monitoring, coordination, and financing mechanisms)	At least six countries have integrated transport plans based on the EASI concept.	
Immediate outcome 1	Indicators	Means of verification
Institutional: Establishment of a clearly defined entity in charge of urban transport management and coordination, as well as assurance that key responsibilities are properly assigned and carried out.	At least two countries have set up a lead entity in charge of urban transport planning or have ensured that the main urban public transport responsibilities at the urban/metropolitan levels are clearly assigned and carried out.	Country decisions under their laws and regulations
Outputs	Indicators	Means of verification
Guidelines based on the best practice standards to support the establishment of an entity in charge of urban transport planning, management, and coordination with all stakeholders as well as a road map to serve as guidance to setting up a metropolitan entity in charge of urban transport planning.	Guidelines published	SSATP publications

Achievements in 2019

- SSATP organized two regional LUTP sessions in Livingstone, Zambia and Ouagadougou, Burkina Faso. Over 70 participants ranging from city planners to the Permanent Secretaries of the Transport Ministries attended the sessions.
- During the first session of the UN-Habitat Assembly that took place from May 27-31, 2019 at UN-Habitat headquarters in Nairobi, Kenya, SSATP co-organized alongside the UN-Habitat Assembly and UITP a high-level session on “Innovative Mobility for Sustainable Cities in Africa.” The panel aimed at sharing policy experiences, successes, and initiatives towards safe, inclusive and affordable mobility for all.

Immediate outcome 2	Indicators	Means of verification
Financing: Strengthening of the financial framework for urban transport management in African cities by developing guidelines to support the establishment of sustainable financing mechanisms	Dedicated source of financing for sustainable urban transport set up in at least two countries	Countries’ decisions and budgets under their laws and regulations

Outputs	Indicators	Means of verification
Guidelines and best practice standards for the design and implementation of sustainable urban transport financing mechanisms for African cities	Guidelines published	Guidelines published

Achievements in 2019

- The integrated UTM study was launched in additional four pilot countries (Benin, Burkina Faso, Mali and Togo) and focused on creating the sources of dedicated funding for urban transport management.
- The interim reports were shared with the authorities responsible for the urban transport and development system and other relevant shareholders for their reviews. National forums were later held in the four pilot countries to discuss the findings of the reports and recommendations, most of which were validated, and each country came up country-based roadmap for the implementation of the recommendations.

Outcome 2: AVOID - Build the capacity of urban decision makers and technical staff by familiarizing them with urban forms that minimize the need for motorized transport and favor public and nonmotorized transport

Outcome	Indicators	Means of verification
AVOID - Build the capacity of urban decision makers and technical staff by familiarizing them with urban forms that minimize the need for motorized transport and favor public and nonmotorized transport	At least six countries have integrated transport plans based on the EASI concept.	Country reports

Immediate outcome 3	Indicators	Means of verification
Public transport and urban forms that minimize the need for motorized transport are promoted in the planning of urban transport systems	At least two countries have strategies that give priority to public transport systems.	Country reports

Outputs	Indicators	Means of verification
Guidelines for effective promotion of public transport systems in national and municipal transport strategies	Guidelines published	SSATP publications

Achievements in 2019

- The integrated UTM study was launched in additional four pilot countries, focusing promoting the integration of the urban development plans and the urban transport planning. The country based recommended action plans integration of the of this national plan strategies were discussed. But the general recommendation was establishment of a well-coordinated system in the development and the implementation of the urban transport forms and the urban transport network. It also recommended the development of integration plans and strategies of the multimodal systems especially the non-motorized transport systems.

Outcome 3: SHIFT - Help urban decision makers and technical staff gain the knowledge of and competencies needed to make preliminary assessments on adopting and implementing sound integrated multimodal urban mobility plans that promote nonmotorized transport modes and the restructuring of informal public transport services

Outcome	Indicators	Means of verification
SHIFT - Help urban decision makers and technical staff gain the knowledge of and competencies needed to make preliminary assessments on adopting and implementing sound integrated multimodal urban mobility plans that promote nonmotorized transport modes and the restructuring of informal public transport services	At least 6 countries have integrated transport plans based on the EASI concept	Country reports

Immediate outcome 4	Indicators	Means of verification
Multimodal: Improvements in nonmotorized transportation and paratransit providing urban transport services in cities	At least one country is engaged in a paratransit service restructuring/ improvement program	Country reports
Outputs	Indicators	Means of verification
Guidelines for effective participation of paratransit modes in demand response with minimum standards of transport services based on African and global best practices	Guidelines published	SSATP publications

Achievements in 2019

- The integrated UTM study was launched in four additional pilot countries, focusing on restructuring paratransit transport systems.
- For each pilot country produced action plans with specific timelines for implementing the endorsed recommendations.

Outcome 4: IMPROVE - Help urban decision makers and technical staff gain the knowledge and competencies needed to take preliminary steps toward adopting and implementing the key measures needed to improve traffic conditions in cities of member countries

Outcome	Indicators	Means of verification
IMPROVE - Help urban decision makers and technical staff gain the knowledge and competencies needed to take preliminary steps toward adopting and implementing the key measures needed to improve traffic conditions in cities of member countries	At least six countries have integrated transport plans based on the EASI concept	Country reports
Immediate outcome 5	Indicators	Means of verification
Improvements in traffic management and control in cities	Traffic and parking management program launched in at least two countries	Country reports
Outputs	Indicators	Means of verification
<ul style="list-style-type: none"> • Guidelines to support planning and implementation of efficient traffic and parking management • Promotion of best practices for secondary cities 	<ul style="list-style-type: none"> • Guidelines for traffic management published • A showcase for secondary cities published 	SSATP publications
Immediate outcome 6	Indicators	Means of verification
UTM for secondary cities: Best examples of urban transport management in secondary cities highlighted	Traffic and parking management program I launched in at least two countries	Country reports
Outputs	Indicators	Means of verification
<ul style="list-style-type: none"> • Guidelines to support planning and implementation of efficient traffic and parking management • Promotion of best practices for secondary cities 	<ul style="list-style-type: none"> • Guidelines for traffic management published • A showcase for secondary cities published 	SSATP publications

Achievements in 2019

- The integrated UTM study launched a focused country diagnostic and assessment in additional four pilot countries focusing on the key areas of integrated UTM management and delivering national government support for traffic management and control, particularly in secondary cities.
 - The interim reports were shared with the authorities responsible for the urban transport and development system and other relevant shareholders. National forums were later held in the four pilot countries to discuss the report findings and recommendations.
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Pillar C: Road Safety

Table 8. Pillar C: Results Framework

High-level objective to which the pillar is contributing: Enabling the African Union Commission (AUC) and UN Economic Commission for Africa (UNECA) to inspire countries to achieve the UN Decade of Action for Road Safety 2011–2020 and Africa Road Safety Plan 2011–2020 goals

High-level objective	Indicators	Means of verification
Enabling the African Union Commission (AUC) and UN Economic Commission for Africa (UNECA) to inspire countries to achieve the UN Decade of Action for Road Safety 2011–2020 and Africa Road Safety Plan 2011–2020 goals	As defined in the UN Decade of Action goals and Africa Road Safety Action Plan goals as well as targets defined under SDG 3	United Nations, World Bank Group (WBG), AUC, UNECA, Regional Economic Communities (RECs) reports
Outcome 1: Improved capacity for African countries to manage and monitor performance		
Outcome	Indicators	Means of verification
Improved capacity for African countries to manage and monitor performance		
Immediate outcome 1	Indicators	Means of verification
Stronger knowledge and understanding of status and prospects of attaining road safety goals in Africa	<ul style="list-style-type: none"> • African Road Safety Charter adopted by African ministers • Regional road safety observatory set up in one REC • African road safety observatory concept and a preliminary road map developed • Road safety monitoring and evaluation strategies and systems available in three countries 	
Immediate outcome 2	Indicators	Means of verification
Proposal of, and agreement on, harmonized set of road safety performance indicators that can be produced and published in a sustainable way in all African countries	<ul style="list-style-type: none"> • African Road Safety Charter adopted by African ministers • Regional road safety observatory set up in one REC • African road safety observatory concept and a preliminary road map developed • Road safety monitoring and evaluation strategies and systems available in three countries 	

Immediate outcome 3	Indicators	Means of verification
Development of sub regional and regional observatories	<ul style="list-style-type: none"> • African Road Safety Charter adopted by African ministers • Regional road safety observatory set up in one REC • African road safety observatory concept and a preliminary road map developed • Road safety monitoring and evaluation strategies and systems available in three countries 	
Outputs	Indicators	Means of verification
<ul style="list-style-type: none"> • Progress monitored at the continental, regional, and country level on implementation of the Africa Road Safety Plan of Action • Country analysis of reporting status, actions, and progress • Road safety data that observatories need have been identified • Road safety data management capacity and needs assessed at country, regional, and continental level • Road safety data are harmonized 	<ul style="list-style-type: none"> • Data needs assessment completed • Action plans adopted to collect indicators • Guidelines for data monitoring systems developed 	SSATP publications and progress reports

Achievements in 2019

- Held the first General Assembly of the African Road Safety Observatory (ARSO) in Durban, South Africa in June 2019. ARSO was formally established during this meeting. A governance structure was also proposed for the regional road safety observatory.
- Harmonized road safety data and reporting. A minimum list of road safety indicators to be monitored by each African country was adopted.
- Finalized ARSO's 2019-2021 work plan for implementing crash-related data collection procedures, improving other road safety related areas, such as vital registration records, and adopting selected global performance indicators.
- Organized the #Roads4Life storytelling contest and social media campaign that organically reached more than 16.9 million people worldwide in only two months, from July 1-August 31, 2019.
- Organized the 2nd and 3rd editions of the African Road Safety Leadership Program held in Abidjan, Côte d'Ivoire and Midrand, South Africa, respectively, bringing together over 50 participants from 18 African countries to raise the profile of road safety leadership in Africa. The program addresses the road safety skill gaps of senior policymakers, road safety influencers, and high policy officials of transport and health agencies at the national, provincial/state, and municipal levels of government, as well as other stakeholders.

Outcome 2: Promotion of effective road safety policy and strategy formulation and implementation at the country and regional levels

Outcome	Indicators	Means of verification
Promotion of effective road safety policy and strategy formulation and implementation at the country and regional levels	Recorded stabilization of crashes in three countries	Global reports and country reports

Immediate outcome	Indicators	Means of verification
<ul style="list-style-type: none"> Country road safety policies and strategies better aligned to the UN Decade of Action and Africa Road Safety Action Plans goals Effective high-impact road safety interventions implemented 	<ul style="list-style-type: none"> Three countries adopt strategies that reflect the Africa Road Safety Action Plan Five countries report actions on high-impact road safety interventions Three countries/cities prepare road safety strategies 	Country reports
Outputs	Indicators	Means of verification
<ul style="list-style-type: none"> Existing countries policies and strategies reviewed and required changes identified to better align them with the UN Decade of Action Road safety capacity and institutions assessed and needs for policy and strategy development identified in selected cities to advance urban road safety strategies Road safety capacity for policy and strategy development strengthened in the cities 	<ul style="list-style-type: none"> Three countries have prepared road safety strategies. Guidelines were developed for road safety policy on urban areas. 	Country reports

Achievements in 2019

- Assisted the Government of Côte d'Ivoire with developing a national road safety strategy; based on findings from a diagnostic of the road safety conditions in the country, SSATP developed a comprehensive road safety policy and multisectoral strategies for improving road safety. The strategy was discussed and validated by key stakeholders at a multisectoral workshop.
- Developed first-ever road safety strategy for the Government of Guinea Bissau based on findings from a diagnostic study of the road safety conditions in the country. With the assistance of a consultant, a review of the existing situation and the roles and capacity of the key stakeholder was undertaken. The findings were used to develop a clear and focused strategy for the country.
- Supported the Governments of Togo, Benin, Eswatini, Lesotho, Sierra Leone and the Gambia with the development of a national road safety strategy and the establishment of an institutional framework for road safety management. Six additional countries benefitted from the support of SSATP consultants and staff towards the development of road safety strategies that are strategic and aligned to the global and continental plans and lines of action. Through stakeholder consultations and institutional reviews, key issues and actions were identified; now, comprehensive multisectoral strategies are being developed for country stakeholder review.

Outcome 3: Stimulation of good practice in road safety management.

Outcome	Indicators	Means of verification
Stimulation of good practice in road safety management.	<ul style="list-style-type: none"> Increase in the number of Sub-Saharan countries with fully empowered cross-sectoral lead agency Support of the development of strong institutions focused on road safety 	Data collected by Global Status Report and FIA country profiles
Immediate outcome	Indicators	Means of verification
Regulatory framework in place for each type of logistic service: trucking services, terminal operators, inland waterways, control agencies (customs), single windows	<ul style="list-style-type: none"> Two new countries decide to create lead agencies Two countries decide to raise the profile of their lead agency Organization of lead agencies created in one subregion Network of legislators for road safety set up 	

Outputs	Indicators	Means of verification
<ul style="list-style-type: none"> Operational guidelines for road safety lead agencies, including review of the status of the creation of road safety lead agencies by African countries and criteria for gauging their effectiveness Capacity development plan prepared for road safety lead agencies Policy notes on the creation of lead agencies and on raising the profile of lead agencies and funding lead agencies Guidance note on the creation of a regional organization of lead agencies 	<ul style="list-style-type: none"> Guidelines produced Capacity assessments completed Identification of one regional secretariat for regional lead agency organization 	Country and global reports

Achievements in 2019

- Assisted the Government of Sierra Leone with strengthening of the Sierra Leone Road Safety Agency (SLRSA). Two key areas were proposed: (i) creating a road safety database and (ii) facilitating SLRSA Corps and Traffic Police collaboration and capacity building. Both these activities will be supported financially through an ongoing World Bank Transport Project. The SSATP Pillar Lead worked with the Task Team Leader (TTL) of the approved World Bank Freetown Integrated and Resilient Urban Mobility Project and the Sierra Leone Road Safety Authority (SLRSA) on road safety capacity building initiatives and appropriate policies to be adopted.
- Provided support to Kenya's National Transport Safety Agency (NTSA) to help improve the agency's capabilities and operational performance. Ongoing discussions with NTSA to identify capacity building areas for improving their operational performance. Key areas identified focus on improving the vehicle registration and driver licensing systems; both will be funded under an upcoming World Bank Project.

Outcome 4: Better integration of road safety policy and interventions in locally and externally funded road developments

Outcome	Indicators	Means of verification
Better integration of road safety policy and interventions in locally and externally funded road developments	Effective use by development partners, road funds, and municipalities of guidelines to improve the effectiveness of their support of road safety	Data collected by countries and development partners
Immediate outcome	Indicators	Means of verification
Capacity of development partners, road funds, and municipalities strengthened to improve effectiveness of their support of road safety	<ul style="list-style-type: none"> Use of SSATP guidelines confirmed Establishment of a network of road safety legislators for Africa 	Country data and development partner reports
Outputs	Indicators	Means of verification
Guidelines on how development partners can improve support for road safety through investments, how local funding of road safety could be made more effective, and how to mainstream road safety in urban road projects	<ul style="list-style-type: none"> Review portfolios of development partners and begin the preparation of guidelines based on findings Partner with ARMFA to support strategies to mainstream road safety into road maintenance as part of its dialogue with road agencies Development of guidelines 	Decisions by countries

Achievements in 2019

- SSATP was invited to join the Task force on Transport and Connectivity on Road Safety Road Safety of the “New Africa-Europe Alliance for Sustainable Investment and Jobs between Europe and Africa” to share knowledge and good practices on how to improve road safety in the African continent. The task force focused on prioritizing road safety priorities for Africa in the coming years and defining opportunities for the European Union to assist the African Union in building the agenda. Top among the priorities was building the capacity of the African Road Safety Observatory to monitor Africa’s road safety performance and provide evidence-based solutions to reduce the fatality and serious injury rates of the continent.
 - Served as a key technical partner of the EU financed Safer Africa Project, which closed in October 2019. The project consortium is based on the participation of 17 European and African partners coordinated by the Research Centre for Transport and Logistics of Sapienza University of Rome. Led by a management board consisting of 11 prominent international institutions – AU, EU, WB, AfDB, UNECA, WHO, IRF, IRU, ITF, FIA, and PIARC, the Safer Africa project set up a Dialogue Platform between Africa and Europe to influence the process towards road safety improvement in African countries. It grew to become an active community of 192 stakeholders from 42 African countries who are working to foster the planned actions of generating awareness of, and building knowledge on, road safety governance in Africa.
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