



Second Development Plan Completion Report 2008–2014

Second Development Plan

Completion Report

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2008 - 2014

November 2015



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 40 African countries: Angola, Benin, Burkina Faso, Burundi, Cameroon, Cape Verde, Central African Republic, Chad, Comoros, Congo, Democratic Republic of the Congo, Côte d'Ivoire, Ethiopia, Gabon, The Gambia, Ghana, Guinea, Guinea-Bissau, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Morocco, Mozambique, Namibia, Niger, Nigeria, Rwanda, Senegal, Sierra Leone, South Sudan, Swaziland, Tanzania, Togo, Tunisia, Uganda, Zambia, Zimbabwe

8 Regional Economic Communities:

2 African institutions: UNECA, AU/NEPAD

Financing partners for the Second Development Plan: European Commission (main donor), Austria, France, Norway, Sweden, United Kingdom, Islamic Development Bank, African Development Bank, and World Bank (host)

Many public and private national and regional organizations

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Acronyms

AFCAP	African Community Access Program
AFD	French Development Agency
AfDB	African Development Bank
AGEPAR	Association of African Directors of Roads
ALCO	Abidjan – Lagos Corridor Organization
ARMFA	African Road Maintenance Funds Association
ARTA	African Rural Transport Association
ASANRA	Association of Southern National Road Agencies
AUC	African Union Commission
BRT	Bus Rapid Transit
CCTTFA	Central Corridor Transit Transport Facilitation Agency
CICOS	International Commission on the Congo-Oubangui-Sangha Basin
CODATU	Cooperation for Urban Mobility in the Developing World
DFID	Department for International Development
DP1	First long-term Development Plan
DP2	Second Development Plan
DP3	Third Development Plan
EC	European Commission
ECOWAS	Economic Community of West African States
FESARTA	Federation of East and Southern African Road Transport Associations
GPF	Governance Partnership Facility
gTKP	global Transport Knowledge Partnership
HDM	Highway Design and Maintenance Model
LPI	Logistics Performance Index
M&E	Monitoring and Evaluation

MDG	Millennium Development Goal
MoU	Memorandum of Understanding
NEPAD	New Partnership for Africa's Development
NMT	Non-motorized transport
NSO	National statistical office
OKR	Open Knowledge Repository
PAS-55	Publicly Available Specification
PGPTS	Pro-poor pro-growth Transport Strategies
PIDA	Program Infrastructure Development for Africa
PPP	Public Private Partnership
REC	Regional Economic Community
REC TCC	Regional Economic Communities Transport Coordination Committee
SDG	Sustainable Development Goal
SECO	Swiss Confederation, State Secretariat for Economic Affairs
Sida	Swedish International Cooperation Agency
SLoCaT	Partnership on Sustainable Low Carbon Transport
SSA	Sub-Saharan Africa
SSATP	Africa Transport Policy Program
TAH	Trans-African Highway
TFF	Trade Facilitation Facility
TSDMS	Transport Sector Data Management System
UATP	African Association of Public Transport
UCLG	United Cities and Local Governments
UNECA	United Nations Economic Commission for Africa
UNEP	United Nations Environmental Programme

1. Introduction

The Africa Transport Policy Program (SSATP) is a knowledge-based regional program aimed at helping countries, regional economic communities and development partners to implement sound policies and strategies leading to provision of safe, reliable, efficient and affordable transport. The SSATP is a partnership comprising 40 African countries, 8 regional economic communities, two African institutions (African Union Commission-AUC and United Nations Economic Commission for Africa-UNECA), many public and private national and regional organizations and international development agencies and organizations. In 2008, 35 African countries were members¹. Since then, 5 new countries (Comoros, Morocco, Sierra Leone, South Sudan and Tunisia) have become members of the SSATP. The membership of Morocco and Tunisia resulted from the opening of the SSATP to North African countries in 2012.

Nine financing partners (five bilateral agencies - Austria, France, Norway, Sweden, United Kingdom - and four multilateral agencies - the European Commission, the African Development Bank, the Islamic Development Bank, and the World Bank) supported the SSATP during its recently completed Second Development Plan. The World Bank hosts the program. Details on the SSATP institutional set-up are in Annex 1. SSATP was founded in 1987 at the initiative of the World Bank and UNECA with the support of the nine founding countries. The history of the program is told in the 2011 SSATP document: 1987-2011 SSATP - Africa's transport: A promising future.

During the past two decades or so, the African economy has experienced high growth, and, in parallel, the African countries have made significant progress in improving their transport systems. SSATP activities have been associated to those improvements. The management of infrastructure has improved, making transport safer, providing better accessibility and better connecting the countries. Many of the countries have improved the allocation of resources, especially as regards road maintenance, by entrusting this task to newly created road agencies, funded by commercially managed road funds, to manage maintenance, and making them more autonomous.

With 16 out of the 54 countries in the region being landlocked, and their economies largely dependent on good connections with the nearest ocean ports, the need for improved linkages, physically and operationally, between the inland and transit countries remains substantial. Regional trade has also a huge mostly untapped potential for generating economic growth. In this respect, railways have an

¹ Angola, Benin, Burkina Faso, Burundi, Cameroon, Cape Verde, Central African Republic, Chad, Congo, Democratic Republic of Congo, Côte d'Ivoire, Ethiopia, Gabon, The Gambia, Ghana, Guinea, Guinea-Bissau, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mozambique, Namibia, Niger, Nigeria, Rwanda, Senegal, Swaziland, Tanzania, Togo, Uganda, Zambia, Zimbabwe

important role to play at regional level in addition to the domestic services that they provide. Most countries have sought to improve the operational efficiency and financial performance of their decaying railway system, mainly via concessioning their operations, some with more success than others.

At the same time, the region's transport system, if it is to help the condition of the poor, that are mostly rural, need to further improve its coverage and condition, to facilitate mobility and provide access to economic opportunities and services. In parallel, the rapid urbanization throughout the region makes increasing demand on the transport systems of cities and towns. Other themes have emerged in recent years that preoccupy governments of the region, such as the need to improve governance, adapt to and mitigate the impact of climate change, and address gender issues.

The SSATP has acquired enormous experience with the transport issues of the countries of the region. At the same time, the SSSATP enjoys the strong support of a large number of funding partners that are themselves knowledgeable of those issues. This provides to the SSATP partnership with the countries and regional organizations a strong opportunity to design development plans tailored to the needs.

The mission of the SSATP is to facilitate policy development and capacity building in the transport sector in Africa. SSATP activities follow the policy development cycle: knowledge creation and dissemination, advocacy, knowledge application and lastly monitoring and evaluation during implementation. Since the beginning, SSATP's focus has been on knowledge-based activities, resulting in the publication of documents prepared by SSATP team. Over time, SSATP has continually increased the countries' access to knowledge, via workshops, bulletins highlighting the documents, other media, and its website. At the same time, the countries themselves have increased their role in demanding and orienting SSATP activities that are responsive to their needs.

This completion report of the SSATP Second Development Plan (DP2) presents:

- Summary of the DP2.
- Activities carried out during the reporting period and achievements by using indicators specified in the results framework.
- Difficulties encountered constraints, risks and measures taken to overcome challenges.
- Changes introduced in implementation. One important change in the SSATP directions in recent years is a higher focus on results-oriented activities. This Completion Report follows that focus as much as possible.
- Lessons learned.
- Financial overview.

2. The Second Development Plan (DP2)

The 2007 Strategic Framework

The DP2 was launched in 2008, and was originally scheduled to close in 2011. It followed the SSATP's first long-term development plan (DP1) during the 2004-2008 period. The DP2 incorporated the lessons from its previous plans and in particular of the Output to Purpose Review in 2006. Identification of the DP2 started very early during the 2005 SSATP annual meeting in Bamako and was the subject of several consultations with stakeholders as well as funding partners. The October 2007 Second Development Plan² presented the proposed approach and implementation strategy for the period of the plan.

The major themes of the DP2 when it was originally formulated are summarized in the following three sections. The logical framework included in the 2007 document is provided in Annex 2.

Comprehensive pro-poor and pro-growth transport sector strategies

Transport strategies are important instruments to guide the allocation of scarce resources to transport activities contributing to economic growth and poverty reduction. They also need to appropriately address cross-cutting issues such as sector governance, road safety, gender, employment, and environment. Following the Poverty reduction and transport strategy review under the DP1, SSATP was requested under the theme to (i) provide a general guidance note for countries to implement such strategies and (ii) advocate country implementation with support from other donors or governments' own funds. The Program was also to develop a pragmatic methodology for monitoring the impact of transport investment on poverty reduction.

This theme also aimed at addressing cross-cutting issues such as road safety, gender, employment and environment in relation to the other themes. Climate change is a major challenge facing the world and transport is a significant contributor to the problem. In this regard, the DP2 was to engage in raising awareness on the negative impact of transport on climate and promoting innovative ideas and good practices for reducing CO2 or gas emissions in African countries. Governance and anti-corruption was also an issue, which was gaining prominence following the work undertaken by many institutions including the global Transport Knowledge Partnership (gTKP). The work program in this area was expected to focus on governance issues related to road funds and road agencies, the governing bodies in the road sector. The theme also included activities related to other

² Second Development Plan 2008-2011. SSATP. October 2007.
<http://www.ssatp.org/sites/ssatp/files/pdfs/Missionstatement/DP2%5b1%5d.pdf>

cross-cutting issues such as road safety and HIV/AIDS prevention. Finally, the DP2 was to develop an integrated transport indicators database, with a specific support from the Austrian aid.

Sustainable institutional and financial arrangements for road infrastructure and rural and urban transport services

This theme refers to the continuing need to improve the institutional and financial mechanisms in the transport sector for both transport infrastructure and services, particularly in rural and urban transport. Three specific areas would be addressed: sustaining *road management & financing reforms*, sustaining *rural transport*, and improving *urban mobility*. Lessons for sustaining the efficiency of the sector would be drawn by measuring the impact of reforms. The SSATP would facilitate policy dialogue, experience sharing, and collaboration with development partners. DP2 would focus on good practices and the move toward intensive and focused advocacy (targeting policy makers). The Program would also support or rely on existing professional networks, such as the African Road Maintenance Funds Association (ARMFA), the Association of Southern National Road Agencies (ASANRA), the Association of African Directors of Roads (AGEPAR) and the African Rural Transport Association (ARTA).

During the implementation of DP2, at the request of stakeholders, this theme was broadened to cover all land transport infrastructure rather than roads only, and a major focus was added aimed at helping improve the performance of railway systems.

Improving transit transport along selected corridors

The third theme is concerned with improving Africa's transit transport through support to be provided to the Regional Economic Communities (RECs) in preparing and implementing policies and strategies for better corridor management and improving flow of merchandises and people along selected corridors. Under this theme, the Program would also provide evidence collected through corridor monitoring and observatories, and strive to increase knowledge of transport and logistics costs patterns along the main Sub-Saharan African corridors. It would focus on the bottlenecks in transit corridors, and the use of legal instruments and strategies' implementation for cross-border transport services and infrastructure. Finally, the Program would enhance and strengthen the links between national coordinators and the grouping of transport specialists from the RECs (the REC-TCC), as well as corridor management institutions and national trade facilitation committees.

Midterm Review

The Midterm Review³ of the DP2 carried out at end 2011-early 2012 concluded that SSATP's contribution to foster sound transport policies and strategies in Africa was still limited. Reasons such as delays in the availability of the financial contributions to the DP2, change of Program Manager at the beginning and in the middle of the DP2, delays in mobilizing the core team in 2009 who had all left mid-2011, delays for the team in becoming operational, difficulties at managerial level during the first years and sometimes micro-management by the Board hampering efficiency, explain a slow start of the DP2.

However, the mid-term review identified also more substantive reasons. The review was based on an analysis of the SSATP documentation, 22 interviews with SSATP Board members, management team and staff contributing to the SSATP, 56 interviews during field missions to six countries, and comments received during meetings to validate the review. The assessment of the SSATP performance was based on the answers to seven questions:

- To what extent the SSATP DP2 addressed the needs of the transport sector in SSA?
- To what extent the SSATP DP2 work program implementation supported RECs and partner countries transport policy reforms?
- To what extent the SSATP governance system was supportive to achieve the best possible outputs for the volume of funding received?
- To what extent the SSATP DP2 led to consistent policy reforms in partner countries, harmonized regionally?
- To what extent the SSATP DP2 activities provided an added value in regional and national transport policy reforms?
- To what extent the SSATP DP2 activities were coordinated with other partners' interventions?
- To what extent the SSATP DP2 contributed to promote transport policy cross-cutting issues?

The review proposed a set of recommendations that emphasized the need for SSATP to take a more results-oriented approach, restructure its governance structure, leverage partnerships, and strengthen stakeholders' ownership of the Program. The recommendations are listed in the following box.

³ Joint mid-term review of the Second Development Plan of the Sub-Saharan Africa Transport Policy Program (SSATP). European Commission. July 2012.

Box 2.1 Recommendations of the Midterm Review

Towards an Africa partnership

- Adjust the SSATP mission statement to merging needs for sound policy dialogue
- Define the transport policy framework being the goal of the SSATP, with progress to achieve during the plan's period
- Anchor the SSATP in Africa
- Promote cross-fertilization by extending SSATP coverage to North Africa
- Diversify SSATP resources to embody the African partnership and allow a long term perspective

Integrate partnership in the governance structure

- Adapt the governance system to a continental partnership, with the political backing of the African Union
- Tackle emerging challenges combined to a demand-driven approach
- Mutualize knowledge generation among donors
- Increase leverage capacity with country and RECs delegates contributing to nurturing in thematic working groups and task forces
- Organize Africa Transport Policy Forum every two years and regional workshops alternatively

Focus on sustainable price reduction of mobility

- Enlarge SSATP coverage to all modes of land transport
- Focus SSATP contribution on infrastructure management and transport services fair competition
- Prioritize policy development stages in focusing SSATP activities, considering the plan's duration

Achieving SSATP outcomes

- Strengthen SSATP core team
- Adjust advocacy to the Internet era on behalf of a model of diffuse dissemination

The retreat organized with the Board and the SSATP donors in Addis Ababa in April 2012 to review the findings and recommendations of the mid-term review noted the changing needs and circumstances in Africa and new initiatives being launched in the continent, including the Program for Infrastructure Development (PIDA). This further reinforced the need to refocus the Program and anchor it in Africa. The recommendations of the resulting Action Plan included inviting the African Union Commission (AUC) to join the SSATP Board, relocating core staff of the SSATP in Africa, aligning SSATP with PIDA and other key initiatives, making SSATP an Africa-wide program by inviting North African countries to join, revamping the work plan to increase advocacy and focus on results, and establishing a new governance structure. Table 2.1 presents the road map agreed during the retreat and the progress made. For reference, the road map proposed in the mid-term review is presented in Annex 3.

Table 2.1 Progress on road map agreed in the Addis-Ababa Retreat in April 2012

Action
Invite AUC to become part of the SSATP Board
Progress
AUC is member of the Board.
Action
Prepare analysis of options for the physical and institutional relocation of SSATP
Progress
One staff relocated to Zambia during the DP2 in 2012 and the first six months of 2013. A second staff was based in Tanzania the first six months of 2014.
The analysis of options for the physical and institutional relocation of SSATP was provided to the Board.
For the DP3, the decision has been confirmed to relocate the program to Africa. The relocation has been budgeted accordingly.
Discussions remain to take place between the World Bank and the African Development Bank on the collaboration between the two banks as suggested during a donors' meeting in June 2013.
Action
Review the coherence of SSATP with PIDA and other initiatives and how SSATP is positioned in the current institutional framework of these initiatives
Progress
The coherence with PIDA and the Luanda declaration after the second session of the Conference of African Ministers in 2011 as well as with the African Road Safety Action Plan adopted by the African Heads of States in early 2012 was confirmed when preparing the DP3 2015-2018.
In the institutional architecture of the PIDA, SSATP is accepted as provider of expertise on transport policies in Africa:
<ol style="list-style-type: none">1. SSATP worked with the African Union Commission and UNECA to develop norms and standards for the Network of Trans-African Highways and to prepare the African Road Safety Charter. Both documents were endorsed during the Third Session of the Conference of African Ministers of Transport in Malabo in April 2014.2. During the Conference of African Ministers of Transport in Malabo, SSATP was instrumental in bringing the issue of transport in the SDGs in the agenda of the Conference. The Conference decided to prepare a communication from the High Committee of African Heads of States to the UN Open Working Group in charge of identifying SDGs for approval by the UN General Assembly in 2014.3. SSATP is working with the African Union Commission and the UNECA to assess progress in the implementation of the African action plan on road safety, to advocate acceleration of the action plan and obtain a commitment from countries that will be presented together with the assessment during the Ministerial conference for the mid-term review of the Decade of Action in Brasilia in September 2015.
Action
Make SSATP more demand driven: Clarify with Mid-Term Review consultants how they reached this conclusion
Progress
The clarification from the consultant was provided to the Board in April 2012.
The DP3 (2014-2018) was prepared in consultation with stakeholders (workshops organized in partnership with sector organizations, survey of stakeholders, SSATP annual meetings).
The new institutional framework for the SSATP proposes to create working groups for each of the three clusters of the DP3 to plan and oversee annual work programs. The first meetings of the working groups took place in June 2014 (road safety) and October 2014 (integration, connectivity, cohesion and urban mobility and accessibility) to plan the 2015 work program.
The structure of the DP3 establishes two phases to allow more flexibility to adjust the program of activities to the demand after the first phase.
Action
Start dialogue with AUC on mission statement for endorsement at higher level
Progress
The documents for the DP3 including mission statement, results framework, implementation arrangements were reviewed by the SSATP stakeholders during the 2012 and 2013 annual meetings. The AUC chaired the session of the 2012 annual meeting on the institutional aspects of the SSATP.

Action
Request AUC to invite North African countries to join the program
Progress
Morocco and Tunisia joined the SSATP in 2013 and 2014. Contacts will be pursued with the other North African countries.
Action
Decide on priorities for completion of DP2 based on activities proposed in draft 2011 annual report
Progress
The annual work programs under the DP2 for 2013 and 2014 and the DP3 were presented to the SSATP General Assembly in December 2012 and 2013 respectively.
Action
Draft paper on potential priorities beyond DP2 to be submitted to the Board
Progress
Potential priorities beyond DP2 were discussed as part of the consultation process for the DP3.
Action
Send letter to Ministers on Permanent Secretaries as National coordinators and creation of working groups
Review graph on governance structure and provide reasoning
Finalize governance structure
Progress
A letter was sent to the Ministers in July 2012.
Permanent Secretaries represented their countries at the SSATP General Assembly in 2012 and 2013.
The proposed new governance structure was discussed during the 2012 and 2013 annual meetings. Responsibilities at the various governance levels are detailed in the new legal statute of the SSATP for the DP3. Two countries are now in the Board. The framework also includes the high level experts' group, the working groups and the General Assembly. The governance structure was adopted during the 2014 General Assembly with designated representatives from African institutions, regional economic communities, countries and development partners.
Action
Prepare terms of reference of consultants
Prepare business plans
Decision on SSATP business plan
Progress
The annual work programs equivalent to the business plans will be prepared in consultation with the working groups. As explained above, preliminary meetings have taken place and will continue now that the DP3 has launched. Work programs will include concept notes with budgets, timeline, results and responsibilities.
Action
Strategy to be included in business plan
Progress
The strategy for the DP3 was prepared and agreed during the 2012 and 2013 annual meetings and will underpin the business plans/work programs prepared with the working groups.
Action
Prepare revised SSATP framework for completion of DP2
Prepare framework for DP3 as part of business plan
Progress
The revised results framework was prepared after the Addis retreat in 2012 and provided in the January-June 2012 progress report.
A results framework is included in the DP3 documents.

Action
Develop preparation plan for review by the Board in careful coordination with other transport events organized in Africa
Progress
Meetings to prepare the DP3 took place jointly with other events (CODATU for urban mobility, WHO/UNECA workshops for road safety, FESARTA road transport forum for regional integration). The first meetings of the working groups on the 2015 annual work program of the DP3 took place at the same time than the Africa Sustainable Transport Forum.
Action
Continue discussion with development partners contributing to the multi-donor trust fund and finalize amendment to the DP2 agreement
Progress
The amendment to the administrative agreement for the DP2 was finalized in June 2014.
Action
Prepare extension of the DP2 closing date until June 30, 2014
Progress
A second extension was granted in the spring of 2014 with closing date of March 31, 2015.

The logical framework of the DP2 was revised after the April 2012 retreat to better reflect the focus on results and the capacity of the SSATP to achieve results based on available resources. The revised framework is provided in Annex 4.

Three activities under the refocused program after the MTR have special significance in terms of measuring results, because they aim to rate performance of the transport sector. First, the search for appropriate monitoring indicators led to the identification of indicators of governance in the transport sector. The second activity focuses on assessing the effectiveness of government transport policies. The third activity deals with establishing a framework for performance assessment of road agencies. These three activities involve the identification of an elaborate set of variables, and ways to measure them, with the overall aim to rate performance. More details on these activities are provided in chapters 3 to 5.

The MTR noted that SSATP had not made an effective use of communications. The MTR suggested that the Program should take maximum advantage of the opportunities offered by modern communications technology. Recognizing the value of effective communications and outreach, SSATP developed a strategy that aims to position it as a central Program for policy development in the Africa transport sector and for building capacity of African countries and regional institutions to develop effective transport policies. The strategy covers all areas of SSATP's communications needs, and its long term goal is to increase both the level of interest and engagement of all SSATP stakeholders through a variety of communications tools. More information on the strategy and its implementation is provided in Chapter 6.

During the DP2, SSATP was expected to develop partnerships and expand relations with a number of agencies and organizations. At the same time, SSATP would step up its relationship-building efforts with key partners throughout Africa to improve impact and ownership of the program and strengthen its sustainability. Chapter 6 presents the efforts made to develop partnerships under the DP2. Learning from this experience, the requirement for partnership has been embedded in the Third Development Plan (DP3).

Following the MTR and the refocus it recommended and considering the implementation delays due to late arrival of funds, the funding partners granted an initial extension of the DP2 for one year with a new closing date of June 30, 2014. In May 2014, because the SSATP portfolio included activities that were at an early stage at the start of 2014, a second extension was granted for an additional nine months until March 31, 2015.

3. Comprehensive Pro-Poor and Pro-Growth Transport Sector Strategies

Sound transport strategies are essential to guide the allocation of scarce resources to transport activities, contributing to economic growth and poverty reduction. Following efforts to relate transport strategies to poverty reduction, many countries developed new transport strategies in the 2000 decade. Such strategies represented an important step forward. Work was needed both to update such strategies where they existed, making them broader and more relevant, with more attention to policies and the soft side of the strategy beyond satisfying infrastructure needs, and to assist countries to develop new strategies where they did not exist. At the same time, there is increasing interest, by governments as well as in the development community, to improve governance as a prerequisite for successful implementation of the strategies. This requires identifying performance indicators and the kind of data that is necessary for their establishment. Good data is at the core of being able to formulate a sound strategy, monitor implementation, assess the performance of policies and rate the quality of governance in the transport sector and its agencies. There is also a need to appropriately address cross-cutting issues such as road safety, environment and gender. Transport operations generate important negative externalities. Road transport is the biggest generator of such externalities, notably crashes and environmental impact. These externalities impact the health of the people, mortality as well as morbidity, especially the poor and vulnerable. Governments are also increasingly concerned with issues of inclusiveness and equity affecting gender.

Transport Sector: Strategies, Policy Performance, Governance and Data

Strategies

Past SSATP work on transport sector strategies intended to promote pro-poor pro-growth transport strategies (PGPTS) through a participatory process⁴. This could comprise transport sector updates, sector vision developed by the stakeholders, investment frameworks, policy measures and strategies, monitoring frameworks, awareness raising of sustainable transport strategies facilitating economic growth and poverty reduction. The SSATP assisted Sierra Leone and Burkina Faso with the preparation of the initial transport strategy documents and later with the evaluation of the implementation of the PGPTS process. The preparation of the PGPTS in both countries involved close consultation with a broad range of stakeholders, including government policy makers and technical

⁴ This followed the work initiated under the first development plan which developed a methodology for the development of pro-poor pro-growth transport strategies and harmonization with poverty reduction strategies. SSATP Working Paper 89. A framework for Pro-Growth, Pro-Poor Transport Strategy. Guidance Note. T.N.Mitiku, 2009.

staff in the transport sector as well as in agencies focusing on poverty reduction and public investments, transport companies, clients. SSATP prepared a separate report on each country documenting the process followed and the lessons learned, as a tool to guide similar work in the future.

The transport strategy, including a sector development plan prepared for Burkina Faso and approved by the government, was used in the facilitation of a round table between the government and Burkina Faso's development partners. There was substantial progress in the implementation of the PGPTS (see Box 3.1). The transport strategy for Sierra Leone did not receive parliamentary approval. There was significant progress in implementation of key road and aviation infrastructure projects, currently at various stages of completion. Initiatives that address the organization of the transport system and transport sector oversight to achieve the desired transport outputs and outcomes lag behind.

Box 3.1 Transport Strategy for Burkina Faso

The PGTPS process starts from ongoing (at the time) transport strategies and updates them to ensure that resources are directed to transport interventions that support economic growth and poverty reduction, as well as to create a vibrant transport sector. It aims at promoting a transport sector that plays a critical role in ensuring that the 'pro-growth' approach has pro-poor effects in the long run.

Status of the PGTPS in Burkina Faso: Formally adopted by the Government.

Role of SSATP: SSATP facilitated consultation for the preparation of the PGTPS and an SSATP-financed consultant carried out an ex-post evaluation of the PGTPS .

The Burkina Faso PGTPS (2011-2015) updated and revised the 10-year transport strategy that had been adopted in 2000 under the name Second Sectoral Program for Transport and Tourism. A major innovation of the 2011-2015 strategy is to involve the national and international private sector in the financing of the transport sector through the use of PPPs.

Results: The PGTPS led to major reforms in policies and institutional set up:

- Merging of the two agencies responsible for the transport sector, the Ministère des Infrastructures et du Désenclavement and Ministère des Transports into the Ministère des Infrastructures, du Désenclavement des Transports.
- Creation of a Permanent Secretariat for transport sector programmes.
- Creation of a service responsible for urban transport focusing on urban mobility.
- Creation of a new Directorate responsible for the facilitation and promotion of river transport.
- Reinforcing the institution set up for urban transport, improving the coordination of the various operators and other stakeholders in urban transport.
- Development of containerization, conducting seminar and workshop (March 2013, 2014, respectively) focused on containerization strategy for landlocked countries.

Policy Performance

Member countries requested SSATP to commission a study to review the performance of transport policies in Africa as an initial learning step towards the determination of the policy areas of focus

for the future. The objective of the review was to measure and analyze policy performance, on the basis of an assessment of the relevance of transport policy objectives, the adequacy, affordability and sustainability of related strategies, initiatives and their implementation, as well as the effectiveness of policies in terms of their outcomes. The review covered Ethiopia, Ghana, Zambia, Benin, Gabon and Mali. A draft report was produced, but could not be validated due to little feedback from the countries. The methodology comprised subjective variables that, therefore, made it difficult to use in different countries by different reviewers. The draft report was used as an input into a reference and more strategic document on policy performance and the way forward targeted at decision-makers that was published in 2015.

The solution to the transport efficiency problem lies, not only in plugging the infrastructure gap, but perhaps more aptly in addressing the policy aspects that positively influence the way the infrastructure is used.

Source: SSATP Working Paper 103 "Toward More Robust Transport Policies".

Governance

The quality of governance has concerned policy makers and other stakeholders in the transport sector for decades. Most stakeholders recognize that effective governance is crucial if improvements in transport infrastructure are to endure and contribute to sustainable economic growth. In Africa, billions of dollars have been spent on improving and rehabilitating transport infrastructure, but it has been long recognized that the poor performance of the transport sector is due to far more than merely inadequate finance or technical capacity constraints. Governance has been indeed the subject of increasing attention and surveys are regularly carried out by highly respected organizations, measuring people's perceptions of whether "things are getting better".

The SSATP activity on transport sector governance aimed to identify a set of easily collectable, reliable, performance indicators, for relevant sub-sectors, to measure transport sector performance and develop and recommend a methodology for data collection and monitoring of the indicators (Box 3.2). The SSATP prepared and published in 2012 the 'Transport Governance Indicators' working paper, that was shared with the Governance Partnership Facility (GPF) of the World Bank. The Senegal, Kenya, Tanzania and Zambia governments expressed interest in piloting and validating the use of the indicators but for various reasons this work could not take place. Further consideration should be given to complete this work during the period of the DP3. A practical set of governance indicators would have far reaching impact on 'doing business' in transport, notably in those agencies that are willing to carry out an independent assessment of their governance.

Data

Data improve governance by increasing transparency and accountability. Adequate and reliable data are necessary to underpin policy decisions and to measure their effectiveness. However, in Africa few Transport Sector Data Management Systems (TSDMS) are established by transport agencies based on internal demand. As a result, there is a wide perception that high-level policy decisions in

the transport sector are not taken based on evidence supported by actual data and that little consideration is given to assessing the performance of policies.

Box 3.2 Strengthening Governance and Accountability of Transport Agencies

It is rare to find government officials that are willing to subject the agencies they manage to independent scrutiny based on an accepted set of indicators. Yet, representatives of several African countries asked the SSATP to do just that. This endeavor is complex and likely to go through several phases before the indicators can be mainstreamed. During the DP2 program, the SSATP completed a first phase. The following initial, tentative list of governance indicators was identified:

1. **Institutional mandates and responsibilities.** *Clarity of and distinction between mandates and responsibilities of key ministries, departments, and agencies in the transport sector.*
2. **Strategic priorities.** *Coherence of transport sector policy and extent to which its prioritization process is based on objective criteria.*
3. **Budget discipline.** *Budget allocations based on reliable financial forecasts and aligned to priorities based on objective criteria.*
4. **Program design.** *Quality and use of key performance and value for money indicators.*
5. **Procurement.** *Comprehensive and timely public disclosure of transport sector procurement plans (including bidding opportunities, contract awards, and data on resolution of procurement complaints).*
6. **Delivery.** *Comprehensive time and cost reports on progress of work for major (top 10) transport sector projects, disclosed to the public in a timely and accessible manner.*
7. **Sustainability.** *Transport sector agency has established benchmarks for routine and periodic maintenance of assets and allocates the budget accordingly.*
8. **Information dissemination.** *Transparency and timeliness of annual budget and expenditure disclosures.*
9. **External scrutiny.** *Rules applied to the membership and appointment process for key transport sector governance boards.*
10. **Accountability.** *Percentage of recommendations from independent technical and financial auditor reports implemented within one year.*

The indicators were assessed against a set of criteria that would validate them, including criteria such as credibility at national level, relevance to governance, availability and reliability of data.

Source: Transport Governance Indicators for sub-Saharan Africa. SSATP Working Paper 95. January 2013

During DP2, two activities were carried out regarding transport data management. The first intended to analyze existing transport sector data and information management frameworks and to design appropriate improvements of the framework and identify activities, resources and budget requirements for the sustainable implementation of required improvements. The work was carried out in Swaziland and Burkina Faso. Based on this work, both governments prepared action plans covering the institutional arrangements needed for setting up Transport Sector Data Management Systems in the ministries responsible for transport. The countries are looking for funding to implement such plans. The second activity led to the preparation of guidelines on data management systems that were discussed, validated and disseminated in workshops in Uganda, Burkina Faso, Liberia and Tanzania at the request of the four countries. These countries intended to use the guidelines to improve their data management and monitoring and evaluation (M&E) systems.

Cross-Cutting Issues

Theme 1 included cross-cutting issues, on road safety, climate change, gender and inclusion, and HIV/AIDS. These topics touch on issues that are also relevant to Themes 2 and 3 but are discussed below separately for a better identification of results.

Road Safety

Road safety is rapidly becoming an obstacle to competitiveness and development in Africa. Two circumstances underscore the urgency to address the road safety issue. First, relative to the rest of the world, Africa has a high rate of road fatalities, and second, road safety management structures are still not sufficiently robust. Although Africa has one of the lowest road network densities, at 0.08km/sq. km, and its vehicle fleet accounts for only 2 percent of the world's total, every year more than 300,000 people lose their lives on the streets and highways in Africa. In spite of the low motorization, Africa's road related fatality rate of 24.1 per 100,000 is the world's highest, and fatality rates per vehicle in Africa are about a hundredfold higher than those of well performing regions. It has also been established that over 65 percent of those affected by road traffic crashes are vulnerable road users, including pedestrians and cyclists. Unless drastic measures are put into place, indications are that Africa's projected growth in motorization would increase road crashes by 68 percent over the next decade. On the institutional side, arrangements for road safety need to be improved, by creating road safety agencies where they do not exist, and strengthening the capacity of existing road agencies.

The road safety cross-cutting theme covered four topics. The first was the broadest and had the deepest institutional focus. It aimed at helping countries create road safety lead agencies (where none existed), prepare road safety action plans, implement high-impact road safety policy interventions, and implement interventions to improve road safety in a trade transit corridor. This activity was carried out in two phases: Phase I, completed in 2013, covered Zambia, Ethiopia, Cameroon and the Abidjan-Lagos corridor. Phase II covered Senegal, Gambia, and additional work in Ethiopia. The specific focus and progress varied substantially from one country to the next. In Senegal, the objective was to facilitate stakeholder consultation on the creation of a road safety agency. SSATP carried out several missions and workshops in support of this work. The government formally agreed to create a road agency and has allocated funding and assigned staff for the reform process, which is considered to be ongoing. In Gambia, a workshop was organized but no action was taken by the government after that. In Zambia, the SSATP activity led to the adoption of a Memorandum of Understanding between government agencies that are involved in road safety (such as ministries of finance, transport, health, housing, the Police, and local governments) with a view to working collaboratively. Road safety in Zambia is being supported by an ongoing World Bank road project. In Ethiopia, which had a national road safety council prior to start of the activity, the SSATP prepared a guidance document on road safety management framework and an action plan to help strengthen the council. A World Bank project currently under preparation⁵ is expected

⁵ Ethiopia: Expressway Development Support Project.

to include a road safety component that will support implementation of road safety measures. In Cameroon, SSATP provided assistance directed to identifying needs for strengthening road safety capacity. Major changes in policy and technical staff have made it difficult to make further progress.

As part of this topic and in addition to the country-focused activities, the SSATP prepared a document proposing a framework for road safety management in Africa. Preparation of this document received stakeholders' comments at a workshop in Freetown, and the revised draft was later validated at a regional workshop held in Addis Ababa. The final document is available on the SSATP's website. Overall, this activity, complemented by the two others described below, has deepened SSATP's understanding of the regional and country level ability to achieve the first pillar (Road Safety Management) of the UN Decade of Action on Road Safety 2011-2020 and Africa Action Plans, thus making SSATP much stronger to initiate a variety of activities on road safety that may be supported under DP3.

The second road safety topic provided guidance and a best practice roadmap to transport authorities in client countries and to development partners on mainstreaming road safety interventions into road corridor projects. The guidelines were jointly published by the SSATP and the World Bank and have been disseminated⁶. The African Development Bank has adopted [expressed its intention to use] the guidelines in its corridor projects. The guidelines are being widely used by the World Bank during preparation of projects in ECA and Africa.

The third road safety topic consisted of assistance to the Central Corridor Transit Transport Facilitation Agency (CCTTFA) in Dar es Salaam. As a result of this activity, new legislation on licensing and regulation of heavy good vehicles became effective in Tanzania. The legislation also includes mandatory training for more than 100,000 truck drivers. Other issues covered include banning of trucks older than 10 years, stepping up vehicle inspection by the traffic police, and establishing an independent vehicle inspection unit. The results of the activity in Tanzania are expected to be replicated in other countries along the central corridor at the initiative of the CCTTFA.

The fourth topic covered the support SSATP provided to UNECA and AUC in 2011 to prepare the African Road Safety Action Plan which was adopted by the African Ministers of Transport and subsequently by the African Heads of State in 2012. SSATP provided a similar support for the preparation, together with the AUC and UNECA, of the Road Safety Charter with the objective of developing a framework to guide implementation of the road safety action plan.

Climate Change and Sustainable Transport

Globally, the transport sector is key to reducing CO₂ emissions. The sector accounts for over 90% of primary oil demand and is responsible for 22% of CO₂ emissions from fuel combustion (IEA, 2010). Africa has comparably low CO₂ emissions from transport, yet emissions have increased substantially over the last decade following strong economic growth. This is a result of the concomitant

⁶ Guidelines for Mainstreaming Road Safety in Regional Trade Corridors. Working Paper No. 97.

increase in the number of passenger and freight vehicles, and corresponding traffic increases and road congestion. Climate change has consequently the potential to reverse the hard earned sustainable development gains of the past decades and the progress that has been made toward achieving the Millennium Development Goals. While Africa is a small contributor to greenhouse emissions, it is the most vulnerable region to the impacts of climate change on ecosystems, water resources. Accordingly Africa needs to develop its capacity to mitigate and adapt, with a focus on resilience in the short term while at the same time preparing for the longer term measures that will limit an increased contribution from Africa to greenhouse gas emissions and its impact on climate change.

Based on an approach paper which identified the opportunities for SSATP to support its member countries in responding to the climate change challenge, SSATP in partnership with the United Nations Environment Programme (UNEP) and the World Bank initiated the creation of the Africa Sustainable Transport Forum with the objective of developing and implementing an agreed continent wide framework for action for sustainable transport, supported by an Africa-based governance structure and implementation mechanism. This activity started with the preparation of a Concept Paper that defined the objectives, purpose, structure, audience, goals, stakeholders and partners of the Forum. During preparation of the paper, SSATP undertook a number of events to inform stakeholders, generate interest and build ownership for establishing the Forum. An interim secretariat was established jointly financed by the SSATP and UNEP.

The first conference of the Forum successfully took place in October 2014 in Nairobi, and was opened by the United Nations Secretary General and the President of Kenya. The Ministerial meeting which concluded the Forum adopted an action framework⁷. A vision of sustainable transport as being clean, safe and accessible to all guided the Forum, embedded in a global perspective of international goals and targets including the Sustainable Development Goals (SDGs). The first conference focused on three priority areas: road safety, vehicle emissions and energy efficiency, and accessibility and sustainable infrastructure. The Forum was well received by African governments, with 43 countries represented and 21 ministers attending covering transport and environment. The Forum recommended to discuss arrangements for its sustainability with the African Union Commission. The next steps to be taken after the conference are presented in Box 3.3. Support to the ASTF and the action framework is provided by the World Bank through the South Africa Fund for Energy, Transport and Extractive Industries and the Korean Green Growth Trust Fund.

⁷ Africa Sustainable Transport Forum. Proceedings of the ASTF Inaugural Conference held in Nairobi, Kenya in October 2014. UNEP/SSATP/World Bank/UN Habitat/Kenyan Ministry of Transport and Infrastructure.

Box 3.3 Africa Sustainable Transport Forum

The following next steps were identified on the basis of feedback from the Conference:

Implementation

- Identify organizations that are willing to work with African countries and their partners to support the implementation of the ASTF Action Framework.

Baselines

- Develop a consolidated baseline of the current status of African countries in relation to the Priority Action Areas. This will serve as a benchmarking tool against which to assess progress and also as an indicator of where some countries may benefit from knowledge-sharing/partnerships from others.

Capacity Building and Knowledge Sharing

- Develop a platform to serve as a knowledge sharing interface where lessons learned, experiences, solutions and technical information can be pooled and made available to African countries.
- Develop mechanisms for capacity building on the basis of the needs of countries and regions in implementing the Priority Action Areas of ASTF.

Partnerships

- Form partnerships with the African Economic Regions, the African Union and other strategic partners who are already active and/or willing to contribute to supporting initiatives around sustainable transport in Africa.

Gender and Inclusion

Transport plays a key role in accessing economic resources, education, health and other elements necessary for enhancing women's empowerment. In the Africa region, like in many other developing regions, women's mobility is constrained by limited transport supply but also by social factors that can reduce women's access to the outside world. Gender sensitive policies in transportation have been prepared in several African countries. Some countries have also enacted gender-sensitive constitutional provisions and have promoted the establishment of gender focal points in line ministries. Countries that have integrated measures in national transport policies to reduce gender inequality and improve the socio-economic and political status of women have often included women and other vulnerable groups as part of the government task forces to oversee gender and transport policy coordination. Such countries generally have a sizeable representation of these groups on village, ward and district committees and on the boards of roads agencies.

As decided during the 2010 SSATP Annual Meeting, SSATP carried out a fact finding mission to four countries to identify the priorities for SSATP in the gender area. Improving access of women to transport professions came as a common theme in the four countries. However, in the absence of a clear plan to address this issue and due to the lack of continental framework as well as champions and relays with stakeholders in countries, together with the focus on results following the mid-term review of the DP2, it was decided to focus the SSATP work on gender on the implementation of the Uganda gender policy in the road sector, an issue identified during the fact finding mission to Uganda. The activity had the following objectives: review the reporting on gender in the road sector, ensure that gender is adequately covered in training and awareness activities in the road sector,

help establish M&E systems to monitor tender documents and contractor gender compliance and collect and organize gender data in road works. While gender policies are strong in Uganda, in the road sector implementation is lagging. Based on the Uganda review, the SSATP completed in 2013 a report that describes the mechanisms and actions necessary for integrating gender dimensions into the planning and programming of road sector activities. Key gender-related indicators used in selected road operations were identified and helped document results and impact as well as targets for the inclusion of women in rural road improvements, such as labor-based methods and the promotion of gender equality in road works. The review concluded that a more integrated approach is needed between transport departments, various government tiers and implementing units to strengthen the institutional dimensions. The review recommends areas where implementation of the gender policy can be strengthened.

HIV/AIDS

Road transport, especially in international corridor operations, is a major vector for the disease. Road transport crews spend long periods of time away from home, often endure harsh working conditions, and may engage in unsafe behavior that can lead to infection. Their mobility makes it difficult to access health information and treatment, or to maintain drug regimen. Transport hubs and construction sites are often considered hot spots due to the influx and interaction that take place among the mobile workers. Furthermore, the sector works as a vector for HIV spread as the opening of new roads connects low and high prevalence areas.

SSATP had been associated with efforts to help prevent the spread of HIV/AIDS since the early 2000s, and such efforts continued during the DP2. SSATP, along with the Federation of East & Southern African Road Transport Associations (FESARTA) and the Abidjan-Lagos Corridor Organization (ALCO) in West Africa continued work geared towards improvements in the delivery of programs and informational systems to help curb the transmission of HIV/AIDS among truck drivers, sex workers and border communities as well as provide treatment facilities for populations along corridors. HIV/AIDS activities slowed down in 2010 as the data gathering to prepare the final report was hampered by resistance from FESARTA's partners on the ground. SSATP made available on its website guidelines to transport and HIV/AIDS prepared by the World Bank.⁸

⁸ Transport against HIV/AIDS: Synthesis of Experience and Best Practice Guidelines. World Bank, 2009.

4. Sustainable Institutional and Financial Arrangements for Transport Infrastructure and Services

This theme covered road management, rural transport, urban transport, and railways. The African stakeholders identified a number of focus areas they considered as priority for the SSATP. In road management, the focus was on exploring ways to improve efficiency through commercialization, introducing private finance and management in parts of the road system, strengthening the capacity of regional road associations, and strengthening the planning capacity of road agencies by providing training in a road network evaluation tool. In rural transport, the focus was on improving the policy framework and identifying and disseminating good policies and practices. In urban transport, the focus was on development of policies for improving accessibility and mobility in urban areas. In railways, the focus was on diversified business models and on ways to improve the operation of railway concessions.

Road Management

Performance of Road Agencies

Road sector performance in Africa has considerably improved during the past 20 years by implementing the concept of commercialized road management. Some twenty African countries have created road agencies over the last 10-15 years. These agencies were intended to be commercially oriented with road users and other private persons/entities represented on the board of the agency, and financed mostly by dedicated road funds with revenues generated from road user charges. Most of the road works were also to be contracted out to private contractors. There were great expectations that these agencies would greatly increase efficiency in the use of the funding allocated to roads, and that their operation would be more transparent. While there have been some reviews of the performance of these agencies to assess the impact of past reforms, African stakeholders were keen to build their capacity and have the tools for a more structured evaluation of road agencies' performance.

The SSATP activity aimed to identify key issues and constraints affecting the commercialized management of road agencies, assess the level of application of the underlying principles governing successful reforms of road sector management, and provide guidelines for increasing managerial effectiveness and efficiency of road agencies. This activity started with a review of road sector's performance in seven countries: Botswana, Cameroon, Ethiopia, Ghana, Namibia, Tanzania and South

Africa. The outcome of the review⁹ was that progress on commercialization of road management practices in road agencies remains “a road partially travelled” as the level of implementation of the reforms is uneven in the countries surveyed by the review. However, the review also showed that better results have been achieved where the principles of commercialized road management have been applied confirming the rationale of the reforms that SSATP, at its inception, started to promote under the name of the Road Maintenance Initiative.

As part of the review, SSATP developed a framework for assessing progress in commercialized road management to evaluate how the key principles of the reform are applied and to benchmark road sector management’s performance. A subsequent Working Paper¹⁰ further developed the framework providing the flexibility to adjust performance evaluation to the range of performance and capacity of road institutions, from a broad assessment based on the principles of commercialized road management to the more specific assessment of road asset management. The Working Paper also proposes five performance measures and 36 related indicators to evaluate and track various aspects of the progress on commercialization of road agencies and their efficiency and effectiveness (See Box 4.1). The SSATP Working Papers were disseminated in meetings with stakeholders in Arusha, Tanzania and in Addis Ababa, Ethiopia.¹¹

Box 4.1 Performance measures and indicators to evaluate Road Agency Performance

Performance measure: Progress with commercialization

Purpose: To measure the extent to which the Road Agency has progressed with the reforms required to commercialize the management of roads.

Indicators: 18, covering the following aspects: institutional, supervision, degree of autonomy, human resources, financial management, management information systems, procurement procedures, quality control, reporting.

Performance measure: Institutional effectiveness

Purpose: To measure the performance of the Road Agency in terms of meeting its institutional goals.

Indicators: 2, covering the following aspects: resource lag, research and training.

Performance measure: Sectoral effectiveness

Purpose: To measure how closely the condition and operation of the network match the optimal state and the performance of the agency in meeting institutional goals.

Indicators: 2, covering the following aspects: preservation effectiveness, axle load control.

Performance measure: Provision efficiency

Purpose: To measure the productivity and efficiency of the agency in providing the inputs into the road system.

Indicators: 2, covering the following aspects: output efficiency, provision mode.

⁹ SSATP,2012: *Progress on Commercialized Road Management Practices in Sub-Saharan Africa*. SSATP Working Paper #92.

¹⁰ Road Management: An Approach to Evaluation of Road Agency's Performance. Mike Pinard. SSATP Working Paper 105. April 2015.

¹¹ The presentation in Arusha was to the PIARC Committee on Governance, and the one in Addis Ababa was to the infrastructure specialists in the African delegations of the European Commission.

Box 4.1 Performance measures and indicators to evaluate Road Agency Performance (cont'd)

Performance measure: Infrastructure provision

Purpose: To track the amount of the largely public asset, the size of the demand, and the adequacy of the road system for the demand environment.

Indicators: 5, covering the following aspects: demography and macro-economy, road network size, road asset value, road network availability, road users.

Involvement of the Private Sector

Over the last two decades, there has been enormous interest in many emerging economies to involve the private sector in financing and operating public infrastructure, and roads have been one of the major areas of focus. The private sector has been involved through public-private partnerships (PPP) that allow leveraging the private sector efficiency in the delivery and management of infrastructure and related services and from their contribution to the financing of infrastructure. While some road projects have been carried out in Africa using PPPs, the region has done comparatively little in comparison to Asia and Latin America. To a large extent, this has been due to a combination of conditions that tend to deter private finance, such as lack of legal and institutional frameworks, public sector expertise, and clear political commitment. Still, most African countries are interested in reforming and modernizing the finance and management of their road systems. This is exemplified by the approach to commercialized road management mentioned above. In that perspective, lessons learned from African road projects currently underway or recently completed through PPP are useful for the further development of private finance and operation of roads in Africa. .

The SSATP activity aimed at providing a synthesis of available PPP options and methodologies for the road sector, and compile lessons on policies, practices, principles and practices relevant to Sub-Saharan Africa learning from PPP models already in use in the region and suitable for adoption or adaptation in similar contexts. Case studies of PPP road projects were carried out in Senegal, Nigeria and Ghana. The SSATP Working Paper¹² covered PPP policy options and frameworks available to attract private sector involvement in road financing, as well as provided advice for the process to be followed by public institutions in identifying and developing road PPP projects. The three case studies differ greatly in their procurement processes, extent of private sector financing and project outcomes. The Senegal project was successful in that it followed clear and transparent rules and benefited from an effective PPP competition, but failed to attract a substantial share of private finance. The Ghana project, awarded on the basis of an unsolicited bid, has been repeatedly delayed in the absence of a proper procurement and regulatory framework for PPPs. The Nigeria project was successfully concessioned and completed, but the concession was ultimately purchased back by the public sector due to popular opposition to tolling this expressway that previously had been an untolled road. Further dissemination of the PPP policy options and framework and guidelines

¹² Private Sector Involvement in Road Financing. Peter Brocklebank. SSATP Working Paper 102. December 2014.

stemming from the case studies is expected to be carried out by ARMFA, ASANRA, AGEPAR, and development partners including the World Bank and the African Development Bank (AfDB).

Capacity of Regional road Associations

Regional road associations play an increased leadership role in fostering efficiency in road asset management in Sub-Saharan Africa. The key associations are the African Roads Maintenance Funds Association (ARMFA), founded in 2003, the Association of Southern African National Road Agencies (ASANRA), founded in 2001, and the African Road Managers and Partners Association (AGEPAR), founded in 1994. ASANRA's main goal is enhancing regional policy coordination and road transport systems integration in order to improve intra-regional road transport efficiency and lower transport costs. ARMFA's main goals include developing an information sharing network on best road maintenance financing practices in Africa and on the functioning of Road Funds; supporting the promotion and strengthening of links between African Roads Funds; and ensuring the medium term sustainability and harmonious development of Road Maintenance Funds. AGEPAR's main goals include promotion of the integration of road networks; harmonization of standards for construction and maintenance; and performance improvement in the road sector

SSATP aimed to support the efforts of the nine countries members of ASANRA, which in 2012 carried out self-assessments of the performance of their road asset management systems and the impact of their road asset management practices on the conditions of the road network. This phase was followed by peer reviewing and verification of the assessments by a team of independent experts commissioned by ASANRA. SSATP provided support during the peer review process. The support focused on comparing the methodology used in the self-assessment process, the Publicly Available Specification (PAS-55) methodology, which applies to any infrastructure (not specific to roads) and is broadly used in developed nations, with that recommended by the SSATP Working Paper 92, which uses four building blocks of the road sector reform based on the concept of commercialized road management. SSATP prepared a new paper comparing both approaches, proposing to amalgamate them to add the value of the PAS-55 approach into the SSATP approach which is better adapted to the context of road agencies in Africa. Further work on operationalizing this combined approach and the proposed indicators to evaluate the performance of road agencies is envisaged by the United Kingdom - Department for International Development (DFID)-funded African Community Access Program (AFCAP) and the African Development Bank.

Road Network Evaluation

Road agencies are interested in ensuring that they use methods and approaches that optimize the effectiveness of road maintenance and rehabilitation programs. A number of road assessment software models exist, such as the highway design and maintenance model (HDM) developed by the World Bank, which has been used by most developing countries for 2-3 decades. A newer model, the RNET, developed by the SSATP with World Bank support, is simpler to use as it is based on a spread sheet rather than proprietary software, is publicly available free of cost, and requires less extensive data than other models. RNET allows to carry out macro or strategic network analysis with the purpose of deriving current road statistics, deriving current road performance monitoring

indicators, and evaluating road network performance under different rehabilitation and maintenance standards.

The SSATP activity aimed to strengthen planning and M&E capacity within road agencies and road funds at the country level through training in the use of RONET for road asset management. As intended, the activity trained Anglophone and Francophone countries' trainers. The emphasis of SSATP's support for RONET training was to create a critical mass of RONET trainers in Africa to sustain development of training skills outside SSATP. ARMFA undertook to follow up with its member countries on the use of RONET by Road Funds and Road Agencies as a tool to enhance road asset management practices.

Rural Transport

Africa is at a major disadvantage compared with other continents in terms of availability of rural transport infrastructure, intermediate means of transport and transport services, the efficiency of agricultural transport and marketing, and costs of transport. Low density of transport demand coupled with poor infrastructure lead to low transport productivity with infrequent and high cost transport services. This in turn leads to low mobility rates and poor interaction with markets and services as well as low volumes of goods movement and development of resources. There is clearly scope for major improvements. Better rural transport is crucial to reducing poverty and isolation and promoting economic growth. An inefficient and unsafe transport system has key adverse knock-on effects on livelihoods, the delivery of health and education, social interaction and the development of agriculture and the service sector. Despite its importance, outside of programs funded by external financing agencies, rural road planning is weak, with little analysis of alternatives, and based on limited data.

SSATP carried a first activity in this area focused on improving the policy framework for rural transport. This activity aimed to provide support to selected countries to update their rural transport policies and strategies covering planning design, implementation, and M&E. Uganda developed a rural transport strategy that was formally adopted by the government. Nigeria, under the leadership of the Federal Ministry of Agriculture and Rural Development, prepared a revision of its National Policy on Rural Travel and Transport, including a strategy for implementation at the federal, state and local government levels, which will be an input into an updated global transport strategy. At the same time, this country work was used by the SSATP as an input to update its rural transport and training materials. The updated training materials are available on the SSATP website and are being used by AFCAP and training institutions.

The second activity focused on promoting the adoption of good policies and practices. The first step was to develop a framework¹³ to help policy makers in Africa to move from stand-alone rural

¹³ Rural Transport: Improving its Contribution to Growth and Poverty Reduction in sub-Saharan Africa. G. Banjo, H. Gordon, J. Riverson. SSATP Working Paper 93. November 2012.

transport policies to comprehensive and integrated policies, positioning rural transport within the framework of rural development, and ensuring strong linkages with other key sectors. In particular the framework emphasized the linkage between rural transport and actions to improve agricultural productivity, rural growth and poverty reduction. During this work, it became apparent that gaps existed in knowledge about rural transport and a further analysis of these gaps and practice and strategies to fill them was carried out identifying four specific areas: planning and prioritization, M&E, contracting methods, and sustainable maintenance. This led to two specific working papers, one on planning and prioritization of rural transport interventions and the other on M&E of rural road transport interventions. These working papers were disseminated in country workshops in Ghana, Malawi and Ethiopia, following government requests expressing interest in applying the knowledge to improve planning and M&E in their countries. They were subsequently disseminated in a regional workshop in Nairobi that was attended by representatives from 17 countries in Anglophone and Francophone Africa. The workshops were organized in collaboration with the International Forum for Rural Transport Development (IFRTD), the DFID-funded African Community Access Program (AFCAP) and the African Rural Transport Association (ARTA).

Urban Transport

Africa is urbanizing at a rapid pace. Over the last two decades, urbanization has grown at an average of 3.5% per year, a high rate that is expected to continue for a long time. As a result, Africa's urban population will increase from about one third of the total population today, to half of the population by 2030. Such a high proportion of Africa's population living in cities has the potential for having significant negative impacts on the environment, public health and poverty. This will create enormous challenges, but also opportunities, for African governments, and their transport and urban planners. Improving mobility and access to services and jobs, especially to the poor population, in an affordable way, will require well thought out urban development policies. Integrating urban transport and land use will be an essential aspect of such policies.

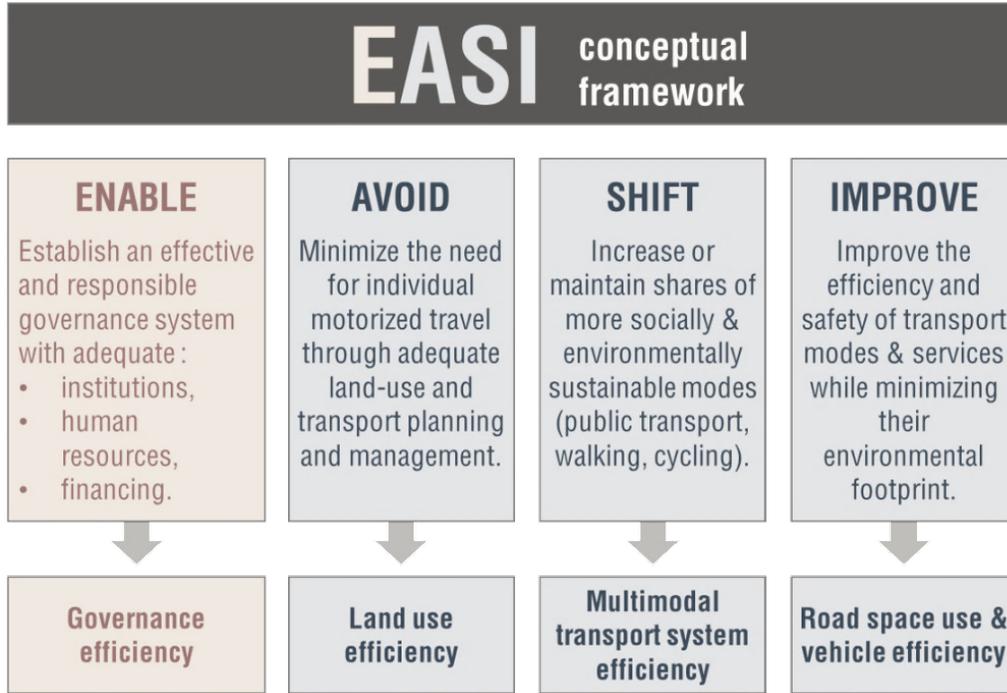
The initial DP2 activities focused on learning from relevant urban transport experiences in Africa with a view to disseminating practical ideas and best practices to the countries in the region. The first activity reviewed the expansion of minibuses services in Dakar where a leasing arrangement allowed minibuses to replace about a fifth of the city's aging bus fleet, providing better operations, passenger comfort, and higher revenues for owners under negotiated rates (The Dakar Bus Renewal Scheme, SSATP Discussion Paper 11.) The second activity documented the Lagos Bus Rapid Transit (BRT), the first such system in Africa, which began operations in 2008. Lagos' is a BRT-Lite system, built at much lower cost than systems in operation in other continents, yet proving that it meets the needs of local users, while improving citizens' quality of life, economic efficiency and safety within a defined budget (Lagos Bus Rapid Transit, SSATP Discussion Paper 9). This experience was later documented in a joint SSATP-World Bank document on the BRTs in Lagos, Johannesburg, New Delhi, Ahmedabad and Jakarta (The soft side of BRT: Lessons from 5 developing countries. SSATP, the World Bank, 2012). Knowledge creation and dissemination was instrumental and successful in building awareness and promoting BRTs and mass rapid transit in Africa as seen with the many

projects under development or envisaged. The third activity dealt with the emerging role of motorcycles providing commercial services in Africa. This was a timely activity in view of the rapid increase of the motorcycle fleet in Africa as a result of the economic growth during the past five years which has made the purchase of this type of vehicle affordable to African households. It examined commercial motorcycle services in Douala, Lagos and Kampala. It showed that such services are often more expensive than the lowest bus fares, and have increased road accidents, created traffic management problems, generated pervasive noise and increased local air pollution, but are increasingly patronized due to the inadequacy of bus services (Understanding the Emerging Role of Motorcycles in African cities. SSATP Discussion Paper 13). During this period, SSATP also produced a tool kit on bus fare collection jointly with the World Bank, and carried out a training workshop on urban transport issues.

In order to assist policy makers identify sound policies to address the accessibility and mobility challenges posed by the rapid urbanization, SSATP launched in 2013 the preparation of a policy paper on existing trends, emerging issues on mobility and accessibility in urban areas of Africa and strategies for addressing them. The work, co-funded by the Swiss Secretariat for Economic Affairs (SECO), aims to identify policies and strategies that countries in Africa can adopt to improve accessibility and mobility in their cities. The paper shows the complex nature of territorial accessibility and urban transport and the need for multidisciplinary and inter-sectorial responses. It develops the conceptual framework of “Enable, Avoid, Shift and Improve” (EASI) to help policy makers understand and address this complexity. (Box 4.2) Guidance during preparation of the paper was provided by stakeholders during the CODATU conference and the SSATP annual meeting in 2012. The paper served for several presentations made by the SSATP between 2013 and 2015. These included one given in Morocco as a side-event of the World Congress of Local Governments. Other presentations for discussion and validation of the paper were made at the SSATP Transport Policy Forum in Dakar in 2013, the SSATP annual meeting in Nairobi in 2014, the Transforming Transportation event at the World Bank in Washington in 2015 and the CODATU conference in Istanbul 2015¹⁴. Building on the paper, it is expected that several countries and cities will partner with the SSATP and other development partners in the development of policies and strategies for improvement of urban accessibility and mobility, and capacity building. SSATP activities in this area will be continued under DP3, where urban mobility is one of three areas of focus.

¹⁴ Plenary session on "Urban Transport and Climate Change" and breakout session on "Urban mobility in Africa".

Box 4.2 The EASI Framework



Railways

Over the last 50 years, confronted to the competition with fast growing road transport, railways have been slow to respond to the changing market conditions in Africa. This has contributed to the dramatic decline in rail transport. Road transport in the region, as elsewhere, has increased rapidly, capturing a substantial part of both freight and passenger traffic that used to be carried by the railways. By 1990, most of the African railways were practically bankrupt. Government had to allocate major resources to finance their operations as well as investments in track and equipment. Seeking to redress the critical situation of their railways and the impact on the country’s finances, many governments decided to concession the railways to private operators. Currently, more than 70 percent of rail transport activities in the region (excluding South Africa) are operated under concessions. The concession approach has been supported by the World Bank as well as other development partners. The concessions have been effective in bringing some improvement in financial performance of companies that had accumulated losses prior to the concession, and a certain stabilization of freight volumes in some railways that had been losing market share at high speed. As a result, the sector’s dependency on public funds was reduced. Still, despite limiting the negative trend, the concessions remain fragile. The expected revival of the railways has not happened. Chronic weaknesses, especially financial, hampered plans to rehabilitate the network and renew rolling stock that would have eventually led to better quality of service and increasing market share.

Although not originally included under DP2, African governments during the Annual Meeting in Kampala in 2010, requested SSATP to address the railways issue. To a large extent, the request originated in the renewed attention by the World Bank to African railways since about 2005. This work led to a broad assessment of the performance of African railways, and to a better understanding of the varying market conditions under which the different African railways operate.

The SSATP paper ‘Rail Transport-framework for improving railway sector performance in Sub-Saharan Africa’ provides lessons on the performance of existing and past railway concessions in Sub-Saharan Africa. It also proposes a new strategic approach that has been used by the World Bank in railway projects in Mozambique, Mali, Senegal and Tanzania, often in partnership with other development partners (European Investment Bank, Japan International Cooperation Agency). The business models it proposes are flexible according to market conditions, and the overall approach is different, therefore, from using a systematic concessioning approach in all situations. At the same time, the paper recommends a number of other policies to be adopted when following the proposed approach, including enhancing governance, following a consistent strategy for the development of railway infrastructure, apply unbiased policies for land transport, harmonize railway development programs in international corridors, develop new ways to finance railway infrastructure. Development partners have expressed strong support for this approach.¹⁵ As an illustration of the paper’s recommendations, Box 4.3 lists specific suggestions to improve railway concession agreements. The paper is available on the SSATP website (SSATP Working Paper 94) and has been widely disseminated.

Box 4.3 Main Pillars for Improving Railway Concession Agreements in Sub-Saharan Africa

- a) The concession agreements should be developed as instruments for implementing a long-term strategy for the development of railway transport;
- b) The concessionaires should take the full responsibility for financing the operation of transport services, rolling stock maintenance and renewal;
- c) The long-term cost of track renewal and related systems of railway infrastructure and the maintenance of the railway infrastructure are to be split between concessionaire and the governments in a ratio based on the local conditions of the market;
- d) Concession agreements will include the estimated costs of infrastructure for at least 15 years in advance (on a rolling approach) in order to create conditions for the governments and concessionaire to be aware of their long-term commitments;
- e) Implementation of adequate unbiased policies for re-balancing the road/rail competition (licensing, driving time, technical inspections, axle loading for trucks, tolling of roads, etc.);

¹⁵ As the paper explains, SSA countries must continue to use the concession policies for the railway industry. In parallel, they should introduce a new approach that would include revision of the concession agreements together with adopting a holistic vision for the development of the transport sector (road and rail) using similar policies and procedures and implementing a real partnership between the government and the private sector based on risk sharing in financing transport infrastructure. [Working paper 94, page 27]

Box 4.3 Main Pillars for Improving Railway Concession Agreements in Sub-Saharan Africa (cont'd)

- f) Implementation of a separate accounting system for freight and passenger services, for transparency of public service obligation payments;
- g) Establishing clear obligation of concessionaires to provide on a regular basis and in pre-defined forms, detailed financial and operational information to regulators, including vital indicators (rate of return on equity and fixed assets, economic rate of return) that will allow the transparent calculation of the public contribution for the financing of railway infrastructure, and the flexible update of concession fee (positive or negative); and
- h) Obligation of independent annual audits of the concessionaire's financial and operational performance transmitted to the regulator at a precise deadline.

5. Improving Transport and Logistics along Trade Corridors

Inefficient transportation and logistics is a serious barrier to African trade, both regional and international. Transport corridors that connect centers of economic activity among countries and hinterland countries and ocean ports are the arteries of trade. The corridors are multimodal, with infrastructure that comprise seaports, inland container depots, roads, railways, border-posts, bonded warehouses and modal interchange facilities. Transport and logistics services in the corridors include the services provided by the various modes both by the public and private sectors, and logistics services such as clearing and forwarding, customs, border services. Lack of or weak integrated corridor management prevent improvements to take place or limit their impact. Lack of consistent legal, regulatory, technical standards along corridors hamper cross-border movements and create friction among countries separated by international borders and the trade stakeholders.

Box 5.1 Support from the Trade Facilitation Facility to the SSATP: A Cross-sectoral Collaboration

RECs and Corridor Authorities in sub-Saharan Africa defined a corridor facilitation program early 2011 focusing on corridor performance monitoring and inclusive policy dialogue. SSATP and TFF provided a joint response, building on the synergies between the two programs and the alignment of their objectives to support the trade facilitation and regional integration agenda of RECs and corridors. TFF is a multi-donor trust fund—with contributions from Canada, the Netherlands Sweden and the United Kingdom—that was created in 2009 as part of the World Trade Organization Aid for Trade Initiative. The Facility (i) supports operational activities that help beneficiaries take better advantage of regional and global trading opportunities and markets and reduce their trade-related transactions and logistics costs, and (ii) aims at mainstreaming the trade facilitation agenda in development partners, notably the World Bank.

The SSATP corridor program under the DP2 aimed at improving Africa's transit transport and the flow of goods and people along selected corridors through support to the RECs in preparing and implementing policies and strategies for better corridor management. Several topics were identified where activities could be expected to have an important impact on the operations of the corridors. These included helping to: review the legal and technical instruments and standards applying on the corridors; monitor the performance of corridors with the establishment of transport observatories supported by monitoring databases; advocate evidence-based decisions learning from improvements introduced in border crossing on specific corridors; disseminate integrated corridor management concepts learning from good practices such as the Maputo corridor; assist preparation of trucking industry reforms to improve efficiency and lower transport costs; and support regional and national entities that have sought SSATP assistance. Due to initial lack of funds when the DP2

started, few activities could be initiated until by the end of 2011, SSATP entered into an agreement with the Trade Facilitation Facility (TFF) of the World Bank.

Legal and Technical Norms and Standards

While transport infrastructure is essential for inclusive growth and poverty reduction, the investments in building and maintaining it remain sub-optimal as long as the movement of goods is not seamless across countries and (sub) regions. Harmonized norms and standards regulating operations and processes are critical to facilitate international transport and trade and to eliminate market access barriers. Many countries negotiate international treaties or become parties to existing instruments in order to eliminate such barriers and achieve better regional integration. At the same time, there is a need for a broad harmonization of technical standards, including safety, environment and social aspects, applicable to the construction and operation of the corridor roads. A related aspect is preserving the road infrastructure in good condition. Heavy trucks traffic is the single most critical factor damaging such infrastructure, especially the trucks' axle loads. Thus, controlling axle loads, to make them compatible with the design standards of the roads, is essential to ensure the transitivity of corridors' roads.

Box 5.2 the Main Conventions on Road Traffic

With the development of international transport, the need arose for a uniform body of rules. These rules are either of public law, such as traffic, signs, vehicles, and Customs procedures, or of private law, dealing with carriage, insurance, and other contracts.

The Conventions on road traffic and road signs and signals (of 1949 and 1968) are the most relevant for road traffic including driving rules, drivers and vehicles, with the objective of safety and harmonization of standards between states and jurisdictions. Although they were concluded mainly as road safety instruments, these conventions play an important role in the development of safe international road transport, facilitating the access to markets. This is done by means of provisions on mutual recognition and admission in international traffic of vehicles and drivers in possession of certificates issued in conformity with the Conventions. 30 per cent of the Contracting Parties to the 1949 Convention are African States. Twelve African countries are Contracting Parties to the 1968 Convention.

The SSATP Review of International Legal Instruments found that, as a result of the small and uneven number of ratifications or adhesions to the two Conventions, three regimes are applicable to road traffic in Africa:

- The 1949 Convention regime in the States that ratified the 1949 Geneva Convention but did not ratify the 1968 Vienna Convention.
- The 1968 Vienna Convention on Road Traffic in the countries where Governments ratified the Convention.
- The States that did not ratify either the 1949 or the 1968 Convention enforce the domestic legislation or are bound by the provisions of regional or subregional instruments on the subject, such as CEMAC's Road Traffic Code covering Cameroon, the Central African Republic, Chad, Congo, Equatorial Guinea, and Gabon.

The main implication of this situation is that a country A which enforces the more recent (and stricter) Convention of 1968 may be legally entitled to deny access on its national road network (and implicitly market) to any vehicle or driver from a country B which enforces less strict standards as set in the older Convention of 1949.

The review also identified potential gaps and opportunities to strengthen regional integration and cooperation and facilitate transfer of knowledge and experience on legal instruments from one sub-region to another. The review is available on the SSATP website.

Legal Norms

The SSATP carried out three activities in the areas of norms and standards for regional infrastructure and transport operations. The first was a review of legal instruments for trade and transport facilitation requested by the Regional Economic Communities (REC) and regional partners. The scope of the work under the leadership of UNECA and AUC was agreed at a workshop with regional stakeholders. The SSATP review provides an inventory of legal instruments aimed at facilitating trade and transport within Africa and between countries of the region.

The review found that access to and ratification of basic worldwide agreements on trade and facilitation remain uneven across the region, and one consequence is that neighboring countries often are parties to different agreements that may be contradictory and have the potential, if applied, to hinder international traffic (see Box 5.1). The second activity was *a review of the Central Corridor Protocols*. The purpose was to analyze the existing Agreement, draft protocols for its operationalization and prepare a road map for their adoption by the Central Corridor Transit Transport Facilitation Agency (CCTTFA). The proposed protocols were drafted and validated at regional workshops in the Democratic Republic of Congo, Burundi, Rwanda, Uganda and Tanzania. Based on comments, a final draft was completed and sent to members states. After review by the Attorney Generals of the respective member states, the Ministers approved and signed the Protocols in August 2014.

The third activity was a *revision of the Mozambique transit regime*. It aimed at seeking inputs from private stakeholders on the transit regime on the Maputo Corridor, as part of the modernization of the Customs Law, in order to increase competitiveness of the corridor. SSATP consultations were an input to the new law adopted by the government that regulates the transit regime, enabling the launching of training for shippers and clearing agents. The increased competitiveness resulting from the new law should lead to expansion of the catchment area of the port of Maputo, opening new trading opportunities. The revised regime will also benefit other Mozambique transit corridors, notably to Malawi and Zimbabwe.

Technical Standards

There were two SSATP activities related to regional road infrastructure and freight vehicles. The first lead by the African Union Commission was the *harmonization of road norms and standards on the Trans-African Highway (TAH) Network*. The scope included (a) finalizing the intergovernmental agreement on norms and standards for the TAH including road safety, environment and social aspects, (b) incorporating experience of other regions, (c) preparing a plan of action for implementation of the TAH norms and the intergovernmental agreement, and (d) disseminate standards in African countries. Following regional workshops in Johannesburg and in Accra, the validated and final draft of the Intergovernmental Agreement was first presented to the Conference of African Ministers of Transport (Equatorial Guinea, April 2014) and later adopted by the African Heads of

State in June 2014. The agreement is in the process of being ratified by the African countries as a prerequisite before its implementation.

The second activity dealt with *axle load control*. The first step reviewed best practices for axle load control in Eastern and Southern Africa and provided guidelines focusing on the operation of weighbridges based on the lessons learned from the best practices. This was followed by a broader review of aspects critical for the success of axle load control based on a number of case studies, in particular the experience of self-regulation by the trucking industry in South Africa.

This experience was a key input in involving the trucking industry in the implementation of the axle load control Act approved in May 2013 by the Legislative Assembly of the East African Community (EAC). Following consultations with stakeholders (EAC, EC, USAID, TMEA, World Bank), SSATP identified the follow areas for support: (i) advocacy to demonstrate that compliant trucks are more effective than overloaded trucks, (ii) intervention at loading points to seek agreement on a charter banning overloading, (iii) promotion for self-compliance by the trucking industry, and (iv) sensitization at borders to prevent crossing of overloaded trucks. A Charter for self-compliance was developed and signed in October 2014 by the enforcement agencies and logistics operators in Kenya which includes a commitment by all parties. The Kenya model is considered for application in the three remaining countries of the Northern corridor as a first step before extension to the whole EAC.

Transport Observatories and Corridor Performance

A range of factors affect the operational efficiency of transport corridors. They cover infrastructure on one side and policy, regulatory and governance aspects on the other side. Improving corridor efficiency is a challenge because corridors involve a large number of participants with different interests and capacities from both the public and private sectors, such as trucking companies, officials at border crossings, road management, railway service, shipping companies, the police, etc... While corridor authorities, some of which have been operationally in Africa for several years, are effective building blocks to address transport facilitation challenges along corridors through policy formulation and dialogue, transport observatories are the key instruments which enable decision-makers to develop evidence-based facilitation action plans and measure their impact. The approach of the SSATP in support of these instruments was three pronged: establish a mechanism for sustained data collection; provide guidance in setting up observatories; and advocate for performance monitoring in support of evidence-based decision.

Sustaining data collection. SSATP supported the establishment of corridor performance monitoring databases on the following corridors: i) TTCA, ii) Central Corridor Transit Transport Facilitation Agency (CCTFA), iii) Dar Corridor, iv) Walvis Bay Corridor Group, v) Douala Corridors, vi) Abidjan-Lagos Corridor (ALCO), and vii) West Africa gateway corridors. Results of the identification of data sources and formats by the SSATP are used by Trade Mark East Africa for the establishment of the Transport Observatory on the Northern and Central Corridors. For Dar Corridor, the results are an input in the creation of the observatory which is being considered for support from the

Southern Africa Trade and Transport Facilitation Project funded by the World Bank. In West Africa, a pilot transport observatory was created combining data collected for the Abidjan-Lagos and the gateway corridors on Benin, Ghana, Cote d'Ivoire and Burkina Faso. The intention to create pilot transport observatory databases for the Douala and Walvis Bay corridors failed due to difficulties in securing access to critical data.

Supporting the establishment of transport observatories. Using the experience of data collection, SSATP prepared transport observatory guidelines which provide guidance to regional economic communities and corridor management authorities on the setting up of observatories and collection of data as well as on the use of surveys to analyze specific corridor performance issues. The guidelines (SSATP Working Paper 98) are available on the SSATP website, and were disseminated during the 2013 SSATP Annual Meeting.

The SSATP, complemented by funding from the TFF, provided specific support to the the International Commission on the Congo-Oubangui-Sangha Basin (CICOS) for the creation of a Transport Observatory on the Congo River. This support included developing a) a baseline survey of river transport users and stakeholders, b) the institutional framework and operational arrangements for the observatory. Following this initial work, a consultant was charged with preparing an agreement between CICOS and the European Commission based on which the EC will provide funding for the creation and operation of the observatory. The funding request has been submitted to the European Commission for approval. At the same time, the ministers of the CICOS member countries decided to allocate additional resources to CICOS budget for staffing of the observatory.

The corridor observatories have proven effective in collecting data from difference sources to help corridor authorities as well as individual stakeholders to analyze issues and identify solutions. The data also allows to rate the overall operational performance of the corridors. For example, the Northern Corridor observatory (ttcanc.org) collects data of four indicators, each one in turn comprising several sub-indicators (number in brackets): volume and capacity (7), rates and costs (2), efficiency and productivity (3), transport times and delays (8). For the collection of data, the observatory uses three sources: electronic data sources (12 indicators), surveys (8), node audits (1-border post crossing time). More details are given in Table 5.1.

Advocating performance monitoring for evidence-based decisions. Building on the positive impact of measures to improve border crossings and corridor performance at three border posts on the Northern Corridor, SSATP published a paper which had the objective of advocating both performance monitoring for evidence-based decisions and implementation of similar measures along other corridors.

Border crossings are often a major complication and a source of delays for trucks that need to clear customs and complete other procedures on both sides of the border. Several corridors have undertaken to convert the border posts on each side of the border into One-Stop Border Posts (OSBP) that are expected to cut the processing time of vehicles and freight traversing international borders, and to improve the governance that applies to border crossings.

Table 5.1 Northern Corridor Observatory Indicators

Volume and Capacity
1. Imports And Exports Through Mombasa Port
2. Total Cargo Throughput Of The Port Of Mombasa (TCPMSa) Vs Transit Traffic (TPMSa) In Tonnes
3. Volume Per Country Of Destination (TC)
4. Rate Of Containerization Of Transit Traffic In Percentage (RcTT), Annual Basis At The Port Of Mombasa.
5. Licensed Fleet Of Transit Trucks Per Country (TF)
6. Transport Capacity By Rail (locomotives And Wagons)
7. Volume Of Containerized And Non-containerized Handled Per Year At The Port Of Mombasa
Rates and Costs
Transport Costs Per Route And Per Mode (including Transit Charges) - Northern Corridor Logistics Cost Structure
Road Freight Charges
Efficiency and Productivity
Number Of Check Points, NCP (Weighbridge, Police, Customs, Road Toll) Per Country Per Route
Rate Of Fraud Or Declared Damage For Goods In Transit (percentage Of Total Transit)
Quality Of The Transport Infrastructure
Transport Times and Delays
1. Time For Customs Clearance At The Document Processing Center (DPC)
2. Transit Time Origin To Destination By Country
3. Average Cargo Dwell Time In Mombasa Port
4. Time Taken At Mombasa One Stop Center Before Customs Release
5. Transit Time Within The Port After Customs Release
6. Border Post Crossing Time
7. Transit Time Within The ICD/Inland Port (Truck Dwell Time In Port)
8. Weighbridge Crossing Time
9. Transit Time In Kenya (Road - Mombasa Through Malaba)
10. Transit Time In Burundi (Road - Local Imports Only)

SSATP focused on border crossings on the Northern Corridor and in West Africa. In the Northern Corridor, the initial objective was to help establish a baseline prior to the conversion of the border posts into One-Stop-Border-Post (OSBP) and generate data supporting a diagnostic of the inefficiencies. The activity involved surveys that monitored border crossing delays at the three main border posts along the corridor (Malaba and Busia between Kenya and Uganda and Gatuna/Katuna between Uganda and Rwanda). By coincidence, the surveys took place at the time the governments of Kenya and Uganda decided jointly to apply a number of measures to reduce border crossing times. Measures involved border management agencies, clearing agents and truck drivers. As a result, crossing times that were routinely over 48 hours dropped to less than six hours and average border-crossing time dropped from 24 hours to 4 hours. Savings for trucking companies and traders were estimated at US\$70 million per year. While the SSATP paper presenting the results of the survey was an excellent opportunity to advocate for similar measures along other corridors, it was

also an example of how monitoring performance provides the evidence to take decisions and measure their impact. In addition the paper contributed to building the capacity of corridor authorities to carry out targeted surveys and analyze the results. The paper included a how-to-guide for border crossing monitoring, with clear methodology and comparable indicators. On that basis, the surveys were replicated in West Africa at three border posts between Benin and Nigeria.

Integrated Corridor Management. SSATP prepared a case study (SSATP Discussion Paper 14) on integrated corridor development based on the evidence from the Maputo corridor as an input in the reflection on corridor management in Africa. As the paper notes, the Maputo corridor is widely regarded as one of the most successful transport corridors in the region. The paper provides a perspective on historical and geographic background, the infrastructure and its operating dimensions, the various transport modes (road, rail and the Maputo port) and the political economy of the reform. The paper analyzes the institutional dimensions of corridor development, focusing on stakeholder involvement in the corridor, the mechanisms for coordination, and what would appear as an emerging model for corridor management institutions. The paper is available on the SSATP website. Lessons are summarized in Table 5.2.

Improving the Competitiveness of the Trucking Industry

The price shippers pay for moving freight in Africa is the highest in the world. High transport costs to users raise the cost of doing business, impeding private investment, and serve as an additional barrier to African countries benefiting from the rapid growth in world trade. Especially for Africa's many landlocked countries, high transport costs mean that, even if they liberalize their trade regimes, they will remain effectively landlocked. While along most African corridors, transportation costs are not higher than in other developing countries, transportation prices are much higher, due to limited competition among providers of road freight transport. At the same time, logistics costs, such as the time and cost it takes goods to be moved through customs or the port, and the related inventory costs, are also very high. The combination of high transport prices and high logistics costs are serious deterrents to trade.

Table 5.2 Lessons from the Maputo Corridor

Strengths		Challenges
<i>Traffic growth on the corridor</i>	Traffic on the corridor and at the port dramatically increased, and will soon surpass its historical maximum Bilateral South Africa-Mozambique trade expanded	Traffic growth at the port has been mainly in the intensive margin, and is largely mining based, with limited spillover on other sectors and general cargo volumes of overseas trade
<i>Private sector investment in economic anchors</i>	Several major investments in economic anchor projects kickstarted its revival. Critical involvement of regional financial institutions (IDC and DBSA)	A few investments failed to materialize (defaulting investors, changing global strategies), highlighting the uncertainty of over reliance on a single project or major investors
<i>Investment in infrastructure</i>	N4 toll road concession Current Maputo Port concession and private terminal operators	Early instability in shareholding of the Maputo port company Role of parastatals in rail and port investments and operations
<i>Institutional framework for corridor management</i>	Emergence of MCLI with broad support from all types of stakeholders	The transition from investment driven to corridor challenges driven was not exactly managed nor planned, and issues remain on corridor coordination. Moreover, sustainability of the current corridor institution, MCLI, is still fragile.
<i>Regional versus national strategies</i>	With the end of the Apartheid era and the peace agreement in Mozambique, conjunction of interest in the two countries to turn a new page and re-forge links Regional consensus on the corridor approach (SADC) and the role of private sector in transport	Lack of clear interest for the conversion of the Ressano Garcia border post into an OSBP Evolving priorities for South Africa and Mozambique Difficulty and lengthy alignment of strategies between the two railway parastatals in South Africa and Mozambique
<i>Replicability</i>	The Maputo Development Corridor served as blueprint for regional Spatial Development Initiatives (SDI) and the approach gained momentum throughout Africa	Prevailing (favorable) corridor conditions are more critical in the success of similar initiatives than the recipe itself

The SSATP carried out a logistics cost study to analyze the link between prices and cost factors. The analysis led to recommendations on policy measures that can be adopted to reduce prices. The analysis covered the road transport industry in West and Central Africa. This analysis, and its conclusions, constitute an input for the definition of the road industry reform for the region, which is supported by the European Commission and the World Bank. A second activity consisted in assessing the characteristics of the trucking industry in Burkina Faso and Cote d'Ivoire. Surveys of stakeholders were carried in both countries to increase the understanding of the market structure of the road freight transport in both countries. This will be an input in the preparation of World Bank

support for the reform of the road transport industry in West Africa, also providing a baseline for comparison after the reform is implemented.

Building Capacity of Regional and National Entities Involved with Corridors' Transport and Logistics

During DP2, in the field of corridor trade and transport, SSATP helped build the capacity of regional and national institutions and organizations to advocate for reforms aimed at improving efficiency and performance of regional trade corridors. The following support was provided:

(a) Transport Coordination Committee of the Regional Economic Communities (REC TCC). The REC TCC is a forum for transport and trade facilitation in Sub-Saharan Africa, comprising RECs, countries, corridors, regional industry organizations, the private sector and development partners. It provides an advocacy platform for regional integration through knowledge generation and knowledge sharing, exchange of experiences and through dialogue to promote collaboration and improve coordination between RECs and corridor management authorities. Periodic meetings reviewed the progress of the Corridor Facilitation Program of the SSATP and helped formalize lessons learned. During the October 2012 meeting of the REC TCC, RECs and corridors agreed upon a common set of core indicators for benchmarking corridor performance. SSATP has supported the REC TCC through sponsoring meetings organized by REC TCC members. On its part, the REC TCC closely follows the lessons on integration generated by the SSATP's DP2 activities. The REC TCC has also been involved in the identification of the integration, connectivity and cohesion pillar of the SSATP for the coming Third Development Plan (DP3), validated the final definition of the pillar and decided on priorities for the first year of the DP3.

(b) Road Transport Associations in East Africa (RTAEA). SSATP helped build capacity of RTAEAs to enable them to produce industry data. The data helped the industry to have a better knowledge of its operations, performance, challenges and priorities and ground advocacy in evidence. They provided a common knowledge on the industry therefore facilitating policy dialogue between the industry and the governments. This was successful in particular during the discussion on axle load control (see section above on legal and technical norms and standards). The data also contributed to the transport observatories. The SSATP-managed survey of the road industry was completed in Kenya, Tanzania and Rwanda. The methodology, results and lessons from the surveys are presented in an SSATP document to be published on the SSATP website. The sustainability of the surveys remains a challenge as RTAEAs have little resources to fund regular updates. The Northern Corridor (TTCA) is using the corridor prices section of the survey for its transport observatory. The road transport industry surveys in East Africa were used as a template for similar surveys in West Africa.

(c) Burkina Faso Shippers' Council. SSATP assisted the Council in its efforts to identify the obstacles to the containerization to the hinterland.

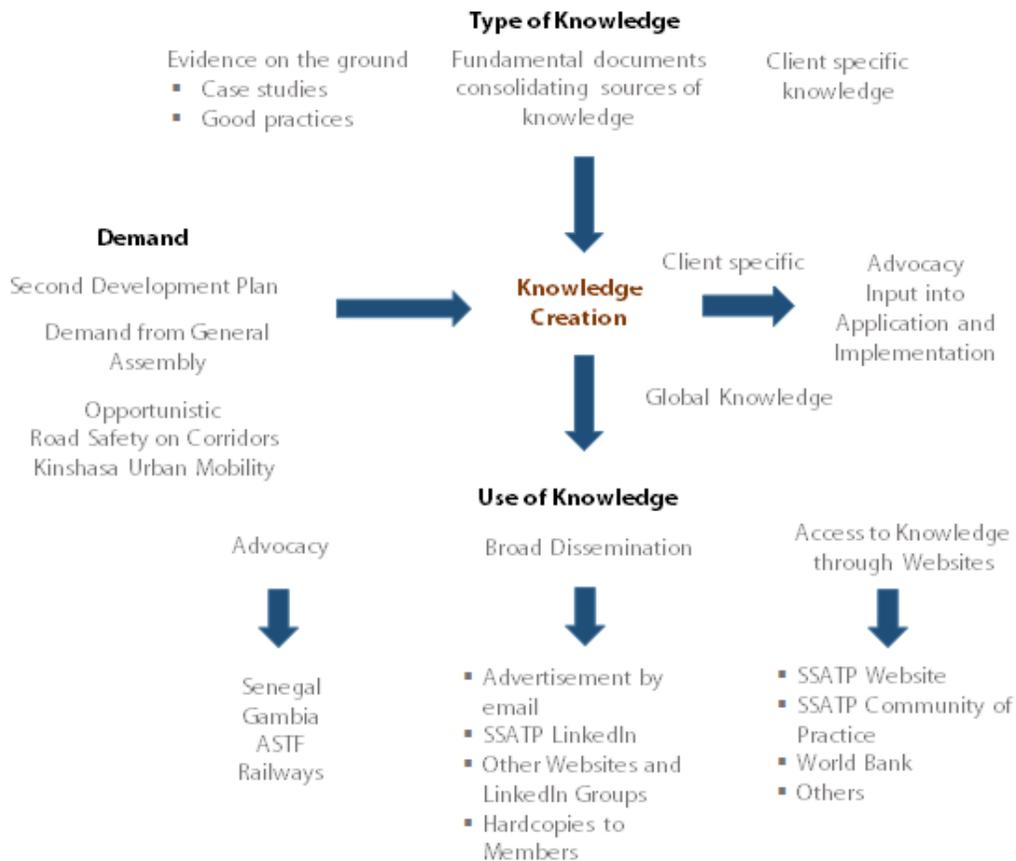
6. Knowledge Creation and Dissemination

SSATP is a knowledge program. All its activities generate or disseminate knowledge. They do this through a variety of means, including carrying out studies, publishing documents and making them available online, launching and sponsoring regional and national workshops, maintaining regular communications and exchanges between its team and the policy and technical personal of African SSATP members. The present section reviews the knowledge creation process used by the SSATP, how this knowledge is made available to SSATP stakeholders and how it is used.

The Knowledge Creation Process

SSATP knowledge creation and dissemination follows an established process (See graph 6.1).

Graph 6.1 SSATP Knowledge Creation and Dissemination Process



The demand, that is the fields where knowledge is created, originates in three ways: (a) the most significant is the Second Development Plan, that has been established by the SSATP Board in October 2007, and is summarized in the chapters 3-5 of this report (b) specific requests from the General Assembly (for the mandate of the GA, see statutes of SSATP) and (c) opportunistic, that arises from stakeholders in connection with activities that are originally in the DP2 plan.

The means for knowledge creation, in turn, are (a) evidence on the ground, that is, field work, that leads to preparation of case studies and/or documenting good practices, such as the report documenting best practices for axle load control in Eastern and Southern Africa and providing guidelines (b) consolidation of sources of knowledge, normally desk work that uses a multiplicity of document sources, that lead to preparation of a document that focuses on DP2 areas of interest, such as the policy paper on urban mobility and accessibility in Africa, and (c) client-specific knowledge, which is generated to respond to demands from clients in a policy development area, which is however expected to be of application by other clients. An example of this is the work of SSATP on rural transport strategies in Uganda and Nigeria. SSATP subsequently used this client-specific knowledge to update training materials on rural transport, which were made available to other clients.

Communications Strategy

Following the recommendations of the Mid-Term Review, SSATP during DP2 improved its communications strategy to enhance dissemination and facilitate the use of knowledge. This now consists of several media: (a) broad dissemination, through advertisements by email to the SSATP general distribution list and members of the SSATP LinkedIn group; other websites and LinkedIn groups, and distribution of hard copies to members, (b) access to SSATP website, which is maintained in both English and French, (c) communities of practice through the SSATP website; (d) SSATP's newsletter, also produced in both languages, that has been revised and updated with a more appealing design.

SSATP is also present on YouTube (<http://www.youtube.com/user/AfricaTransport>) with video clips by transport and road safety experts from across Africa, as well as best practice videos. Videos are powerful advocacy tools. SSATP used them infrequently in the past. During DP2, videos and video clips were used to present the Program and its achievements. In order to maximize its impact, SSATP also used press and radio coverage, especially at local events to inform local stakeholders.

The SSATP website is one of the most consulted websites on transport in Africa. Searching the web with the keywords Africa transport, the SSATP website is listed third by one search engine and ninth by another engine. Sites with more traffic are mostly related to South Africa, African transportation businesses or tourism. SSATP is the first website on transport and policies, its area of competence. Statistics on the access to the website and to SSATP documents are provided in the next section of this chapter.

One of the most recent methods of dissemination launched by the SSATP, which is appealing to stakeholders, is the Community of Practices (CoP). The SSATP CoP is a knowledge-sharing platform providing access to discussions, documents and expertise on topics related to transport policies in Africa. It is also a tool to share good practices among African transport practitioners and stakeholders. The CoP is structured around the three thematic pillars of the Third Development Plan. Discussions are suggested around activities of the program by the SSATP team or by members of the CoP. Examples of discussions in the SSATP community of practices are:

- Road safety lead agency models: What is an ideal road safety lead agency model and to whom should it report?
- A rural transport target in the SDGs: An opportunity to revive rural transport in Africa?
- Country commitments towards road safety: Was the decision by African Ministers of Transport requiring countries to increase funding for road safety by setting aside 5% of road maintenance and 10% of road investment resources too ambitious?

The CoP provides also the opportunity to share and discuss documents produced outside the SSATP although in one of its focus areas. Two documents were shared in 2014: Bus Rapid Transit Systems: Building effective BRT solutions for Africa; and the SLoCaT results framework on sustainable transport.

Documents, their Validation and Use

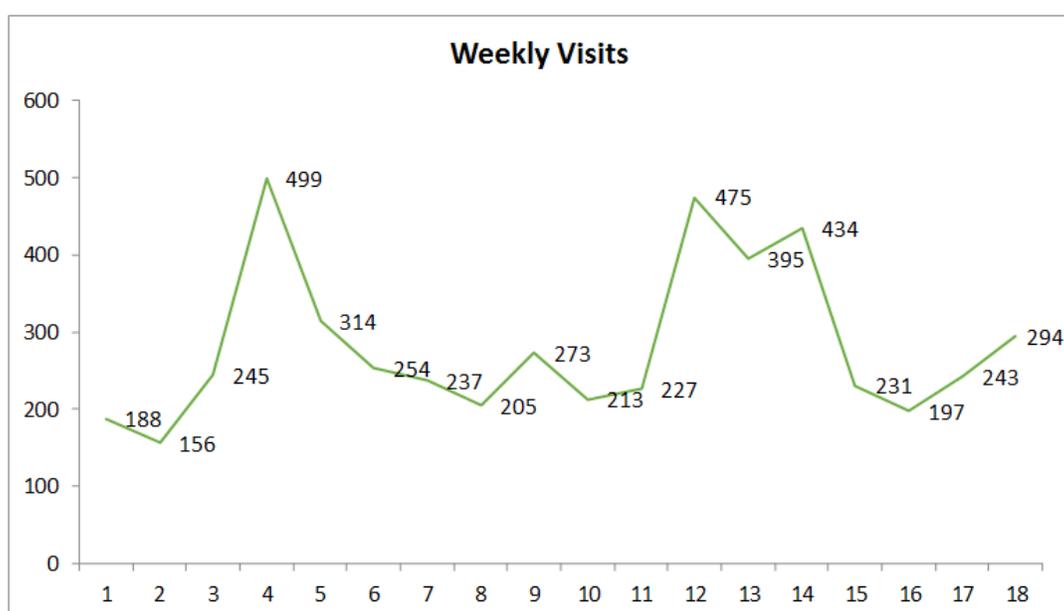
SSATP knowledge creation is reflected by its documents. Knowledge creation is subject to validation, a process by which the quality and credibility of the knowledge is verified. SSATP utilized two methods. The most common validation is by distributing drafts of the initial document, and receiving feedback and comments from clients and partners in one or more regional workshops, after which a final document is produced. For knowledge that is generated by consolidation of sources of knowledge, validation is often done through reviews by peers that are considered especially knowledgeable of the subject. The type and method of validation are summarized in table 6.1 below (see details in Annex 5).

Table 6.1 Number of Documents produced, Type of Validation and Focus

	Documents Produced during the DP2				Documents produced after 2012 ¹⁶		
	Number	Theme 1	Theme 2	Theme 3	Number	Validated in Regional Workshops	Validated by Peer Review
<i>Working Papers</i>	18	6	10	2	14	7	11
<i>Discussion Papers</i>	6	0	4	2	1	0	1
<i>Good Practice Papers</i>	1	0	0	1	0	0	0
<i>Other publications</i>	5	1	3	1	3	1	0

Monitoring the use of SSATP-generated knowledge is difficult. A sample survey of ‘hits’ on the SSATP website during the period February 9 – June 14, 2014 showed that the SSATP website was visited 5080 times over the period of about 4 months, with an average of 40 visits per day¹⁷ and 282 visits per week. These figures take into account returning visitors. First time visitors are estimated at 70% of the overall traffic, accounting for about 3552 visits.

Graph 6.2 Access to the SSATP Website



The surge in traffic is due to large scale email announcements of the release of new publications for which specific pages were created on the website: *Guidelines for Mainstreaming Road Safety in Regional Trade Road Corridors*, *A Review of International Legal Instruments for the Facilitation of*

¹⁶ Because most of the SSATP team changed in 2011, the information on the validation method of the documents produced by the SSATP is not available comprehensively.

¹⁷ 49 visits per weekday.

Transport and Trade in Africa, and Proceedings from the Africa Transport Policy Forum and the 2013 SSATP Annual Meeting, respectively.

SSATP documents can also be accessed from the Open Knowledge Repository (OKR) and the Documents & Reports page at the World Bank. 37 SSATP documents were downloaded a total of 2,900 times since the OKR opened in 2012. The most downloaded document from the OKR was the Framework for improving railway sector performance in Africa. 4,795 visitors accessed SSATP documents from the Documents & Reports page at the World Bank between May 1, 2012 and May 31, 2015.

More details on the access to the SSATP website are provided in Annex 6.

Partnerships

SSATP continued to develop partnerships and its relations with a number of agencies. Partnerships are essential to coordinate interventions and facilitate the sharing of knowledge. Box 6.1 illustrates the expansion of partnerships. SSATP has developed three types of partnerships: Ad-hoc and short-term partnership to organize events; long-term partnership to benefit from the experience of the partner and to extend the outreach of the SSATP to the partner's members; and partnership to support implementation of SSATP results as SSATP is not directly involved in implementation which is the responsibility of countries and regional economic communities.

7. Overview of Factors of Success, Constraints and Risks

This chapter reviews some factors contributing to the program's achievements, the various levels of achievements, the constraints that the program faced, and the risks that threaten the sustainability of the DP2 achievements. This review starts with a discussion of progress in enhancing ownership of the DP2, because the quality and depth of ownership is the main factor influencing achievements and their sustainability.

Ownership

During the DP2, there was much progress in the clients sensing a greater ownership of the program. This was due to several reasons. At the highest level is the incorporation of the African Union to the Board of the SSATP in 2012. At the same time, SSATP management and staff have taken an active but low key attitude when it matters. A notable indication of this, as reported by a senior World Bank official attending the Africa Transport Forum and the SSATP General Assembly in October 2014, was that in those two meetings, representatives from the participating countries and Regional Economic Communities were leading the discussions, while in similar meetings he attended in other sectors, the financing partners were at the front, while the clients were at the back.

The case of the Francophone countries is special. During the initial phase of the DP2, there was limited efforts from the SSATP to reach these countries and as a result little interest in most of the countries in participating in SSATP activities. This changed, however, when more French-speaking staff joined SSATP, more documents were translated into French and published with less delays, and the SSATP website was made bilingual, offering the option of English or French,

At the operational level, the transfer of several SSATP staff to Africa (Kenya and Cameroon) greatly increased the communications with African technical personnel, and provided the SSATP team a finer perception of the region's transport issues. However, this presence was discontinued in 2011 and it was only in mid-2013 that one SSATP staff was again relocated in Africa for one year. SSATP took the opportunity of the presence of World Bank staff in country offices to delegate the management of some tasks to this staff (Ethiopia, Côte d'Ivoire) which had a positive impact. SSATP considered co-management of tasks with other development partners but this did not materialize. One activity in Burkina Faso was recipient-executed and managed directly by the government. All other activities were directly executed by the SSATP.

The request by African governments for SSATP to include in its program a review of the railway concessions shows the sense of ownership and at the same time trust that SSATP would be able to carry out a substantive and credible work on the subject.

With the increase in ownership comes a greater willingness to be part of SSATP activities, for example, attending annual meetings and regional and national workshops or being involved in other ways. For example, the REC TCC which is strongly supported by the SSATP, is seen by development partners as the only structure where the RECs can discuss and exchange views on their programs. Attendance of annual meetings was strong with about 75 percent of member countries represented. During all meetings in 2012, 2013 and 2014, participants expressed a strong support to the program and their wish for the program to continue.

Monitoring Results

As noted in the mid-term review, SSATP needed to rebalance its program with a view to go beyond outputs resulting from knowledge creation and increase the focus on results reflected by progress in implementation of policy reforms promoted by the SSATP. While specific achievements are presented in other sections of this progress report, being able to assess progress of reforms in the transport sector requires a more global effort to build the monitoring capacity of countries and regional economic communities and develop the monitoring tools and systems. Several activities of the DP2 contributed to this aim. Notably:

- Those that aimed to improve generation of hard data based on which credible measures can be devised and applied and their impact monitored: SSATP provided support to two countries to assess their institutional capacity to develop, operate and sustain transport sector data management systems. On the basis of that experience, SSATP developed a policy and provided guidelines available to countries to set up their own systems (Working Paper 104). SSATP also provided specific guidance on monitoring and evaluation of rural transport programs (Working Paper 99).
- Those that aimed to rate specific policy or institutional performance: These included rating effectiveness of transport policies (Working Paper 103), the performance of road agencies (Working Papers 105 and 92), and the governance in the transport sector (Working Paper 95).
- Those that set up a good monitoring system to follow performance over time of complex systems that require major coordination between a multiplicity of stakeholders, such as the observatories of land and river corridors that involved the public and private sectors, different operators and providers of services, as well as clients (Working Paper 98).

Levels of Achievement

Some of the DP2 program activities can be considered as having achieved their objectives, while others suffered from implementation delays or were only partially completed or they may not be sustainable.

Several of the activities that made good progress could be considered especially successful because they led to decisions taken by governments to adopt their recommendations or because there were indications of interest and commitment at a high political level. An example of the first cases is Tanzania and its new legislation on road safety. In the latter case is the African Sustainable Transport Forum, attended by a large number of transport and environmental ministers from a significant number of countries that led to a framework for action. These activities were completed on time, their documents well received (some frequently retrieved from the SSATP website) and there was a sense that they had had a significant impact at the region or country level. Table 7.1 provides some examples that illustrate this type of achievements.

Table 7.1 Sample achievements during the DP2

Action Type	Country or Regional Organization	Measure	Comments
<i>Adoption</i>	Zambia	MOU on road safety	Signed by a broad range of government institutions involved in road safety
	Mozambique	New law on transit regime	Based on consultations with stakeholders facilitated by the SSATP
	African Union	Intergovernmental Agreement on norms and standards for the Trans-African Highways	Harmonize norms and standards across the continent
	Burkina Faso	New transport strategy	Following consultations with stakeholders facilitated by the SSATP
	Kenya	Self-regulatory charter on axle load control	Signed by the road transport industry
<i>Decision</i>	Burkina Faso, Swaziland	Create a transport sector data management system	Based on the institutional assessment carried out by the SSATP
	CICOS	Create and operate a transport observatory on the Congo river	Complemented by support from the European Commission
	ECOWAS/UEMOA	Create a transport observatory in West Africa	with inputs from the SSATP (use of the SSATP work on corridor monitoring by the transport observatories of the corridor authorities in Eastern Africa) and support from the European Commission

Another type of achievement is for an SSATP activity to link, whether upstream or downstream, with an investment or technical assistance project supported by the development partners. This was, for example, the case of Bank projects supporting road safety in Zambia (underway), and Ethiopia (under preparation). It was also the case of the survey of stakeholders in Burkina Faso and Cote d'Ivoire that heightened the understanding of the market structure of road freight transport and will be an input in the preparation of World Bank support for the reform of the trucking industry in West Africa. The European Commission is providing support to the creation of transport observatories in the CICOS and West-Africa regions based on or using inputs from work done by the SSATP. In these cases, there is a clear synergy between the SSATP activity and the externally-funded project.

A group of activities, taken together, were mutually reinforcing, and made a significant contribution to improving transparency, capacity to assess policy and agencies' performance and monitoring and evaluation for better government through evidence-backed decisions. At the core were several activities that aimed to improve the quantity and quality of data that would be valuable to analyze the performance of the transport sector and their agencies. This was complemented by activities that defined indicators (corridor performance, road agency performance, governance in the transport system), guidelines and policies (transport sector data management systems, good practices for M&E of rural transport projects), tools (RONET software for road network evaluation).

Activities that substantially strengthened SSATP position for the DP3 because they deepened the knowledge and capacity of SSATP to deal with key topics of DP3, and involved clients early are also valuable. Several activities did this. For example, on road safety the preparation of a document proposing a framework for road safety management in Africa, and guidelines prepared jointly by SSATP and the World Bank, for mainstreaming road safety intervention into corridor projects; on integration and connectivity, the work on the creation of transport observatories; on mobility and accessibility, the paper prepared on this topic.

Several activities did not fully achieve their objectives because they suffered delays, or were completed with less depth or breadth than originally anticipated, or are subject to significant sustainability risks.

- A common problem was that countries did not provide feedback on draft reports produced by the SSATP using data collected in the countries, as is the case of the assessment of policy performance. At the same time, this assessment could have been the opportunity to engage in a dialogue in the countries where data were collected but this did not happen. Yet, in this particular case, the methodology used subjective variables that may have created a resistance to get engaged among the participating countries. This was also the case for the case studies on private road financing in three countries or the identification of governance indicators in the transport sector. In the latter case however, SSATP intended to work on the application of the indicators in four countries which had expressed interest but this eventually did not happen for various reasons.
- A number of governments did not take a decision although the SSATP work had been well received by stakeholders. There was lack of response by Gambia after a workshop was organized to discuss road safety and the creation of a road safety lead agency. Senegal took the decision to create such agency and requested SSATP support to prepared implementation but has not made real progress yet. Similarly Uganda did not implement the SSATP recommendations to improve implementation of the gender policy in the transport sector. The Sierra Leone government did not adopt the new transport strategy because of disagreements on some aspects of the strategy proposed by the SSATP consultant. The Nigeria government did not adopt the new rural transport strategy because it had been initiated by the Ministry of Transport in view of the preparation of a new transport sector strategy while the Ministry of Rural Development is in charge of rural transport.
- Changes in policy and technical personnel was often the major cause for little progress. For example, initial progress made in identifying needs for strengthening road safety capacity in

Cameroon could not be pursued by the SSATP due to major changes in country counterpart staff at the policy level.

- Refusal to provide access to critical data led to failure of the task to create pilot transport observatory database for the Douala and Walvis Bay corridors.
- In some cases, SSATP itself may have been the problem, for example by getting late financing to start the DP2, failing in at least one case to get consultants on time, weak initial relationship with the Francophone countries, as discussed above, or getting a bit too theoretical in some of its publications (example: improving rural transport contribution to growth and poverty reduction, knowledge gaps in rural transport).

Risks

The DP2 was implemented during a period when major improvements made in Africa's management of the transport sector over a couple of decades either stalled or became at risk of being reversed. This was the finding of the SSATP review of the effectiveness of the transport policies.

In that context, the themes covered during DP2 were timely and intended to help Africa continue its path to reform that had been launched around the 1990 decade. As the review noted, the impressive way Africa had modernized and improved the efficiency of managing the road network was one of the reforms at risk.

The creation of largely autonomous road agencies and road funds that were governed with significant inputs from users and other private representatives was likely the most significant reform in the transport sector during the period. There were, however, important and influential opponents of the new model for managing road maintenance. Thus, SSATP support for deepening the reform through activities such as the commercialization and private finance was opportune. Reforms in other areas of transport management were subject to similar threats, or simply were not proving as effective as they were believed to be. This was the case of the railway reform that consisted mainly of a blanket concessioning approach, giving private operators concessions of the railway management and operations that had been celebrated as the right solution. The review of railway concessions and the proposals for a more flexible and customized models supported by SSSATP is an important step in search for more effective and practical models of railway management in Africa.

In conclusion, based on past experience, the strengthening of reforms assisted by the DP2 are subject to significant sustainability risks. Avoiding their stalling or reversal will required strong ownership by the governments, and solid support by relevant regional communities.

8. Lessons

Several lessons emerge from the DP2 implementation experience.

African policy makers in the transport sector are increasingly interested in transparency and better governance. Implementation of the DP2 provided strong evidence of this, as shown by the various activities that were directly linked to governance. A significant number of countries were willing to participate in such activities. This included policy performance review, transport sector governance, and performance of road agencies. These are sensitive areas, where it is not common, in Africa or elsewhere, to find countries or government agencies willing to be involved. In addition, the DP2 also gave emphasis and provided support to data collection activities, which was aimed at helping to ground policy decisions in solid factual evidence and is critical to good governance.

Ownership of the SSATP by client has greatly increased, improving the value of the program. The large and active presence of client representatives in SSATP Annual Meetings and regional and national networks suggests that client countries feel at ease in their partnership with the SSATP and that they value their participation. It also confirms the strong convening power of SSATP. The process of validating draft documents had in most cases a strong involvement by countries and regional agencies representatives, helping generate documents that are tailored to African conditions. Both the inclusion of the African Union Commission in the Board of the SSATP (linking the SSATP to the continental institutional leadership in transport) and the increased attention that financing partners have paid to listening to SSATP stakeholders (ensuring that the program is demand-driven) have been important contributing factors to the increased ownership of the program by African stakeholders.

The increased transparency and ownership may allow SSATP to go further in difficult policy areas, but progress in some areas or countries may not always move at a good pace. This is to be expected, because not all countries are equally receptive to reforming their policies. This may be an ingrained conception in some governments, or may be simply the result of frequent changes in policy makers and technical personal. In the latter case, SSATP may have activities that are simply in the wrong place at the wrong time. The question for SSATP program management is whether anything can be done to minimize getting too deeply involved in those cases, and whether it is possible, in some cases, to anticipate problems.

SSATP has the objective and the capacity to provide a valuable support to transport reforms but it is complementary rather than central in the reform process. SSATP during DP2 included several activities aimed at disseminating ideas supporting the sustainability of major transport reforms launched in past decades. SSATP had also a few advocacy activities to promote the adoption of policies in a number of countries. Still, SSATP, a trust fund-financed program, has limited resources

and needs relays to extend its reach and its impact. One major relay is the African Conference of Ministers of Transport which would provide the link between the technical body that is SSATP and the political body that is the conference. In this respect the AUC is invited to better use the opportunity that SSATP represents as a tool available to support AUC's programs for example in regional integration and road safety. The SSATP can also add value in global discussions where the AUC represents Africa such as climate change and sustainable transport or in specific areas where the AUC is not currently involved such as urban mobility.

The link between SSATP and projects funded by development partners is also important as projects provide the funds for implementation of policies promoted by the SSATP. SSATP does not have the kind of long-term action that vehicles such as investment projects can have. SSATP activities preceding or coinciding with efforts by such projects can make a significant contribution to implementing reforms or helping make improvements to such reforms—as is the case of the new business models for railways that take a more flexible view of the use of concessions – by providing clients with relevant analysis, bringing the international and African experience and providing an open forum for discussion.

Client-specific requests are valuable and should be included SSATP's program when the knowledge to be gained is expected to be relevant and useful to other clients. SSATP receives many client-specific requests. However, efficient use of SSATP's limited resources suggests that those client-specific requests that are likely to generate knowledge valuable to other clients should be given priority. Good examples of such requests are the support provided to the preparation of rural transport strategies in Nigeria and Uganda, that generated knowledge later incorporated in SSATP's training materials on rural transport. Another example was the preparation by SSATP of a paper on road safety management framework based on the experience gained working on a framework for Ethiopia.

9. Financial Reporting

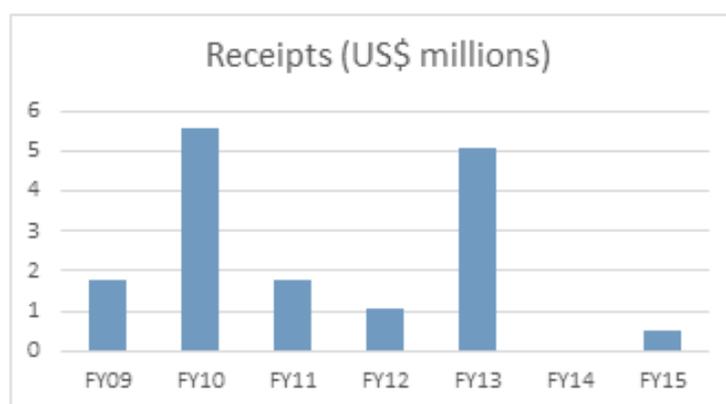
Receipts

Table 9.1 Receipts in the Multi Donor Trust Fund (US\$)

MDTF Financing Partners	Initial Receipt	Final contribution ¹⁸
United Kingdom - Department for International Development (DFID)	1,159,737.50	1,144,047.63
African Development Bank (AfDB)	600,000.00	591,882.71
European Commission (EC)	10,347,476.00	10,207,486.93
Norway - Ministry of Foreign Affairs	581,713.95	573,844.05
Swedish International Development Cooperation Agency (SIDA)	2,429,088.74	1,903,156.93
Agence Française de Développement (AFD)	663,000.00	654,030.40
TOTAL	15,781,016.19	15,074,448.65

Graph 9.1 provides the historical distribution of the donors' contribution during the period of the DP2. About one third of the total contribution was received in FY10, one third in FY13 and the remaining balance split between FY09, FY11 and FY12. The European Commission provided its final contribution (5 percent of its commitment) in FY15 after 95 percent of the funds in the MDTF were either disbursed or committed.

Graph 9.1 Annual Receipts



¹⁸ DFID waived its pro rata share of unused funds. The SIDA balance was returned in 2012 when SIDA exited SSATP.

Other contributions. In 2011, SSATP received additional funding from the TFF for its corridor program (activities and supervision), for the operationalization of the CICOS River Transport Observatory¹⁹, for the development of an international agreement on norms and standards for the Trans African Highways and for the One-Stop Border Post Program of the Economic Community of West African States (ECOWAS). With this, TFF contributed US\$4.77 million to the SSATP Second Development Plan. Other contributions to the DP2 were provided by the Islamic Development Bank (transport strategy in Sierra Leone), Austria (data management system in Zambia), and two trust funds at the World Bank (climate change and governance). The World Bank itself provided a contribution in kind to the DP2 estimated at about US\$3 million²⁰.

Several other partners of the SSATP also provided a significant contribution in kind. The African Union Commission led the task to prepare an international agreement on norms and standards for the trans-African highways and together with UNECA to prepare the Africa road safety action plan and road safety charter. UNECA collaborated with the SSATP for several activities (road safety, trans-African highways, review of legal instruments on facilitation of trade and transport) or was co-organizer of SSATP events. The European Commission was involved in the preparatory work to create the CICOS river transport observatory. The African Development Bank peer reviewed several SSATP documents and coordinated closely with the SSATP team through its transport policy and road safety staff.

¹⁹ This complemented an initial grant from the MDTF to establish a baseline for the observatory.

²⁰ The World Bank provided two acting Program Managers during the transition periods from one Program Manager to another in 2009 and 2011. World Bank staff managed several activities of the DP2 (14 staff managed 20 activities, see list in Annex 5). The World Bank was responsible for managing procurement of contracts and overseeing financial management, in particular compliance with the terms of ancillary agreements when the organization of events was delegated to SSATP partners. The World Bank provided quality control of SSATP documents (peer review of concept notes and draft reports). One World Bank staff was responsible for the administrative oversight of the SSATP. World Bank in country offices provided support to the SSATP during missions, to maintain contacts with clients, to distribute SSATP documents and to organize SSATP workshops and other events, the organization of annual meetings requesting particular attention.

Table 9.2 Other Receipts

Other Financing Partners	Total up to June 2013
Islamic Development Bank	187,528
World Bank ²¹	3,000,236
Trust Fund for Building Analytical Capacity to mainstream Adaptation to Climate Risk	148,738
Trade Facilitation Facility (TFF)	4,771,408.69
▪ Corridor program/activities	3,036,457.45
▪ Corridor program/supervision	718,895.87
▪ CICOS river transport observatory	30,368.30
▪ Trans-African Highways	557,269.99
▪ ECOWAS ²²	428,417.08
Austria ²³	350,000
World Bank Governance Initiative	8,565
TOTAL	8,317,737.69

Total Receipts. Total receipts (paid-in and in kind) from MDTF financing partners and other financing partners amounted to US\$ 23,392,186.34. During the period of the DP2, resources of the MDTF generated US\$159,340.47 of investment and other income added to the receipts account.

Leveraging additional funds to achieve results. SSATP was able to leverage additional funds either through direct partnership to carry out its activities or through the contribution from development partners, countries and partner institutions to implement and apply the knowledge generated by SSATP. In the road safety area, the Global Road Safety Partnership and UNECA cofinanced workshops with SSATP. ASANRA financed from its own resources the evaluation of the performance of road agencies in nine countries in Southern Africa with SSATP contributing during the peer review. The EC is considering amending a Euros 1.1 million grant to CICOS to include support to the creation of the CICOS river transport observatory as a follow-up to the baseline study and advocacy work funded by the SSATP. Several development partners have expressed interest in funding support to the implementation of the charter for self-compliance with the EAC axle load regulation. Mozambique and Botswana funded two RNET training workshops. The Swiss State Secretariat for Economic Affairs (SECO) mobilized \$150,000 in cofinancing of the study on urban mobility and accessibility in Africa to expand the geographic reach of the study. The government of Zambia decided to fund from its own budget for about \$5 million the Road Safety initiatives initiated in partnership with SSATP including the execution of a Memorandum of Understanding (MoU) between various government agencies involved in road safety and the development of a safe corridor. IDA

²¹ World Bank contribution is in kind. Disbursements are estimated based on staff weeks of World Bank staff allocated to the program.

²² This activity is still on-going with an undisbursed balance of US\$92,285.90.

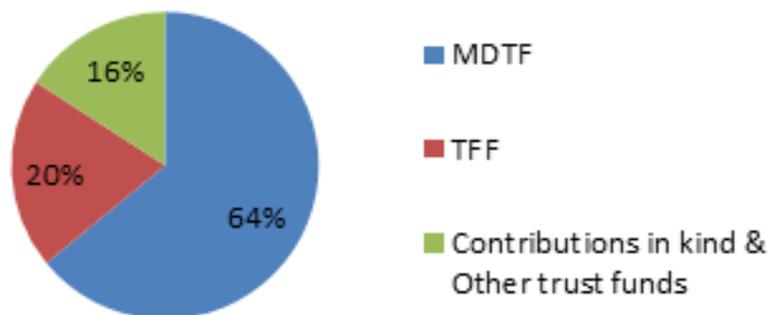
²³ Contribution in kind.

has also agreed to fund an Accident Information System up to US\$ 600k within the framework of the MoU.

Disbursements

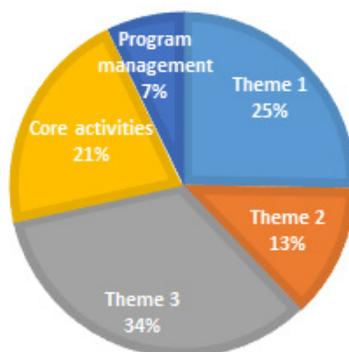
At completion, SSATP had disbursed a total of US\$23,292,467.16, with the following distribution by source of funds: (i) disbursements from the MDTF amounting to \$14,918,277.37 at the end of the period (94.5% of the initial receipts); (ii) disbursements from the TFF amounting to US\$4,679,122.79; and (iii) contributions in kind and from other trust funds amounting to \$3,695,067. A 2 percent administration fee on the MDTF as agreed in the MDTF administration agreement was added to the disbursement account.

Graph 9.2 Distribution of Disbursements by Source of Financing



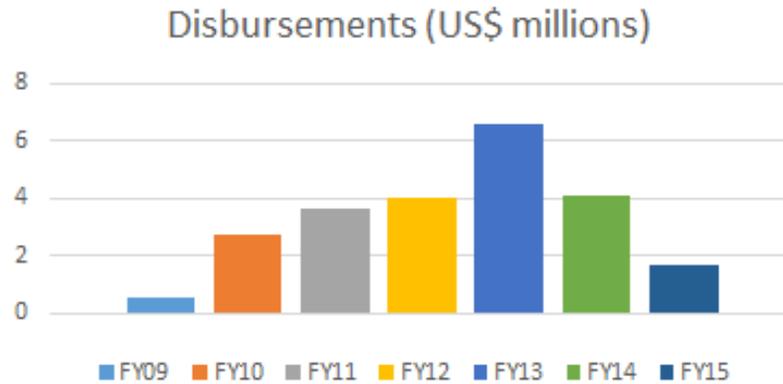
As for disbursements per theme, an amount of US\$5,888,783 was disbursed on Theme 1 activities, related to Transport Strategies and Policies and cross-cutting issues; US\$2,932,164 on Theme 2 activities, related to Transport Management; and \$7,845,486 on Theme 3 activities, related to Regional Integration. Disbursements related to core activities (such as dissemination, publications, annual meetings, website) amounted to \$4,958,175. Management costs amount to \$1,667,859, equivalent to 7 percent of other expenses compared to a maximum of 12 percent in the administration agreement of the multi-donor trust fund. Annex 7 provides more detailed disbursements per group of activities.

Graph 9.3 Distribution of Disbursements by Theme



Graph 9.4 provides the history of disbursements per fiscal year. Disbursements started in FY09 to accelerate until FY12 and peak in FY13 to more than US\$6 million. Disbursements in FY15 were mostly to wrap-up activities from the previous years.

Graph 9.4 Distribution of Disbursements by Fiscal Year



Annexes

Annex 1. SSATP Institutional Set-up

The SSATP institutional set-up at the beginning of the DP2 was as amended by the Constituent Assembly in Kigali in 2003.

Mission Statement

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

The mission statement was amended in 2012 to extend the geographic coverage of the SSATP to the entire Africa.

SSATP Membership

Member countries and organizations undertake to:

- Clearly demonstrate a willingness to establish an “SSATP function” (individual coordinator, group, committee) at a sufficiently high influential level in relation to relevant institutions;
- Provide a clear statement of intent to pursue policy development paths in line with SSATP objectives; and
- Give undertakings to ensure meaningful private sector participation in policy development processes.

In 2012, the function of national coordinator was elevated to the Permanent Secretary or equivalent in the Ministry in charge of Transport.

Constituent Assembly (CA)

The CA is composed of one representative of each of those donors from whom SSATP has accepted and is using a contribution, and a representative of the recipient governments (UNECA). The CA may from time to time co-opt additional members as it sees fit. The CA determines who should be the members of the Annual General meetings based on recommendations of the Board. The CA annually selects the members of the SSATP Board.

Annual General Meeting (AGM)

The AGM is constituted by member countries, regional economic communities and ex officio by all active donors to the SSATP. In addition, relevant public and private sub-regional organizations, international and private institutions, associations and companies, as determined by the CA on the recommendation of the Board, may be members of the AGM. Non-member country representatives and other African and international transport actors may be permitted to attend AGMs at the discretion of the CA on the recommendation of the Board.

The AGM comments on the annual reports and long-term rolling development plans. Decisions by the AGM are by consensus. If unanimous decisions cannot be obtained, the issue is referred to and resolved by the CA.

The Board

The Board is constituted as follows:

- One representative from multi-lateral financial development institutions;
- One representative from beneficiary governments;
- One representative from the private sector, users and civil society;
- One alternative member from the private sector, users and civil society; and
- One representative from the donor community.

The constitution of the Board during the DP2 was amended to include:

- One representative from the African Union Commission;
- One representative from regional economic communities; and
- A second representative from multi-lateral financial development institutions in addition to the World Bank, the host of the SSATP.
- The alternative member for the private sector, users and civil society also became a full member.

Annex 2. 2007 DP2 Logical Framework and Achievements

Narrative Summary	Achievements	Verifiable Indicators	Measure of Indicators
<p>Overall Goal Transport policies and strategies contributing to regional integration, poverty reduction, and economic growth</p> <p>Purpose Countries, RECs, and donors implement sound policies and strategies leading to provision of reliable, safe, efficient, and affordable transport</p>		<p>Improved mobility to market, economic opportunities, and social services</p> <p>Transport strategies leading to affordable transport services and improved accessibility</p>	
Theme 1 Output	Achievements	Verifiable Indicators	Measure of indicators
<p>1. Comprehensive pro-poor and pro-growth transport sector policies and strategies identified, tested, and promoted</p>		<p>Output indicators</p> <p>O1.1 Completion of the development of pro-poor and pro-growth transport sector strategies in targeted countries</p> <p>O1.2 Number of member countries with comprehensive pro-poor transport strategies. DP-2 intends to see that at least the PRTSR countries will have adopted such strategies</p>	<p>SSATP supported preparation of transport strategies in Burkina Faso and Sierra Leone. SSATP provided additional support on strengthening gender aspects in the transport policy in Uganda and on designing rural transport policies and strategies in Uganda and Nigeria. The 10 countries subject of the application and impact review of PRTSR outcomes have transport strategies consistent with their poverty reduction strategies.</p>

Theme 1 Output	Achievements	Verifiable Indicators	Measure of Indicators
1.1. Application and impact of PRTSR ²⁴ outcomes documented	The application and impact review of PRTSR outcomes was carried out in 10 countries. The review found that the strategies	<p style="text-align: center;">Impact Indicators</p> I1.3. Percent increase of investment in transport activities contributing to economic growth and poverty reduction	
	for the transport sector do take into full account the goals and priorities of the poverty reduction strategies. However, it also found that transport sector issues are not adequately considered as key issues in formulating Poverty Reduction Strategies. Transport is considered more as a sector supporting production, while cross cutting aspects of mobility are not adequately emphasized		I1.2. Reforms sustained and transport institutions strengthened I1.3. Number of direct employments created in the transport sector
1.2. Guidelines on pro-poor and pro-growth transport strategies produced based on PRTSR assessment and piloting works	The guidelines were produced (WP89).		

²⁴ The Poverty Reduction Transport Strategy Review (PRTSR) was carried out in 20 countries under the DPI to review consistency between Poverty Reduction Strategies and Transport Strategies and how pro-poor and pro-growth aspects were integrated in the transport strategies.

Theme 1 Output	Achievements	Verifiable Indicators	Measure of Indicators
<p>1.3. Road safety policies and strategies mainstreamed in national transport strategies</p>	<p>SSATP prepared jointly with AUC and UNECA a Road Safety Charter to guide countries in implementing the African road safety action plan in support of the Decade of Action.</p> <p>During the DP2, SSATP focused on road management in support of the first pillar of the Decade of Action. SSATP promoted a road safety management framework to create/strengthen the institutions and give them the capacity to spearhead the countries' efforts to tackle the road safety crisis and champion the institutional management functions. The framework was disseminated to African countries and in specific country workshops in Ethiopia, Senegal and Gambia.</p> <p>SSATP supported the preparation of a Memorandum of Understanding between institutions involved in road safety in Zambia.</p> <p>At regional level, SSATP produced guidelines to mainstream road safety in regional trade road corridors.</p>		
<p>1.4. Climate-friendly transport strategies mainstreamed in national transport strategies</p>	<p>An adaptation strategy for resilience to climate change was prepared based on three pilot countries (Ethiopia, Mozambique and Ghana).</p> <p>SSATP promoted the creation of the Africa Sustainable Transport Forum as a platform for dialog, knowledge sharing, and Africa-specific innovation on sustainable transport issues, oriented towards policy- and decision-makers at both national and sub-national levels. The first conference in Nairobi in October 2014 focused on road safety, vehicles emissions and energy efficiency, and accessibility and sustainable infrastructure. The ASTF will provide the foundation for mainstreaming climate change aspects in transport strategies.</p>		

Theme 1 Output	Achievements	Verifiable Indicators	Measure of Indicators
1.5. Stakeholders equipped with methods for evaluating the impact of transport investment on growth and poverty reduction	<p>SSATP produced guidelines and policies to strengthen transport sector data management systems.</p> <p>Specific support to establish such systems was provided in Swaziland and Burkina Faso.</p> <p>In the rural transport sector, SSATP produced two working papers on monitoring and evaluation of rural transport programmes and on planning rural infrastructure & services.</p> <p>SSATP provided training on RNET.</p>		
1.6. Transport policy knowledge better shared among country stakeholders and SSATP coordination strengthened	<p>The website was revamped and is available in both English and French.</p> <p>A community of practice was initiated to facilitate exchange and discussions among transport practitioners in Africa.</p> <p>SSATP launched a LinkedIn group and a YouTube channel.</p> <p>SSATP launched the first Africa Transport Policy Forum in Dakar in 2013.</p> <p>The coordination function for SSATP activities in countries has been elevated at the level of Permanent Secretaries in the ministries in charge of transport.</p> <p>SSATP facilitated meetings of the REC TCC as knowledge-sharing and policy coordination platforms.</p>		

Theme 2 Output	Achievements	Verifiable Indicators	Measure of Indicators
<p>2. Effective institutional and financial arrangements adopted for safe, reliable, affordable and accessible road transport services and infrastructure.</p>		<p>Output indicators</p> <p>O2.1 Number of countries with effective regulatory institutions for rural and urban transport services</p> <p>O2.2 Number of countries that have put in place institutional frameworks for the management of national and rural (access roads) infrastructure</p> <p>O2.3 Number of countries that have defined financing/funding mechanisms for maintenance and rural access development. The countries that have adopted a comprehensive transport strategy are expected to initiate a process to meet full maintenance funding requirements</p>	<p>SSATP work on urban transport institutions took place too late in the DP2 to have an impact. The institutional framework for urban transport is one key aspect of the Enable component of the EASI policy (Enable/Avoid/Shift/Improve) promoted by the SSATP in its Working paper No. 106. SSATP will provide support to implementation of the policy under the DP3. Since the DP2 started, a review of 20 cities in Africa found that: urban transport authorities were created in Cape Town, Casablanca; are considered in Dar es Salaam, Accra, Cairo, Gauteng, Ouagadougou, Tunis; and efforts to strengthen the urban transport management capacity are taking place in Addis Ababa.</p>
<p>2.1. Guidelines are updated by SSATP to help countries improve road network financing strategies and road fund operations based on recent evaluations</p>	<p>No activity</p>		<p>Little progress has been made with respect to rural transport institutions and financing. Countries give priority to investment in rural transport infrastructure and the situation at the end of the DP2 remains the same than when the DP2 was launched. The draft Nigeria rural transport policy prepared with the support of the SSATP clarifies the institutional framework for rural transport but does not recommend a coordination mechanism. It recommends the creation of a Road Fund which would contribute to the financing of rural roads. Similarly, the rural transport policy in Uganda also prepared with support from the SSATP clarifies the institutional framework but does not recommend a coordination mechanism. It proposes a policy to fund rural road maintenance and improvement.</p>
<p>2.2. SSATP good practices on RMF are overseen by road associations (ARMFA, ASANRA, AGEPAR...); RMF training transferred to road associations.</p>	<p>SSATP organized a training of trainers on RNET to provide ARMFA the capacity to continue organizing the training.</p>		

Theme 2 Output	Achievements	Verifiable Indicators	Measure of Indicators
2.3. Performance of road agencies reviewed by SSATP and best practice guidelines published	<p>WP92 reviewed progress on commercialized road management in Africa.</p> <p>WP105 compares outcomes of two approaches to evaluation of road agencies' performance</p>		
2.4. Models disseminated on rural road management and financing in the context of decentralization, in targeted countries	<p>The SSATP Rural Transport Training Materials were updated.</p> <p>WP93 reviewed rural transport practices to improve the sector's contribution to growth and poverty reduction in Africa.</p>	<p>Impact Indicators</p> <p>I2.1. Percent increase in number of people living less than 2 kilometers from all-weather roads</p> <p>I2.2. Percent reduction in transport cost</p> <p>I2.3. Improvement in road conditions</p> <p>I2.4. Number of towns and cities with efficient and effective public transport services and pedestrian infrastructure</p>	<p>Although the rural access index was adopted by the African ministers of transport, little efforts were made to monitor it and to use it for policy purpose. The index is monitored in projects funded by development partners which shows a lack of ownership of the index by policy- and decision-makers in Africa. The definition of the index itself has been criticized. An initiative to reignite interest in the index has been launched by the Africa Community Access Program funded by DFID and by the Sustainable Low Carbon Transport (SLoCaT) Partnership in the context of the Sustainable Development Goals. The World Bank has launched a study to improve measurement of the index using modern technologies.</p>
2.5. Best practice examples on urban transport services (public and private) identified by SSATP based on experiences in selected cities, and disseminated	<p>WP106 presents a policy framework for urban mobility and accessibility. It includes a chapter on international experience. The paper also collected data on urban mobility and accessibility in 20 countries in Africa.</p>		
2.6. Information on financing initiatives for road infrastructure gathered and disseminated by SSATP	<p>WP102 presented case studies from three African countries on private sector involvement in road financing.</p>		<p>A measurement of transport cost for the whole Africa is unavailable. A survey of border crossing movements between Kenya and Uganda at the time both governments took policy measures to reduce cross-border times estimated at \$70 million per year the savings generated by the measures.</p>

Theme 2 Output	Achievements	Verifiable Indicators	Measure of Indicators
<p>2.7. Partnerships are established with stakeholders and private sector to support the development of SMEs; e.g., CDEs, contractors associations, etc.</p>	<p>Partnership initiated with the Africa Union for Public Transport. Although the MoU has not been signed, this will be reconsidered for the next development plan.</p> <p>Several activities were organized jointly with ARMFA. The evaluation of road agencies' performance was carried out jointly with ASANRA.</p>		<p>A comparison of logistic costs shows the potential for reducing costs resulting from infrastructure improvement in East Africa and from policy measures in West and Central Africa to reduce transit times and to increase competition among operators which have an impact on the cost of inventory and reliability.</p> <p>The Logistics Performance Index in Africa has slightly improved from 2.35 in 2007 to 2.46 in 2014. This is expected to have been reflected in transport costs.</p> <p>Additional data indicative of how transport costs in Africa have evolved are provided by the annual Doing Business Surveys (data is provided in Appendix 1).</p>

Theme 3 Output	Achievements	Verifiable Indicators	Measure of Indicators
3. Trade facilitation measures adopted and implemented in major regional transit corridors		<p>Output indicators</p> <p>O3.1. Corridor management groups/committees established/strengthened for target corridors</p> <p>O3.2. Establishment of effective observatories. DP-2 intends to see well-functioning monitoring systems in the three selected corridors and good practice disseminated to all priority transit corridors</p>	<ul style="list-style-type: none"> ▪ Decision taken by CICOS ministers to create river transport observatory, budget allocated for additional staff and complementary budget for operations provided by European Commission. ▪ Process underway to create a transport observatory in the UEMOA/ECOWAS regional economic communities. ▪ Agreement between CCTFA and data providers to feed the observatory.
3.1. RECs establish functioning corridor management groups along selected corridors	Dissemination of Maputo corridor case study as an example of integrated corridor development	<p>Impact Indicators</p> <p>I3.1. Reduction in transport costs</p> <p>I3.2. Reduction in truck and train turnaround times</p>	A measurement of transport cost for the whole Africa is unavailable. A survey of border crossing movements between Kenya and Uganda at the time both governments took policy measures to reduce cross-border times estimated at \$70 million per year the savings generated by the measures.
3.2. RECs develop cost-reduction measures	<p>Logistics cost study on six corridors in West and Central Africa with comparison to corridors in Eastern Africa</p> <p>Cross-border monitoring surveys at the border between Uganda and Kenya carried out at the time measures to improve cross-border times were taken by both governments, demonstrated the impact of the measures and were disseminated to other countries in Africa to advocate for other governments to take similar actions.</p>		<p>A comparison of logistic costs shows the potential for reducing costs resulting from infrastructure improvement in East Africa and from policy measures in West and Central Africa to reduce transit times and to increase competition among operators which have an impact on the cost of inventory and reliability.</p> <p>The Logistics Performance Index in Africa has slightly improved from 2.35 in 2007 to 2.46 in 2014. This is expected to have been reflected in transport costs.</p> <p>Additional data indicative of how transport costs in Africa have evolved are provided by the annual Doing Business Surveys (data are provided in Appendix 1).</p>

Theme 3 Output	Achievements	Verifiable Indicators	Measure of Indicators
3.3. RECs and corridor groups establish and operate observatories	<p>Input to observatories provided in Eastern Africa (Northern Corridor, Central Corridor) and West Africa:</p> <ul style="list-style-type: none"> ▪ Baseline survey of barriers to river transport on rivers of the CICOS river basin, institutional study for the creation of a river transport observatory in the CICOS region, preparation of funding request of operating costs by European Commission. ▪ Gateway procedures and information systems reviewed at the port of Dar es Salaam, for transit between Burkina Faso and Cote d'Ivoire, and at the ports of Tema and Abidjan. ▪ Corridor Observatory Guidelines published. ▪ Development of a pilot observatory on the Abidjan-Ouagadougou corridor. 		
3.4. Regional trade facilitation instruments better implemented at national level	<p>2004 review of legal instruments updated to add the Maghreb and air transport. The review provides the basis for harmonization of legal instruments across regions in Africa.</p> <p>SSATP facilitated consultation for the revision of the Mozambique transit regime and for the adoption of the protocols to implement the CCTTFA agreement.</p> <p>The African Union Commission prepared with support from the SSATP an international agreement on norms and standards for the trans-African highways to harmonize engineering, environmental, social and road safety norms for the preparation of projects on the trans-African highways.</p>		
3.5 Private-sector road transport associations and NGOs to be involved in HIV/AIDS along corridors	<p>A workshop was organized to facilitate knowledge sharing between FESARTA and ALCO.</p>		

Theme 3 Output	Achievements	Verifiable Indicators	Measure of Indicators
<p>3.6. SSATP responds to private sector for improving freight movement along corridors (freight forwarding associations)</p>	<p>SSATP carried out trucking surveys in East and West Africa:</p> <ul style="list-style-type: none"> ▪ In Eastern Africa, a charter for self-compliance was signed by the enforcement agencies and logistics operators in Kenya. The Kenya model is considered for application in the remaining countries of the Northern corridor. ▪ The data in West Africa provide a baseline for the reform of the road transport industry on the Abidjan-Ouagadougou corridor supported by the World Bank. <p>SSATP reviewed best practices for axle load control in Eastern and Southern Africa and provided guidelines for the operation of weighbridges.</p>		
<p>3.7. Transport information libraries established in RECs and web sites link with SSATP web site</p>			

Annex 3. Road Map of the Mid-term Review

Complete DP2 Implementation

1. *Focusing DP2 on activities with the potential to increase SSATP influence on policy reforms and its visibility.*

- Activities in the last stages of nurturing and above should be preferred: Regional integration (theme 3), governance, Policy Performance Review and Road Safety.
 - Elaborate a report on the actual development stage achieved by SSATP activities under DP2, with realistic prospect for reaching the advocacy stage before the end of DP2; propose prioritization, a revised schedule and budget (Interim Business Plan).
 - Some other activities should be suspended or terminated to free the budget needed to impact significantly on advocacy and visibility until the end of DP2.
 - Elaborate a Concept note on a renewed SSATP approach on Transport Policy development advocacy and increased visibility (providing the framework for the business plan to come).
 - Define the three thematic working groups on which the SSATP will focus until the end of DP2.
 - Set the standard TOR and regulations of the working groups.
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2. *Using the Core activities budget for increasing DP2 visibility by renewing the dissemination model.*

- Establishing thematic working groups.
 - Update the list of counterparts for each theme and activity at country level and in RECs, including Non-State Actors.
 - Agree on a list of participants to the thematic working groups and the chair.
 - Reorganizing RECs and country counterparts by promoting the nomination of Permanent Secretary of the Ministry of Transport as SSATP ambassadors.
 - Elaborate a MoU defining the role and functions of SSATP ambassadors.
 - Ambassadors will rest on current NC for activity continuity and could be led to organize around them a team of 3 (for working group & advocacy of each focus theme).
 - MoU signed with at least half of the SSATP members.
 - Introducing interactive website with thematic forum with remunerated facilitators.
 - New Website design and structure approved by the Board.
 - WB staff or International experts hire as thematic facilitators of the interactive forums.
 - Re-engineered Website on-line.
 - Advocating SSATP deliverables (rural transport, TDMS, governance, gender, RNET...) at country level.
 - Define communication strategy, procedures and resources (intern).
 - Communication trainings for SSATP staff.
 - Publish SSATP results that achieve the advocacy stage.
 - Round-trip in SSATP by thematic leaders.
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3. *Moving the SSATP headquarters to the World Bank office in Addis Ababa.*

- Elaborate a note presenting the alternatives for moving to a regional WB office in Africa, with a cost-benefit analysis.
 - Choice of the new SSATP location up to the end of DP2.
 - Establish into the new premises.
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4. *Rationalizing the SSATP governance system taking on its donor-led nature during the end of DP2 implementation.*

- Results of the re-engineering study of the SSATP governance structure.
- Approval of TORs for each instance.
- Setting a High Level Experts group (DP2) & nominating a limited group of 5 members.

5. *Strengthening the SSATP management.*

- Recruiting a management assistant and procuring a Transport senior policy adviser position covering the remaining activities.
- Cutting regional coordinators and theme leaders positions.
- Allowing the TF to pay for WB staff inputs for procurement and peer reviewing only.

6. *Setting the SSATP monitoring system at activity and output level.*

- Elaborating dedicated indicators, data collection system, and reporting tools, in relation with the Policy Performance Review advancement.

7. *Organizing the first Africa Land Transport forum.*

- The schedule of the first Africa Land Transport Forum should be aligned on the Policy Performance Review to pave the way for defining the normative policy framework for land transport policies.
 - It should cover as well all results achieved by the program in order to increase its visibility and likely announce the following steps for fostering sound policies.
-

Prepare the new SSATP for implanting DP3 during DP2

1. *Procuring Consultant services for a need assessment in 12 countries, including 2 in North Africa .*

- Identifying the demand (i) from governments / RECs and (ii) main TF contributors on policy development is the transport sector at large.
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2. *Setting by the SSATP Board of the main option for the next long term plan.*

- Embodying the partnership of African countries within Board membership.
 - Agreeing on the anchorage to the African Transport Ministers Conference (for a renewed mission statement).
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3. *Procuring Consultant services for the formulation of a renewed framework for SSATP.*

- Enlarging DP3 mission statement from policy development to policy framework benchmarking, high-level policy advices, expertise development, etc.
 - Define the mission, TOR and structure of the temporary structure in charge of designing, advocate, raise funds and operationalize the renewed framework.
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4. *Setting of a temporary structure in charge of designing, advocate, raise funds and operationalize the renewed SSATP framework.*

- Introduce a representative of African Union or African Transport Ministers Conference as co-manager of this interim structure, with SSATP.
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5. *Procuring Consultant services for a business plan of the long term development plan.*

- Integrating the need assessment survey, the result of the formulation study, the emerging transport policy challenges and the budget constraints.
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6. *Setting of the renewed mission, statement, governance system, and the long term plan by the ATMC / Constituent Assembly or any other relevant structure.*

7. *Taking-over by the interim structure of the program's management and activities.*

Annex 4. Revised 2012 DP2 Logical Framework and Achievements

Narrative Summary	Verifiable Indicators	Means of Verification	Outputs	Achievements
Overall Goal Transport policies and strategies contributing to regional integration, poverty reduction, and economic growth.	Increase in volume of regional trade	World Trade Organization reports		See Appendix
	Logistics Performance	Logistics Performance indicator survey (World Bank)		
	Percentage of population below poverty level	Doing Business Survey (World Bank)		To be added
	Increase in economic growth	Country statistical reports		
Purpose Countries, RECs and donors implement sound policies and strategies leading to provision of reliable, safe, clean, efficient and affordable transport.	Reduction of transit times along targeted regional corridors	SSATP surveys along corridors		Although the RECs adopted a common core set of monitoring indicators, not all RECs have a monitoring system in place
	Reduction of road fatalities			Road safety statistics to be provided in Appendix
	Countries' support to creation of the Africa Sustainable Transport Forum (ASTF)	Countries' road accident statistics	Declaration of countries supporting the creation of the ASTF	Support to the creation of the ASTF expressed by 21 ministers of transport or environment during the first conference of the ASTF in Nairobi in October 2014
	Development of Bus Rapid Transit Systems (BRT) as efficient and affordable public transport system		Number of countries having initiated BRT	Dar es Salaam (BRT), Nairobi (BRT), Addis Ababa (light rail), Abidjan (light rail)

Narrative Summary	Verifiable Indicators	Means of Verification	Outputs	Achievements
Output 1 (Theme 1) Comprehensive pro-poor and pro-growth transport sector policies and strategies adopted at REC and country level.	<u>PGPTS</u> : Transport strategies updated in selected countries (Burkina, Sierra Leone)	PGPTS approved by cabinet and ministers of transport	Transport strategy reports in Burkina Faso and Sierra Leone	New transport strategy adopted in Burkina Faso in April 2012 Revised transport strategy prepared in Sierra Leone but not adopted formally by Government
	Capacity to monitor PGPTS in place	Reports and case studies on establishment of TSDMS	Reports on capacity assessment for transport sector data management in Burkina Faso and Swaziland SSATP guidelines updated for setting up TSDMS (Working Paper 104)	Burkina Faso and Swaziland are seeking funding to implement their TSDMS.
	Lessons learnt during preparation and implementation of the PRTSR are consolidated and shared among stakeholders	Report from seminar with stakeholders	Framework for pro-poor pro-growth transport strategy published (WP89) Policy performance review carried out in six countries Findings of policy performance review consolidated in WP103 Poverty Reduction and Transport Strategies Application Review carried out in 10 countries (report in French-speaking countries, in English-speaking countries and consolidation report) Transport strategy preparation process reviews carried out in Burkina Faso and Sierra Leone	
<u>Climate change</u> : Framework in place for collaborative effort in Africa to promote Environmentally Sustainable Transport	Environmentally Sustainable Transport Forum (ESTF) created	Case studies to prepare adaptation strategy for resilience to climate change carried out in Ethiopia, Mozambique and Ghana Approach paper on climate change mitigation and adaptation prepared Concept paper prepared and proceedings of the launching event published for the creation of the Africa Sustainable Transport Forum (ASTF)	The first conference of the ASTF took place in Nairobi in October 2014 and agreed on an action plan on sustainable transport and to put in place institutional arrangements for the continuation of the Forum under the African Union. Discussions with the African Union Commission have been delayed	

Narrative Summary	Verifiable Indicators	Means of Verification	Outputs	Achievements
<p>Output 1 (Theme 1) Comprehensive pro-poor and pro-growth transport sector policies and strategies adopted at REC and country level.</p>	<p><u>Road Safety</u>: Policy, institutional and financing frameworks for Road Safety (RS) agreed by countries/RECs</p>	<p>African Road Safety Policy Framework and Action Plan prepared in support of the Decade of Action for Road Safety</p>	<p>2011 SSATP/UNECA Road Safety Policy Framework and Action Plan prepared Road Safety Charter prepared</p>	<p>The Road Safety Action Plan was adopted by the African Heads of States in 2012.</p>
		<p>Decisions taken by governments to implement new RS policies, strategies, institutional and financing frameworks in support of the Decade of Action</p>	<p>Working Paper 101 published on road safety management framework.</p>	<p>A Road Safety Charter to guide implementation of the Action Plan was adopted by the Heads of States in 2012 subject to a legal review by the Conference of Ministers of Justice and Legal Affairs.</p>
	<p>Capacity built for improved road safety along regional corridors</p>	<p>Workshop with RECs on Road Safety Practices on Transport Corridors: Experience and Best Practice Guidelines</p>	<p>Working Paper 97 with guidelines on mainstreaming road safety in regional trade corridors published and disseminated Norms and standards for the trans-African highways including norms for road safety</p>	<p>Memorandum signed by institutions involved in road safety in Zambia. Guidance to strengthen road management framework provided to National Road Safety Council in Ethiopia and action plan prepared. Advice provided to prepare new road safety policy in Ethiopia.</p>
		<p>Number of truck drivers trained along Central Corridor</p>	<p>Report on TA to the Central Corridor Trade and Transport Facilitation Authority (CCTTFA) providing a set of good road safety practices to road transport operators and their staff</p>	<p>Advice provided on road safety management framework in Senegal and Gambia. Advice provided to strengthen road safety capacity in Cameroon. Guidelines adopted by African Development Bank. Norms and standards for the trans-African highways including norms for road safety adopted by African Heads of States in 2012. New legislation on licensing and regulation of heavy goods vehicles effective in Tanzania including mandatory training of truck drivers. By 2015, 100 truck drivers had been trained.</p>

Narrative Summary	Verifiable Indicators	Means of Verification	Outputs	Achievements
Output 1 (Theme 1) Comprehensive pro-poor and pro-growth transport sector policies and strategies adopted at REC and country level.	<u>Governance</u> indicators tested by selected countries (Cameroon, Kenya, Zambia)	Reports by countries on applied indicators	Working Paper 95 published on governance Indicators with methodology for institutional mapping and scoring	
	<u>Gender:</u> Gender policies mainstreamed in Uganda	Labor-based method targeting women mainstreamed in civil works contracts	Country case studies carried out in Uganda, Ghana, Cameroon, Benin Approach paper on gender and inclusion in transport Report produced and disseminated on implementation of gender policy in the transport sector in Uganda	Recommendations provided to improve and strengthen implementation of gender policy in the transport sector in Uganda.

Narrative Summary	Verifiable Indicators	Means of Verification	Outputs	Achievements
Output 2 (Theme 2) Effective institutional and financial arrangements adopted for safe, reliable, affordable and accessible road transport services and infrastructure	<u>Road Management and Financing</u> : Sound strategies improving institutional and financing arrangements for roads disseminated and adopted	Action plan adopted by countries for improved road asset management practices	SSATP Working Paper 92 on Commercialized Road Management practices in selected countries SSATP Working Paper 102 on private sector involvement in road financing	Work on indicators to measure performance of road agencies envisaged by the Africa Community Access Program (AFCAP) funded by DFID. Interest expressed by African Development Bank to support further work on the indicators and road asset management. About 150 road professionals trained in the use of RNET.
	Capacity to measure performance on road asset management in place in selected countries	Benchmarks established for road management and performance of countries compared to benchmarks	SSATP Working Paper 105 on evaluation of road agency capacity and performance in road asset management Number of persons trained in the use of Road Network Evaluation Tool (RNET)	
Rural Transport: Strategies and action plans adopted by selected countries, including for road safety	RT strategy submitted to cabinet and action plan approved by Ministry in charge of rural transport	RT strategy submitted to cabinet and action plan approved by Ministry in charge of rural transport	SSATP Working paper 93 on Rural Transport: improving its contribution to poverty reduction and growth Rural transport strategy and policy in Uganda Rural transport strategy and policy in Nigeria SSATP document on knowledge gaps in rural transport and dissemination strategy Report on adoption of good rural transport policies and practices Rural transport materials updated SSATP Working Paper 99 on monitoring and evaluation of rural transport SSATP Working Paper 100 on rural transport planning of infrastructure and services	New rural transport policy and strategy adopted in Uganda. New rural transport policy and strategy prepared as an input into the preparation of a new transport policy in Nigeria.

Narrative Summary	Verifiable Indicators	Means of Verification	Outputs	Achievements
Output 2 (Theme 2) Effective institutional and financial arrangements adopted for safe, reliable, affordable and accessible road transport services and infrastructure	<u>Urban Transport:</u> Capacity building for urban mobility planning initiated	Two workshops on urban mobility planning (Pretoria & Lagos), urban transport events with CODATU & UATP Urban mobility strategy for DP3	SSATP Working Paper 106 on policies for sustainable accessibility and mobility in urban areas of Africa SSATP Discussion Paper 9 on the Lagos Bus Rapid Transit (BRT) system SSATP report on lessons from five BRTs in developing cities SSATP Discussion Paper 13 on the emerging role of motorcycles in Africa SSATP Discussion Paper 11 on bus renewal scheme in Dakar, Senegal SSATP/World Bank toolkit on public transport fares	Working Paper 106 to underpin urban mobility and accessibility pillar of the SSATP Third Development Plan. SSATP documents on BRT and dissemination efforts critical to promote BRT and mass rapid transit as developed now in several cities in Africa.
	<u>Railways:</u> Institutional and operational framework provided for improving performance of railways and the railways environment in SSA	Action plans for improvement of railways performance adopted in selected countries in SSA	SSATP Working Paper 94 presenting framework for improving railway sector performance in Africa	Framework used in Mozambique, Senegal, Mali and Tanzania to underpin policy discussions during preparation of railway projects by the World Bank. Paper used as an input during preparation of paper on railway infrastructure financing by African Development Bank.

Narrative Summary	Verifiable Indicators	Means of Verification	Outputs	Achievements
Output 3 (Theme 3) Trade facilitation measures adopted and implemented in major regional transit corridors.	Policy decisions taken using data collected with support from SSATP	Performance objectives defined by Regional Economic Communities (REC) using benchmarks and corridor performance monitoring	<p>SSATP Working paper 96 on border crossing monitoring along the Northern corridor</p> <p>SSATP Discussion Paper 14 on Maputo Corridor</p> <p>Logistics costs study in Central and West Africa and comparison of costs with Eastern Africa</p> <p>Report of road industry surveys in Côte d'Ivoire</p>	<p>Common framework adopted by the REC Transport Coordination Committee during its October 2012 meeting with a core set of indicators to monitor corridor performance.</p> <p>Logistic costs study and road industry surveys used by the World Bank as an input to provide a baseline and establish targets for the reform of the road transport industry in West Africa.</p>
	Corridor performance monitoring mechanism established using methodology developed by SSATP	REC decision on creation of corridor observatory	<p>SSATP Working Paper 98 on corridor transport observatory guidelines</p> <p>SSATP Discussion Paper 10 on Chirundu border post</p> <p>SSATP Corridor diagnostic reports (Central corridor, Northern corridor, West Africa corridors)</p> <p>SSATP report on CICOS River transport observatory</p> <p>SSATP contribution to the database of the West Africa Regional Transport Observatory</p>	<p>Diagnostic report used by Northern Corridor Authority, Central Corridor Agency and West Africa Regional Economic Communities to strengthen/develop their corridor observatories.</p> <p>Decision taken by CICOS ministers to establish river transport observatory. Funding provided by CICOS and European Commission.</p> <p>West Africa Regional Transport Observatory is being set up with support from the European Commission.</p>

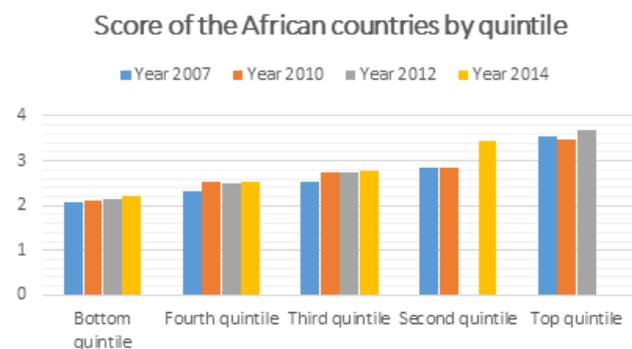
Narrative Summary	Verifiable Indicators	Means of Verification	Outputs	Achievements
		Dissemination workshop for review of legal instruments relevant to trade and transport facilitation in Africa	SSATP review of international legal instruments on facilitation of transport and trade in Africa Report with inputs from stakeholders on transit regime in Mozambique	Revised transit regime adopted by government in Mozambique to the benefit of Malawi and Zimbabwe
		Adoption of TAH intergovernmental agreement by African Union Commission	Report with draft protocols and amendment of CCTFA agreement, minutes of validation workshops Report on norms and standards for the trans-African highways	Protocols adopted by CCTFA countries in 2014 International agreement on norms and standards for the trans-African highways adopted by African Heads of States in 2014
		Adoption of bilateral agreement between Benin and Nigeria	Activity not completed	
		Adoption of legal framework and operational manuals for one-stop border posts by ECOWAS	Activity not completed	
		Number of stakeholders trained in West Africa on operation of OSBPs	Activity not completed	
		Adoption of axle load regulation	SSATP Working Paper 91 on overload control practices in Eastern and Southern Africa SSATP Working Paper 90 with guidelines on overload control practices SSATP Discussion Paper 12 on emerging good practices on overload control in Eastern and Southern Africa	Self-regulatory charter on vehicle load control adopted by the road transport industry in Kenya. Discussion underway to replicate the charter in Uganda and further in the remaining countries of the East African Community
	Measures taken to improve road safety along corridors		See road safety in Theme 1	

Annex 4. Appendix 1: Evolution of Logistics Performance in African Countries between 2007 to 2014

The Logistics Performance Index

Logistics performance impacts on economic growth and is a measure of the competitiveness of a country. Indeed, inefficient logistics is an obstacle to trade and global integration. The logistics performance index (LPI) was designed to compare the performance of countries in the following six areas: the efficiency of customs clearance and border management, the quality of trade and transport infrastructure, the ease of arranging competitively priced shipments, the competence and quality of logistics services – trucking, forwarding, and customs brokerage, the ability to track and trace consignments, and the frequency with which shipments reach consignees within scheduled or expected delivery times. The LPI is monitored by the World Bank (lpi.worldbank.org).

African Countries' Performance between 2007 to 2014



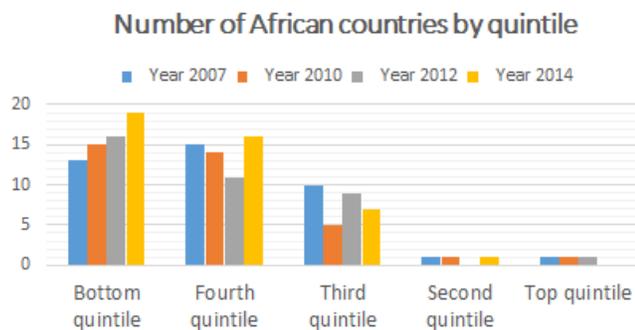
Overall, while the logistic performance of African countries has improved, their ranking has deteriorated because improvement in Africa has been less than in other regions of the world.

The LPI was measured in 2007, 2010, 2012 and 2014.

Between 2007 and 2014, 27 African countries increased their LPI. Rwanda was the best performer, improving its score by 0.99, about 20 % of the 2007 index, while Zimbabwe improved its LPI by 0.05 only. 11 African countries saw their performance deteriorate during the period: Mozambique's LPI decreased by 0.06, while Sudan's LPI decreased the most by 0.55.

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The only African country in the top quintile between 2007 and 2012 was downgraded to the second quintile in 2014. Africa is also less represented in the third quintile in 2014 than in 2007: the number of African countries declined from 10 in 2007 to 7 in 2014.



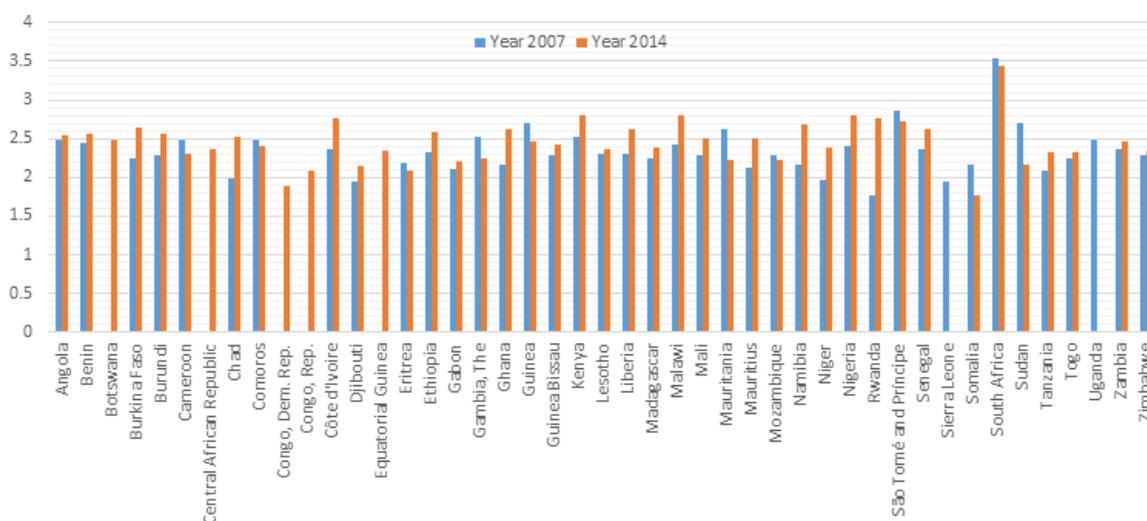
In the last two quintiles, Africa is more represented in 2014 than it was in 2007: one more country in the fourth quintile and 6 more in the bottom quintile.

Detailed LPI Scores

The LPI ranges from 1 to 5, a higher score representing a better performance.

27 Sub-Saharan countries improved their LPI scores between 2007 and 2014: Angola, Benin, Burkina Faso, Burundi, Chad, Côte d'Ivoire, Djibouti, Ethiopia, Gabon, Ghana, Guinea Bissau, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritius, Namibia, Niger, Nigeria, Rwanda, Senegal, Tanzania, Togo, Zambia and Zimbabwe.

LPI scores in African countries in 2007 and 2014



The score of 11 countries declined during this period: Cameroon, Comoros, Eritrea, The Gambia, Guinea, Mauritania, Mozambique, São Tomé and Príncipe, Somalia, South Africa and Sudan.

5 countries which were not in the LPI listing in 2007 appeared in it in 2014: Botswana, Central African Republic, Democratic Republic of Congo and Republic of Congo.

Sierra Leone and Uganda were listed in 2007 but not in 2014.

Annex 5. Publications and other documents

DP2 Publications

Number	Publication Title	Year Published	Validation Method RC: Regional consultations OT: Other NO: No validation	Dissemination method and date (year) W=workshop
106	Policies for sustainable accessibility and mobility in urban areas of Africa	2015	RC Senegal, UCLG conference, CODATU conference OT Peer review	W 2013 SSATP Annual Meeting, 2015 TRB, 2015 CODATU
105	Road Management: An Approach to Evaluation of Road Agency's Performance	2015	OT Peer Review	W World Bank W AfDB
104	In Search of Evidence to define transport policies Transport Sector Data Management Systems: Policy Note & Guidelines	2015	RC Burkina Faso, Tanzania, Uganda, Liberia	W OFID
103	Africa Transport Policies Performance Review : Towards more robust policies	2015	OT Peer Review	W 2013 SSATP Annual Meeting
102	Private Sector Involvement in Road Financing	2014	OT-Peer Review	W 2013 SSATP Annual Meeting (draft)
101	Managing Road Safety in Africa: A framework for national lead agencies	2014	RC Ethiopia, Sierra Leone, Addis Ababa	W 2013 SSATP Annual Meeting W Senegal W Gambia
100	Good policies and practices on rural transport in Africa: Planning infrastructure & services	2014	RC Ghana, Malawi, Ethiopia, Kenya OT Peer Review	W 2013 SSATP Annual Meeting
99	Good policies and practices on rural transport in Africa: Monitoring & Evaluation	2014	RC Ghana, Malawi, Ethiopia, Kenya OT Peer Review	W 2013 SSATP Annual Meeting
98	Corridor transport observatory guidelines	2013	RC Regional Economic Communities, corridor authorities, trade and facilitation practitioners	W 2013 SSATP Annual Meeting
97	Guidelines for mainstreaming road safety in regional trade road corridors	2013	OT Peer Review	W 2013 SSATP Annual Meeting
96	Border crossing monitoring along the Northern corridor	2013	RC Stakeholders' workshop in March 2012 OT Peer Review	W REC TCC W 2013 SSATP Annual Meeting
95	Transport governance indicators for sub-Saharan Africa	2012	OT Peer Review	W 2012 SSATP Annual Meeting W World Bank BBL
94	Framework for improving railway sector performance in sub-Saharan Africa	2013	OT Peer Review	W 2013 SSATP Annual Meeting W Railway Summit
93	Rural transport: improving its contribution to growth and poverty reduction in sub-Saharan Africa	2012	OT Peer Review	Website

Number	Publication Title	Year Published	Validation Method RC: Regional consultations OT: Other NO: No validation	Dissemination method and date (year) W=workshop
92	Progress on commercialized road management in sub-Saharan Africa	2011	OT Peer Review	W World Bank BBL W T2 conference W ARMFA Annual Meeting
91	Overload control practices in Eastern and Southern Africa	2010		2012 SSATP Annual Meeting
90	Guidelines on vehicle overload control in Eastern and Southern Africa	2010		2012 SSATP Annual Meeting
89	A framework for a pro-growth, pro-poor transport strategy	2009		Website

Discussion Papers

Number	Publication Title	Year Published	Validation Method RC: Regional consultations OT: Other NO: No validation	Dissemination method and date (year) W=workshop
14	Reviving trade routes: Evidence from the Maputo Corridor	2014	OT-Peer Review	Website
13	Understanding the emerging role of motorcycle in African cities. A political economy perspective	2011		Website
12	Emerging good practice in overload control in Eastern and Southern Africa	2011		2012 SSATP Annual Meeting
11	Bus renewal scheme in Dakar. Before and after	2010		Website
10	The Chirundu border post	2009		Website
9	Lagos Bus Rapid Transit	2009		Website

Good Practice Papers

Number	Publication Title	Year Published	Validation Method RC: Regional consultations OT: Other NO: No validation	Dissemination method and date (year) W=workshop
1	Gazing into the mirror II	2011		2012 SSATP Annual Meeting

Other Publications

Number	Publication Title	Year Published	Validation Method RC: Regional consultations OT: Other NO: No validation	Dissemination method and date (year) W=workshop
1	Africa Sustainable Transport Forum (ASTF). Proceedings of the October 2014 Conference in Nairobi, Kenya	2015		
2	A review of international legal instruments for the facilitation of transport and trade in Africa	2014	RC Regional Economic Communities	W 2013 SSATP Annual Meeting Review broadly distributed to all African countries, RECs, AU Commission BBL to be organized Q3 FY15
3	Rural Transport Training Materials	2014		Website
4	The soft side of BRT – Lessons from five developing cities	2012		Website
5	SSATP 1987-2011. Africa's transport: A promising future	2011		Website
6	Public Transport Fares toolkit	2011		Website

Other Working Documents

Number	Publication Title	Year Published	Validation Method RC: Regional consultations OT: Other NO: No validation	Dissemination method and date (year) W=workshop
1	Strategic document. SSATP Third Development Plan 2015-2018	2014	RC 2012, 2013, 2014 SSATP Annual meetings 2012, 2013, 2014 REC TCC meetings 2013, 2014 Addis Ababa road safety workshops	
2	Burkina Faso AIR process review	2014		
3	Sierra Leone AIR process review	2014		
4	Industrie du transport routier de marchandises en Côte d'Ivoire	2014		
5	The self-regulatory charter on vehicle load control	2014	RC with Kenya in Uganda	
6	SSATP: Sub-Saharan Africa Transport Policy Performance Review	2013	OT Peer Review	W 2012 SSATP Annual Meeting
7	Logistic cost study	2013	OT Peer Review	W REC TCC

Number	Publication Title	Year Published	Validation Method RC: Regional consultations OT: Other NO: No validation	Dissemination method and date (year) W=workshop
8	Promoting the Adoption of Good Policies and Practices on Rural Transport in Sub-Saharan Africa : Knowledge Products and Dissemination Strategy	2013	OT Peer review	Website
9	Adoption of good rural transport policies and practices: completion report	2013		
10	Draft Nigeria rural transport policy and strategy	2013	OT Nigeria workshop	
11	Draft Uganda rural transport policy and strategy	2013	OT Uganda workshop	
12	Sierra Leone Transport Sector Strategy	2013	OT Sierra Leone workshops	
13	How are gender issues addressed in Uganda's Road Sector?	2013	OT Uganda workshop	
14	Contribution to the database of the West Africa Regional Transport Observatory Abidjan –Ouagadougou Corridor	2013	RC workshop with ECOWAS and UEMOA	
15	Central Corridor Transit Transport facilitation Agency Agreement – Protocols	2013	RC CCTTFA countries workshop	
16	Central Corridor (Eastern Africa) road safety programme – Commercial freight	2013	OT Workshops in Tanzania, Rwanda, Burundi	Workshops in Tanzania, Rwanda, Burundi
17	Etude de base pour la mise en place d'un observatoire des barrières non physiques sur le corridor fluvial Bazzaville-Kinshasa-Bangui-Kisangani	2012	RC CICOS member countries	
18	Document de stratégie du secteur des transports du Burkina Faso pour la période 2011-2025	2012	OT National workshops	
19	Gender and transport: <ul style="list-style-type: none"> ▪ Approach paper ▪ Cameroon findings ▪ Uganda findings ▪ Benin findings ▪ Ghana findings 	2012		
20	Mozambique transit customs regime diagnosis and recommendations for legislation amendments	2011	OT Mozambique workshop	

Number	Publication Title	Year Published	Validation Method	Dissemination
			RC: Regional consultations OT: Other NO: No validation	method and date (year) W=workshop
21	Etude de mise en œuvre et d'impact du processus d'examen des stratégies relatives aux liens entre la réduction de la pauvreté et le transport au Mali, Burkina Faso, Benin, Cameroun et Burundi	2010		Input in training on transport and poverty at Birmingham University
22	East and Southern Africa Poverty Reduction and Transport Strategies Application and Impact Review	2010		Input in training on transport and poverty at Birmingham University
23	A review of the application and impact of SSATP guidelines on poverty reduction and transport strategy review process	2010		Input in training on transport and poverty at Birmingham University
24	Case studies to prepare adaptation strategy for resilience to climate change carried out in Ethiopia, Mozambique and Ghana	2010		Input for preparation of approach paper on climate change strategy for SSATP
25	Approach paper on climate change strategy for SSATP	2010		Lead to SSATP support to creation of Africa Sustainable Transport Forum

Reporting

DP2 Completion Report	2015
2013 Annual Report	2014
2012 Annual Report	2013
2011 Annual Report	2012
2010 Annual Report	2011
2009 Annual Report	2010
2008 Annual Report	2009
2013 Annual Meeting	2013
2012 Annual Meeting	2012
2010 Annual Meeting	2010
2009 Annual Meeting	2009

Annex 6. Access to the SSATP Website

SSATP has worked on a bilingual version for its revamped website, in order to cater to the needs of its French-speaking stakeholders. Data show that two thirds of the SSATP website audience are English-speaking, whereas one fifth is francophone. Other languages spoken are mainly Portuguese and Spanish.

The following data cover the period February 9 – June 14, 2014.

Geographical Analysis

The United States represent around one fifth of overall visitors. It was not possible to separate World Bank headquarters from other hits originating Washington.

Figure A5.1 Traffic on the SSATP Website, by Country

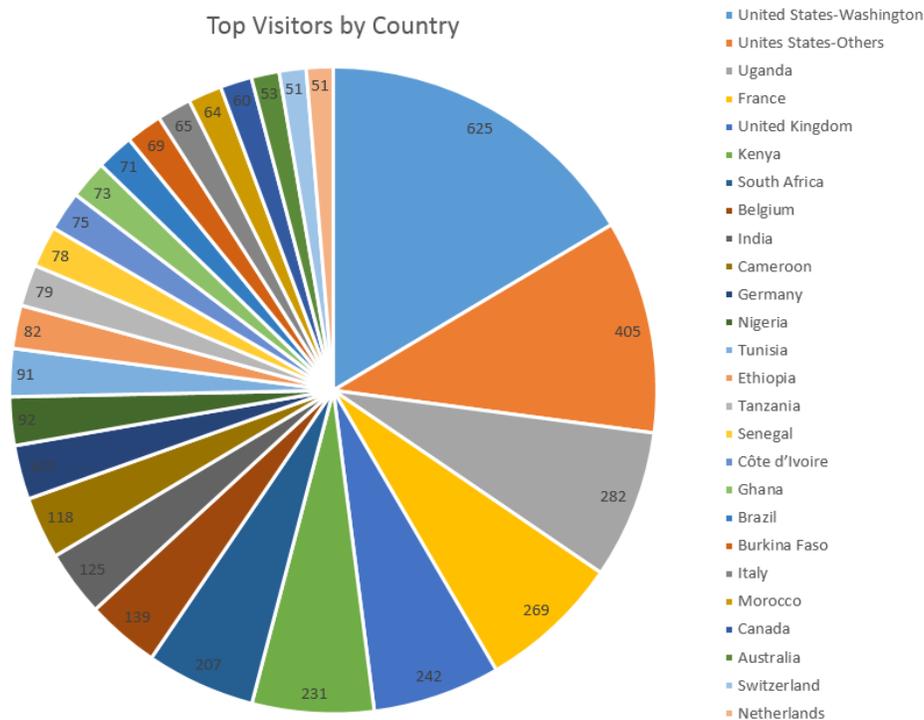
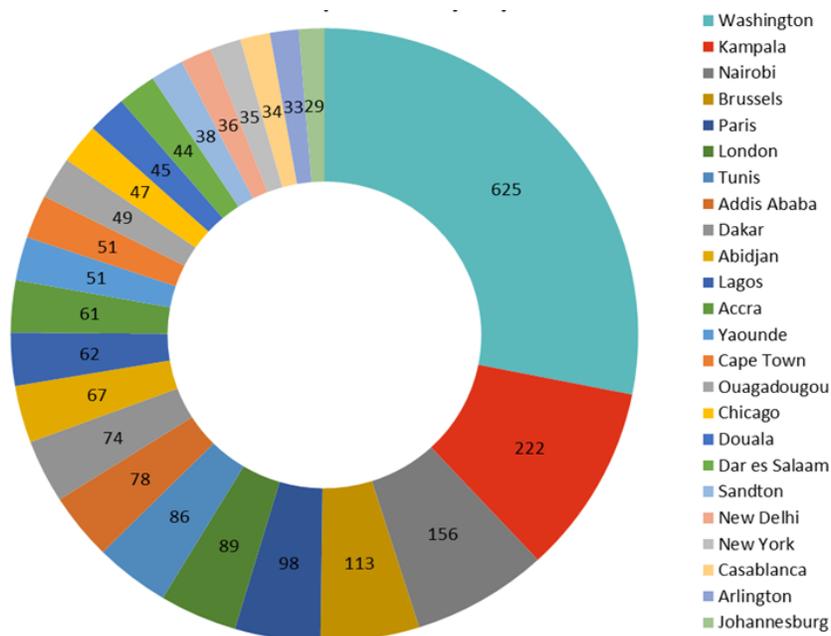


Figure A5.2 Traffic on the SSATP Website, by City



Given the continental focus of SSATP, Africa is the continent that attracts most visitors (41%) with 13 African countries and 16 African cities in the top 25 countries and cities respectively. On a regional level, East Africa is the sub-region that generates most traffic with around 42% of African traffic, followed by West Africa.

Figure A5.3 Traffic on the SSATP Website, by Continent

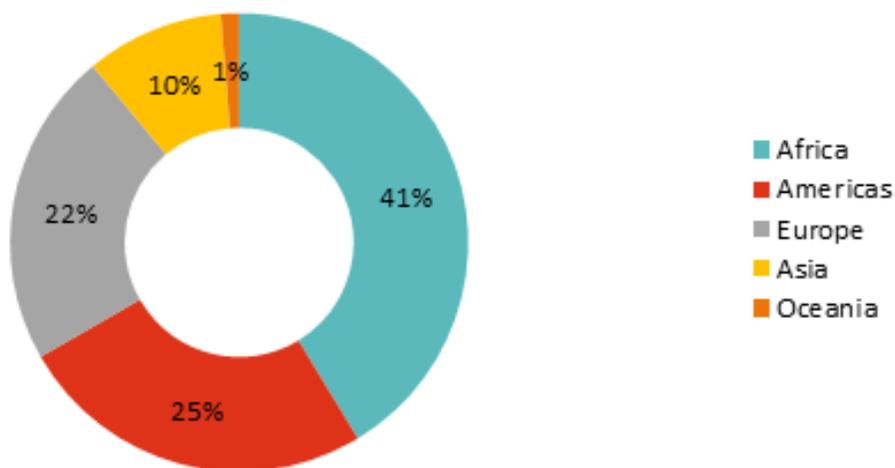
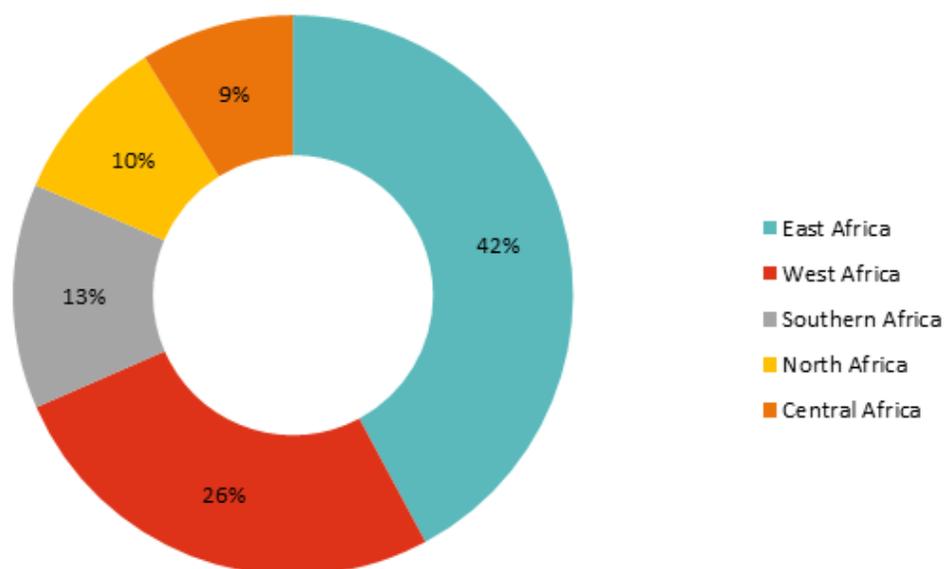


Figure A5.4 Traffic on the SSATP Website, by African Sub-Region



Behavioral Analysis

The average duration of a visit on the SSATP website is 3 minutes and 51 seconds. The average visitor views 2.85 pages per visit, for an overall number of 14,467 page views over the period.

Table A5.1 Top 10 Viewed Pages on the SSATP Website

Page	Views	English	French
Home page	3601		
Road Safety Regional Trade Corridors	808	529	279
Publications	699	567	132
Legal Instruments for the Facilitation of Transport and Trade in Africa	628	428	200
Review of Uganda's Gender Policy in the Road Sector	394		
About SSATP (EN)	289		
Proceedings from the Africa Transport Policy Program and the 2013 SSATP Annual Meeting	207		
Toolkits and Methodologies	161		
Tools	151		
Events	139		

The SSATP website offers a resourceful database of publications. The publications page was the third most visited page on the website and 2,458 downloads were made over the period. The most downloaded papers are by far *A Review of Legal Instruments for the Facilitation of Transport and Trade in Africa* and *Guidelines for Mainstreaming Road Safety in Regional Trade Road Corridors*. Both publications received broad promotion among SSATP’s distribution lists in addition to dedicated pages on the website with featured content (videos, quotes, annexes). This dissemination method proved successful as it generated more traffic than usual and created momentum around the related papers.

Table A5.2 Top 5 Downloaded Publications on the SSATP Website

Publication	Downloads
A Review of Legal Instruments for the Facilitation of Transport and Trade in Africa	328
<i>English</i>	143
<i>French</i>	62
<i>Chapters</i>	123
Guidelines for Mainstreaming Road Safety in Regional Trade Road Corridors	250
<i>English</i>	151
<i>French</i>	54
<i>Annexes</i>	45
Africa Transport Policy Forum & SSATP Annual Meeting (Proceedings, 2013)	87
<i>English</i>	58
<i>French</i>	29
Framework for Improving Railway Sector Performance in Sub-Saharan Africa	67
<i>English</i>	54
<i>French</i>	13
Transport Governance Indicators for Sub-Saharan Africa	64
<i>English</i>	49
<i>French</i>	15

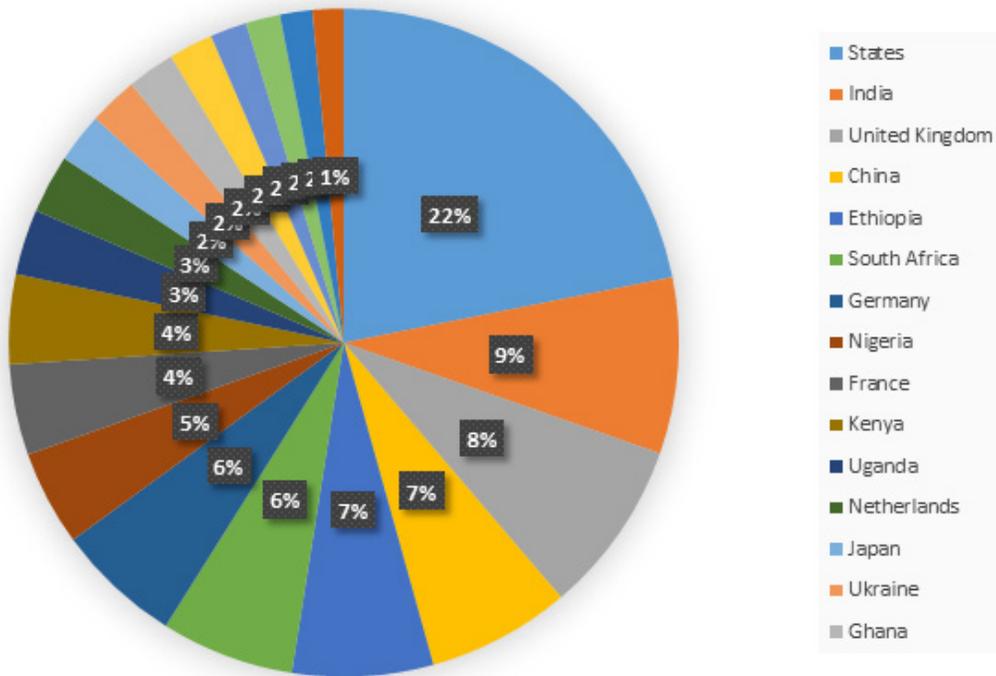
The SSATP documents are also available on the Knowledge Repository of the World Bank (openknowledge.worldbank.org). Currently the database offers access to 37 documents. The statistics of the repository are summarized in the following table. The repository recorded 2907 downloads of SSATP documents since it opened in 2012.

Table A5.3 Top 5 Downloaded Publications on the SSATP Website

Name of Documents	Abstract Views	File downloads
Africa Transport Policies Performance Review : The Need for More Robust Transport Policies	119	68
Private Sector Involvement in Road Financing	30	70
Reviving Trade Routes : Evidence from the Maputo Corridor	6	6
Good Policies and Practices on Rural Transport in Africa : Planning Infrastructure and Services	27	29
Good Policies and Practices on Rural Transport in Africa : Monitoring and Evaluation	29	67
A Review of International Legal Instruments : Facilitation of Transport and Trade in Africa, Second Edition	55	73
Corridor Transport Observatory Guidelines	216	193
Guidelines for Mainstreaming Road Safety in Regional Trade Road Corridors	214	211
Border Crossing Monitoring along the Northern Corridor	153	203
Rail Transport : Framework for Improving Railway Sector Performance in Sub-Saharan Africa	246	224
Transport Governance Indicators in Sub-Saharan Africa	155	157
Rural Transport : Improving its Contribution to Growth and Poverty Reduction in Sub-Saharan Africa	134	119
Progress on Commercialized Road Management in Sub-Saharan Africa	62	65
Gazing Into the Mirror II : Performance Contracts in Cameroon Customs	96	29
Emerging Good Practice in Overload Control in Eastern and Southern Africa : Selected Case Studies	45	58
Understanding the Emerging Role of Motorcycles in African Cities : A Political Economy Perspective	79	57
The Dakar Bus Renewal Scheme : Before and After	73	34
Overload Control Practices in Eastern and Southern Africa : Main Lessons Learned	111	85
Guidelines on Vehicle Overload Control in Eastern and Southern Africa	102	34
A Framework for a Pro-Growth, Pro-Poor Transport Strategy : Guidance Note	50	37
Gazing into the Mirror : Operational Internal Control in Cameroon Customs	103	26
Ethiopian Poverty Reduction and Transport Strategy Review	55	40
Institutional Arrangements for Transport Corridor Management in Sub-Saharan Africa	72	146
A Methodology for Rapid Assessment of Rural Transport Services	97	72
Port and Maritime Transport Challenges in West and Central Africa	139	155
A Study of Institutional, Financial, and Regulatory Frameworks of Urban Transport in Large African Cities	44	27
Roads Economic Decision Model for the Economic Evaluation of Low Volume Roads	107	107
SSATP Review of National Transport and Poverty Reduction Strategies : Guidelines	39	33
Urban Transport Services in Sub-Saharan Africa : Improving Vehicle Operations	53	30
Concessioning of the Ifrikyia Railway : A Case Study	81	40
Facilitation of Transport and Trade in Sub-Saharan Africa : A Review of International Legal Instruments	44	79
Assessment of the Non-Motorized Transport Program : Kenya and Tanzania	46	52
Scoping Study : Urban Mobility in Three Cities--Addis Ababa, Dar es Salaam, and Nairobi	73	132
Implementation and Impact of RMI : A Survey of Stakeholders in Seven Member Countries	37	37
Local Transport Solutions--People, Paradoxes and Progress : Lessons Arising from Intermediate Means of Transport	95	112
Transport and Economic Performance : Linkages and Implications for Sector Policy	204	168
Commercializing Africa's Roads : Transforming the Role of the Public Sector	201	182
TOTAL	3087	2907

The following graph presents the top 20 downloads per country. It confirms that SSATP documents are accessed from all over the world, even if a majority of documents are accessed from Africa.

Figure A5.5 Top 20 Downloads per Country



Annex 7. DP2 Financial Reporting

Output 1 (Theme 1) Comprehensive pro-poor and pro-growth transport sector policies and strate- gies adopted at REC and country level	Sub-total	6,511,460
	<i>PGPTS</i> : Transport strategies updated in selected countries (Burkina, Sierra Leone)	722,960
	Capacity to monitor PGPTS in place	1,264,869
	Lessons learnt during preparation and implementation of the PRTSR are consolidated and shared among stakeholders	1,237,612
	<i>Climate change</i> : Framework in place for collaborative effort in Africa to promote Environmentally Sustainable Transport	1,026,612
	<i>Road Safety</i> : Policy, institutional and financing frameworks for Road Safety (RS) agreed by countries/RECs	1,735,039
	Capacity built for improved road safety along regional corridors	
	<i>Governance</i> indicators tested by selected countries (Cameroon, Kenya, Zambia)	354,101
	<i>Gender</i> : Gender policies mainstreamed in Uganda	170,050
Output 2 (Theme 2) Effective institutional and financial arrangements adopted for safe, reliable, affordable and accessible road transport services and infrastructure	Sub-total	3,242,235
	<i>Road Management and Financing</i> : Sound strategies improving institutional and financing arrangements for roads disseminated and adopted	464,007
	Capacity to measure performance on road asset management in place in selected countries	
	<i>Rural Transport</i> : Strategies and action plans adopted by selected countries, including for road safety	1,632,149
	<i>Urban Transport</i> : Capacity building for urban mobility planning initiated	1,122,937
	<i>Railways</i> : Institutional and operational framework provided for improving performance of railways and the railways environment in SSA	23,142
Output 3 (Theme 3) Trade facilitation measures adopted and implemented in major re- gional transit corridors	Sub-total	7,465,162
Core activities (support to national coordinators, website, annual meetings)	Sub-total	4,346,853
DP2 Program management	Sub-total	1,726,757
Total USD		23,292,467

		Source of Funds	Direct Costs	Full Costs ²⁵
Theme 1	<i>Comprehensive pro-poor and pro-growth transport sector policies and strategies adopted at REC and country level.</i>		4,529,972.79	6,511,460
	PGPTS: Transport strategies updated in selected countries (Burkina, Sierra Leone)	Preparation of transport strategy in Sierra Leone TF011615 IsDB	113,000.00 187,528.00	431,984
		Preparation of transport strategy in Burkina Faso TF097701 TF097728	185,647.27 16,782.28	290,976
	Capacity to monitor PGPTS in place	Transport Sector Data Management Systems TF097542 Austria	529,959.89 350,000.00	1,264,869
	Lessons learnt during preparation and implementation of the PRTSR are consolidated and shared among stakeholders	Application and impact of PRTSR TF096367 TF099710	71,184.56 789,812.47	1,237,612
	<i>Climate change:</i> Framework in place for collaborative effort in Africa to promote Environmentally Sustainable Transport	TF099667 WB TF	565,619.14 148,738.00	1,026,829
	Road Safety: Policy, institutional and financing frameworks for Road Safety (RS) agreed by countries/RECs' capacity built for improved road safety along regional corridors	TF099600	1,207,053.43	1,735,039
	Governance indicators tested by selected countries (Cameroon, Kenya, Zambia)	TF099596 TF016257 WB TF	223,088.00 14,692.56 8,565.00	354,101
	Gender: Gender policies mainstreamed in Uganda	TF097162 TF014124	103,053.53 15,248.66	170,050
Theme 2	<i>Effective institutional and financial arrangements adopted for safe, reliable, affordable and accessible road transport services and infrastructure</i>			3,242,235
	Road Management and Financing: Sound strategies improving institutional and financing arrangements for roads disseminated and adopted	TF014199	322,806.25	464,007
	Capacity to measure performance on road asset management in place in selected countries			
	Rural Transport: Strategies and action plans adopted by selected countries, including for road safety	TF010451 TF097763	1,104,658.27 30,814.97	1,632,149
	Urban Transport: Capacity building for urban mobility planning initiated	TF096869 TF099046 TF098054 TF014173	122,951.02 101,506.60 243,273.74 313,486.95	1,122,937
	Railways: Institutional and operational framework provided for improving performance of railways and the railways environment in SSA	TF011846	16,100.00	23,142

²⁵ Operational costs are distributed to themes and Bank costs are distributed to themes and management. Other core activities remain constant.

	Source of Funds	Direct Costs	Full Costs
Theme 3	Trade facilitation measures adopted and implemented in major regional transit corridors.		7,465,162
	TF096868	396,475.81	
Policy decisions taken using data collected with support from SSATP	TF099541	166,563.24	
	TF096804	415,495.20	1,406,562
Corridor performance monitoring mechanism established using methodology developed by SSATP	TF096366	144,963.87	
	TF096580	202,233.66	499,068
Improved framework for management and operations of transit corridors	Trade Facilitation Facility-TFF	4,679,122.79	5,559,533
Measures taken to improve road safety along corridors			
DP2 Program management	TF093252	1,453,307.14	1,726,757
Core activities		9,048,734.86	4,346,853
	TF093551	1,043,013.48	
Support to national coordinators	TF097949	109,554.17	
	TF097950	98,913.43	1,251,481
Website development	TF099666	224,860.17	224,860
Annual meeting 2009	TF093994	584,922.60	584,923
Annual meeting 2010	TF097874	22,935.42	
	TF096572	848,184.47	871,120
Annual meeting 2012/preparation of DP3	TF012815	721,306.02	721,306
Annual meeting 2013	TF015751	472,750.94	472,751
Annual meeting 2014	TF018208	220,412.01	220,412
Operational costs	TF093292	1,701,646.15	0
World Bank in kind	WB Budget	3,000,236.00	0
Total disbursements		23,292,467.16	23,292,467

Receipts and Disbursements under the Multi-Donor Trust Fund

Receipts	
▪ Cash contributions	15,781,016.19
▪ Investment Income	152,720.66
▪ Other receipts	6,728.38
Total Receipts	15,940,465.23
Disbursements	
▪ Recipient Executed grant	185,647.27
▪ Direct costs of activities	
❖ Staff	4,276,656.14
❖ Consultants	5,078,032.97
❖ Travel	2,057,325.78
❖ Media	1,041,740.04
❖ Contractual	425,914.97
❖ Others ²⁶	399,653.06
❖ Sub-Total	13,279,322.96
▪ Transfer to Donors balance account ²⁷	706,567.54
▪ Administrative fees and expenses ²⁸	1,768,927.46
Total Disbursements	15,940,465.23

²⁶ Includes ancillary agreements for SSATP events and other expenses.

²⁷ Unutilized balance transferred to Donors balance accounts at the World Bank for further transfer to Donors. Refer to table 9.1 for final contributions by each donor factoring the amounts to be returned to each donor.

²⁸ Includes Program Management and administrative fees (2 percent of receipts).

Annex 7 Appendix 1. List of Trust Funds under the Multi-Donor Trust Fund

TF093252	DP2 – Program Management
TF093292	Operational Trust Fund for Core DP2 Program Activities
TF093551	Second Development Plan Regional Coordination
TF096367	Application and Impact Review of Poverty Reduction and Transport Strategy
TF097763	Removing rural access constraints to agricultural productivity, growth and marketing
TF093994	DP2 Annual meeting 2009
TF096366	Baseline survey of the Central and Dar Corridors
TF096869	Documentation of BRT experience
TF097874	DP2 Annual Meeting 2010 – Field staff costs
TF096572	SSATP Annual Meeting 2010
TF099046	Urban transport capacity building and policy reform workshop
TF096868	Support to REC-TCC 2010
TF099596	Governance indicators
TF097949	Support to SSATP national coordinators – regional coordinators supervision costs
TF098054	Development of a module and toolkit on fare collection for urban transport
TF097950	Support to SSATP national coordinators
TF097162	Gender and inclusion
TF011846	Framework for improving railways performance
TF099541	Choke monitoring surveys
TF096804	CICOS-Baseline survey on the Brazzaville-Kinshasa-Bangui-Kisangani river corridor
TF011615	Sierra Leone – Pro-growth pro-poor transport sector strategy (PGPTS)
TF0977701	Burkina Faso – PGPTS – Recipient executed
TF097728	Burkina Faso – PGPTS – Supervision costs

TF014124	Transport and gender in Uganda
TF096580	Review/design legal instruments for regional trade and facilitation
TF015751	SSATP 2013 Annual Meeting
TF010451	Rural transport activities under theme 1
TF012815	Preparation of DP3 – 2012 annual meeting Addis Ababa
TF014173	Study on access and mobility in urban areas of SSA – Preparation of policy paper
TF014199	Road management and financing (RONET, PPP, SADC peer review)
TF097542	Transport sector data management system
TF099600	Road safety support to countries
TF099666	SSATP website development
TF099667	Climate change mitigation and adaptation
TF099710	Policy performance review
TF016257	Governance indicators
TF018208	SSATP 2014 Annual Meeting

Annex 7 Appendix 2. Task Management of SSATP Activities by World Bank Staff

Zeina Samara	DP2 Program Administrator
Emmanuel James	Application and impact of Poverty Reduction and Transport Strategy Review (PRTSR)
Kavita Sethi	Removing rural access constraints to agricultural productivity, growth and marketing
Roger Gorham	Baseline survey of the Central and Dar Corridors
Ajay Kumar	Documentation of BRT experience
Emmanuel James	SSATP 2010 Annual Meeting
Ajay Kumar	Urban transport capacity building and policy reform workshop
Anca Dumitrescu	Governance indicators in the transport sector
Anca Dumitrescu	SSATP corridor program funded by TFF
Ibou Diouf	SSATP corridor program funded by TFF
Ajay Kumar	Development of bus fare toolkit
Henry Des Longchamps	Framework for improving railways' performance
Lucien Andre Aegerter	Baseline survey for CICOS river transport corridor
Kavita Sethi	Sierra Leone - Pro-poor pro-growth transport strategy
Aguiratou Savadogo-Tinto	Burkina Faso - Pro-poor pro-growth transport strategy
Julie Babinard	Transport and gender in Uganda
Virginie Tanase	Review of legal instrument for facilitation of trade and transport in Africa
Roger Gorham	Climate change mitigation and adaptation – Organization of first conference of Africa Sustainable Transport Forum
Haileyesus Adamtei with support from Virginie Tanase and Julie Babinard	International agreement on norms and standards for the trans-African Highways
David Mac William	Support to ECOWAS OSBP Program
Emmanuel James	Acting Program Manager second semester of 2011 (six months)
Jean-François Marteau	Acting Program Manager in early 2009 (3 months)

