



# **SSATP Third Development Plan 2015 – 2019**

Efficient, safe, and sustainable transport for the people in Africa

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

41 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, Mauritania, 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 Third Development Plan: European Commission (main donor), State Secretariat for Economic Affairs (SECO), *Agence Française de Développement* (AFD), African Development Bank, and World Bank (host)

Many public and private national and regional organizations

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Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

Swiss Confederation

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# Abbreviations

AETR	Agreement on Driving and Rest Times of Professional Drivers Engaged in International Transport
AFD	<i>Agence Française de Développement</i>
AfDB	African Development Bank
AU	African Union
AUC	African Union Commission
DFID	United Kingdom Department for International Development
DP2	Second Development Plan
DP3	Third Development Plan
EC	European Commission
GHG	Greenhouse Gas
HIV/ AIDS	Human Immunodeficiency Virus /Acquired Immune Deficiency Syndrome
ICT	Information Communication Technologies
ITS	Intelligent Transport Systems
MDGs	Millennium Development Goals
NAMA	National Appropriate Mitigation Action
NAPA	National Adaptation Program of Action
NGOs	Non-Governmental Organizations
PIDA	Program for Infrastructure Development in Africa
PGPTS	Pro-growth, Pro-poor Transport Strategies
PPP	Public/Private Partnership
RECs	Regional Economic Communities
SSATP	Africa Transport Policy Program

STI Sexually Transmitted Infection

UN United Nations

UNECA United Nations Economic Commission for Africa

UNECE United Nations Economic Commission for Europe

WB World Bank

# EXECUTIVE SUMMARY

The Africa Transport Policy Program (SSATP) is an international partnership of 41 African countries, Regional Economic Communities (RECs), African institutions (African Union Commission-AUC, United Nations Economic Commission for Africa - UNECA), public and private sector organizations and international development agencies, with the mission to facilitate policy development and related capacity building in Africa's transport sector.

Since its inception in 1987, the SSATP has been guided by consecutive strategic plans with the former plan closing on March 31, 2015. The Third Development Plan (DP3) described below, provides the strategic guidance for the period 2014-2018.

With high synergies between transport, economic growth and poverty reduction, an efficient and well-functioning transport sector is key to Africa's development efforts. Regardless of progress made in the past, Africa's transport sector continues to face many challenges that the DP3 will contribute to address.

## **Challenges faced by the transport sector in Africa**

These challenges were identified by the Open Working Group tasked with preparing a proposal for the Sustainable Development Goals (SDGs) in its stock taking session on “Sustainable cities and human settlements; sustainable transport”. Further work on the contribution from transport to the SDGs identified the following priority areas: urban access, rural access, national access and regional connectivity, road safety, air pollution and human health, and greenhouse gas emissions. All areas are covered by the DP3 either directly or indirectly. Urban access, regional connectivity and road safety are the DP3 pillars. Considerations on air pollution, human health and greenhouse gas emissions are also embedded in the three pillars. National and rural access are part of the integration, connectivity and cohesion pillar, which is broader than the regional corridors, and which considers the chain linking rural, national and regional networks.

*High rate of road fatalities.* Africa's road safety performance has deteriorated to a point where it is becoming a major obstacle to Africa's competitiveness and development. Road safety impacts the most vulnerable road users and the poor. Despite the continent's low motorization rate, Africa has the worst road safety performance in the world. More than 300,000 people lose their lives every

year. Projections estimate that unless radical actions are taken, road crashes will increase by 68 percent by 2030.

*Increasingly congested cities with poor urban planning.* Over 50 percent of Africa's population will live in cities by 2030. Severe traffic congestion is already prevalent, making it difficult for the poor to access employment. As a result of fast economic growth, motorization is expected to increase, exacerbating congestion even further with harmful consequences for the environment, health and overall economy. Recent measures for 16 cities in six African countries show a level of outdoor air pollution above WHO safe thresholds. Urban planning suffers from uncoordinated land-use and transport planning, inadequate policy frameworks and weak capacity. If nothing is done to improve coordination between land-use and transport, cities may be trapped in patterns of land use and industrial models on which it would be difficult to remedy.

*Poor connectivity hampering regional trade.* Economic integration and cohesion is important for trade and economic growth, but cross-border movements in Africa suffer from long delays and cumbersome procedures, transport market restrictions, and lack of security for transport users. As a result, intraregional and international transport is costly, uncertain, and slow, thereby, hindering trade. Corridor improvement has often been achieved without considering the link with national and rural networks. This restricts the impact of international trade and does not benefit national producers and trade of regional products, therefore, limiting the potential for economic growth.

*Weak capacity and poor governance.* Two interlinked challenges that Africa's transport sector is facing are weak technical, institutional and financial capacity, and poor governance. Limited capacity affects the performance of the sector and poor governance translates into shortcomings from weak leadership to outright corruption.

*Climate change.* Africa is highly vulnerable to the consequences of climate change due to the lack of financial resources and capacity to mitigate and adapt. Transport is inextricably linked to climate change: growing motorization rates increase greenhouse gas emissions while extreme weather events disrupt transport operations and damage infrastructure.

### **DP3 focus areas**

The DP3 is structured around three thematic Pillars: Integration, Connectivity and Cohesion; Urban Transport and Mobility; and Road Safety. The priority challenges for the DP3 were identified through the lenses of the people of Africa who are impacted directly. To effectively respond to the challenges above, the DP3 focuses on strategic priorities where the SSATP brings added value and has a comparative advantage. They were confirmed through participatory consultation with SSATP stakeholders either thematic or sectoral.

### **The DP3 approach**

The SSATP follows the policy development cycle, starting with knowledge creation through assessments and case studies, dissemination of knowledge and best practices, support to knowledge application, reviews of capacity building needs, and capacity building support and advocacy. The SSATP



has demonstrated through its previous development plans its strong comparative advantage in these areas. In particular, the SSATP has a very unique convening and networking power which lends itself a great deal of respect among the transport community in Africa and is a powerful instrument to reach and sensitize policy makers.

Based on the recommendations of the 2011-2012 mid-term review, the DP3 has been structured around ownership and results. Ownership will be achieved by involving stakeholders at the very early stages of activities, starting with planning. This will also require selectivity when choosing the countries where the SSATP will provide support and which will have to confirm their commitment to the objective of the support they are seeking. The SSATP will monitor the commitment to the DP3, to its activities and to its results. Partnership from the onset of activities will be a key factor for the sustainability of results. The SSATP's intervention ends after a policy decision is taken and does not have the necessary resources to support implementation. It will be important to involve partners at the planning stage, so they can take over at the implementation stage. Partnerships will help leverage the resources that are necessary for implementation and results.

The SSATP has defined a capacity development strategy which aims at addressing issues that prevent institutions from achieving their objectives. The strategy includes aspects such as institutional framework, regulations, financing, and human resource management. The capacity development activities will be conducted in a limited number for the purpose of demonstration; replication being the responsibility of RECs and countries with the support of development partners.

### **The DP3 Impact**

While a results framework has been prepared for the DP3, the SSATP will also monitor global indicators to evaluate how much the priority challenges of the DP3 are actually met by the African continent. Examples of global indicators are the number of deaths and injuries due to road crashes, urban congestion, and the Logistic Performance Index of the World Bank. Progress will be measured against a baseline established at the beginning of the DP3. While these indicators will not be used to evaluate the performance of the SSATP as they are outside the control of the Program, they will confirm its relevance and be a guide for adjustments, if necessary.



# 1. INTRODUCTION

The Africa Transport Policy Program (SSATP), established in 1987, is an international partnership which comprises African countries, Regional Economic Communities (RECs), continental institutions such as the African Union Commission (AUC) and United Nations Economic Commission for Africa (UNECA), public and private sector organizations, and international development agencies and organizations. The SSATP is recognized and respected as a key transport policy development forum in Africa, bringing together decision makers and stakeholders, while developing networks of specialists - researchers, operators, and consultants - in most land transport related fields in Africa.

While overall substantial progress has been made by the transport sector in Africa, its development is still facing a number of challenges, some of which have emerged more recently, such as accelerating urbanization and climate

change. Many of these challenges require comprehensive and sustained responses at the policy level. The Third Development Plan 2014-2019 (DP3) presents an opportunity for the SSATP to focus on strategic priorities where it has a comparative advantage to effectively respond to the challenges facing the transport sector in Africa.

This document outlines a proposal for the SSATP's DP3, including the background and insights on Africa's challenges justifying the plan's strategic orientations, and a resource envelope to efficiently implement the proposed plan. The plan has been developed in light of the recommendations that were included in the SSATP's mid-term review, and it reflects the views that have been expressed during a consultation process with a wide group of SSATP stakeholders. A separate document presents the operational aspects of the DP3.



## 2. SSATP Achievements

The SSATP is an instrument available to African countries to help them strengthen their policies and strategies to ensure sustainable transport and facilitate economic growth and poverty reduction. As such, the SSATP has contributed significantly to addressing some of the major challenges Africa's transport sector is wrestling with. The following paragraphs briefly highlight some of the SSATP's achievements under its recent and previous development plans.

**Transport strategies.** To provide guidance and support to countries in developing Pro-Poor Pro-Growth Transport Strategies, one of the SSATP's core initiatives has been the Poverty Reduction Transport Strategy review (PRSTR). As a result, 21 countries in Africa identified actions that are necessary to improve the transport sector's contribution to poverty reduction strategies. In 2010, an assessment of the impact of this initiative in 10 countries found that 9 countries had incorporated recommendations and action plans of the PRSTR in their poverty reduction strategies. Aspects of the poverty reduction strategies relevant to transport were similarly incorporated in transport strategies. As a continuation of this effort, the SSATP facilitated the preparation and adoption of the

new transport strategies of Burkina Faso in 2012 and Sierra Leone in 2013.

**Policy development.** In the area of policy development, significant results achieved based on the SSATP's work and support, include: (i) Public-Private Partnerships - 70 percent of rail net-works in Africa are operated by private operators. (The SSATP promoted the concept of concessioning and model bidding documents for the selection of concessionaires); (ii) with the support of the SSATP, 14 African cities clarified the complex issues of urban transport and mobility, which led stakeholders to develop strategies to improve financial, institutional, and regulatory frameworks; (iii) the concept of Bus Rapid Transit Systems has been promoted by the SSATP and they are now being implemented or being developed in 5 African countries; and (iv) with the SSATP's assistance, strategies for better management of axle load controls have been developed to address one of the greatest threats to the sustainability of road networks.

**Cross-cutting issues.** The SSATP has also strengthened the effort to mainstream cross-cutting issues in transport policies. Some examples are shown in Table 1:

**Table 1: SSATP support to cross-cutting Issues**

SSATP Strategy	Example of Results
Develop strategies to mitigate the negative impacts of transport on climate and to adapt to climate change	Organization of the first Sustainable Transport Forum in Africa in October 2014
Develop framework for assessing governance issues in the transport sector as a first step towards action	Identification of transport sector governance indicators and application to three countries
Strengthen institutions responsible for transport data management	Setting up of systems in Uganda, Zambia, Tanzania and Ethiopia

**Regional integration.** The SSATP has focused on strengthening the capacity of the RECS, corridor management authorities and countries by providing tools to monitor corridor performance and understand causes of poor performance on regional corridors. This provides the foundation for the decision-making process to adopt relevant policies and take the required actions to improve corridor performance. Performance monitoring requires a consistent set of indicators to assess evolution over time, as well as to benchmark corridors against each other. The RECs, through their Transport Coordination Committee facilitated by the SSATP, have agreed to a set of indicators to provide a combined perspective of the shippers and the policy makers, as a basis for harmonized monitoring of corridor performance.

**Road safety.** In partnership with UNECA and the African Union Commission, the SSATP was one of the key contributors to the strategy which underpins the Decade of Action for Road Safety in Africa and the action plan adopted by the African Heads of States in January 2012. In support of the Decade, the SSATP launched its road safety program in 2012. To illustrate the achievements of this program, the results from the work conducted in Ethiopia are presented in Box 1. Building on the institutional assessment in Ethiopia, the SSATP designed a road safety management framework to guide countries in setting up multi-sectoral coordinating road safety institutions.

#### **Box 1. SSATP Road Safety Program with the National Road Safety Council-NRSC in Ethiopia**

- Identified the needs for capacity building for high-impact police enforcement of the Federal Traffic Police. Facilitated funding by Global Road Safety Facility
- Provided recommendations for strengthening of the road safety audit system
- Identified capacity development needs of the NRSC and reviewed the National Road Safety Strategy
- Prepared a draft procedure for integrating road safety in road construction and rehabilitation projects to be mainstreamed by development partners in the region
- Identified eligible funding for road safety from the Ethiopian Road Fund, as a model which can be mainstreamed across countries in the region

### 3. Transport Challenges in Africa

Regardless of the past achievements in the Africa's transport sector, many significant challenges remain for a sustainable contribution from the transport sector to poverty reduction and economic growth. Transport is important as an enabler of development to reach the Millennium Development Goals (MDGs) and the Sustainable Development Goals in the post-2015 development agenda. Given the objective of reducing poverty and the high synergy between transport, economic growth and poverty reduction, the transport sector is regarded as essential to Africa's development efforts. More efficient transport systems will allow African countries to seize the opportunity of globalization and increased international trade to boost their economic growth and improve living conditions. At the same time, Africa has to meet the challenge of sustainable growth in a global environment that is threatened by climate change. This requires both adaptation to changing conditions of the environment and mitigation of the impact generated by economic growth.

This review of challenges in the transport sector has been guided by an alternative perspective to the one provided by traditional analysis and models. Instead, it tries to look through the lenses of the populations in Africa and capture the challenges they are confronted with on a daily basis: (i) unsafe roads that are killing users, a large majority of them being pedestrians,

in particular poor women and children; (ii) cities that are becoming more and more congested, making it more and more difficult for the poorest part of the population to access employment and other economic opportunities; and (iii) trade that continues to be hindered by many obstacles, although trade together with agriculture is the main source of revenue for Africa's poor, in particular women. Low connectivity of rural areas makes it difficult for populations to export agricultural products and benefit from non-agricultural employment. This insufficient and inefficient connectivity between networks contributes to governments' inability to achieve food security. Regional trade is unable to play its role as the engine of growth, due to barriers that prevent movement of goods and people. Against this backdrop of fundamental constraints, the following paragraphs explore some of the critical challenges of Africa's land transport sector that are within the mandate of the SSATP.

**Address fragmentation.** Accelerating and improving economic integration and cohesion is critical to address the fragmentation of the continent into small-scale economies. This will boost economic growth through the facilitation of trade and tourism, improvement of transport services - mobility and accessibility, and as a result, it will facilitate the integration of Africa in the global market.

## Box 2. Cost of Corridor Inefficiencies

The Economic cost of inefficiencies on the Africa Regional Transport Infrastructure Network has been estimated at US\$140 billion. These inefficiencies along the corridors are due more to the non-implementation of trade facilitation measures and to transport sector policies by the member states than the physical condition of the infrastructure.

*Source: Program for Infrastructure Development in Africa (PIDA)*

The lack of territorial access to the sea and the remoteness from world markets, are significant obstacles in the development efforts of landlocked countries. For developing countries, and especially landlocked countries, globalization and the unprecedented increase in international trade provide major economic opportunities. Efficient and well-developed supply chains and logistics are prerequisites for the competitiveness of countries and for the efficient functioning of international transport and trade.

Cross-border transport in Africa is characterized by long delays and cumbersome procedures at borders, punitive and arbitrary transit tariffs, transport restrictions, and lack of security for transport users. As a result, intra-regional and international transport is hindered, time consuming, costly and uncertain, therefore hindering trade, which makes countries' exports less competitive in international markets, increases the prices of imported goods, impedes regional integration and cohesion, and prevents development efforts. Existing good practices in international and regional logistics and trade in Africa's best performing countries can be used as examples for countries that want to improve in these specific areas.

**Respond to urgent urban mobility needs.** With more than half of Africa's population soon living in cities, providing a sustainable response to the demand for mobility of urban dwellers is an urgent growing concern. As a result of rural-urban migration and an annual population growth rate at approximately 4.5 percent, urban areas in most parts of Africa are faced with ma-

ior development challenges, with levels of access and mobility considered to be dramatically low for meeting the current and future needs of populations. It is projected that over the next twenty years there will be an additional 300 million urban residents in Africa and by 2050, 60 percent of all Africans will live in an urban area. Economic growth will also result in accelerated motorization due to the current low motorization rate. Congestion is already hampering the movement of people and goods in many cities and economic zones and causes both environmental, health, and economic concerns which are challenges for transport. Crippling congestion in urban areas is aggravated by inadequate policy frameworks and a weak capacity to address the environmental, social and safety risks of fast growing motorization. The lack of coordinated planning of land-use and transport leads to inefficient cities, congestion, and an unsatisfied transport demand, in particular for the poorer segment of the population.

**Improve road safety.** It is urgent to address the road safety situation in Africa, which is rapidly becoming an obstacle to competitiveness and development in Africa, exceeding the impact of HIV AIDS. Relative to the rest of the world, Africa has an extremely high rate of road fatalities. 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 the 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.

In 2010, the United Nations General Assembly declared the first-ever "Decade of Action for Road Safety" which paved the way for a declaration and action plan adopted by the African Heads of States in January 2012. The launching of the Decade brought the challenge of road safety to the forefront of development. However, improving road safety will be difficult and long, and implementation of the action plan in Africa will continue to require significant efforts in particular to address: (a) continued inadequate institutional capacity to lead the execution of the action plan; (b) the limited and uneven progress of the RECs in delivering on their regional harmonization and monitoring effort; (c) inadequate funding; and (d) weak technical leadership at continental level.

**Climate change.** One of the biggest social and environmental challenges to the global economy is climate change with all its adverse consequences. Transport is responsible for 23 percent of global energy related greenhouse gas emissions, three quarters of which come from road vehicles. But at the same time, transport is also suffering from the effects of climate change when extreme weather events disrupt transport operations. The vulnerability to impacts of climate change on ecosystems, water resources, desertification, floods and heat waves will be most felt in Africa due to lack of financial resources and capacity to mitigate and adapt. Transport policy-makers and the transport community are seriously engaged in developing

environmentally friendly and sustainable transport systems, and the need to make transport infrastructure resilient. However, at the same time fast urbanization and growing motorization rates will increase Africa's contribution to green-house gas emissions. Inaction in this area would undermine the adaptation measures taken by countries. Urban transport development is one area which reconciles both the economic growth objective and the objective of mitigating the impact of climate change. Both objectives can be achieved by promoting mass public transport and sound urban transport planning coordinated with land-use planning. There is a unique opportunity for countries and municipalities in Africa to act in anticipation of upcoming problems and put in place appropriate mitigation measures.

**Strengthen governance.** Good governance is recognized as an essential requisite for sustainable development. However, despite considerable investments and much associated efforts to build supportive technical, financial, and management capability, performance of the transport sector continues to lag behind expectation. Poor governance is often cited as an underlying reason, manifested in a range of shortcomings from weak leadership to outright corruption. The importance of good governance was acknowledged when the Program for Infrastructure Development in Africa (PIDA) was prepared. It concluded that "Successful implementation of the Program for Infrastructure Development in Africa (PIDA) also meant tackling the soft governance issues necessary for true regional integration". The SSATP's work on the concept of commercialization of road management and second-generation road funds has been implicitly aimed at promoting good governance. Recent work by the SSATP on governance indicators provides countries with a tool for benchmarking their performance as a first

step towards a deeper analysis of governance issues and taking action to address these issues. Additional analytical work is available or underway from development partners, but the challenge now is advocacy and implementation.

**Build capacity.** For countries to develop and implement appropriate transport policies that encapsulate national transport strategic frameworks, accompanied with necessary changes,

there is a need to focus on building broad based capacity. The objective of capacity development is to provide leaders, institutions and other stakeholders the ability to achieve the objectives that have been defined in policies. This requires improved availability of data, and monitoring and evaluation systems to underpin policy decisions. Improving synergies with the private sector can also contribute to filling capacity gaps.

## 4. The SSATP Response

### **A Program for Efficient, Safe and Sustainable Transport in Africa**

Most evaluations of African transport programs conclude that while considerable progress has been made in various areas, a lot more remains to be done. As the previous section clearly illustrates, in order to bring Africa's transport sector up to the level of becoming a real contributor to economic growth and competitiveness, a facilitator of international trade, and an enabler of sustainable economic prosperity, a broad range of challenges need to be addressed. Based on this analysis, the SSATP's previous experience, and in line with its mandate, the Program has developed the DP3 which focuses on areas where the SSATP can make a real difference. The vision for this Program is: *'efficient, safe, and sustainable transport for the people in Africa'*.

The proposed Program is the result of a participatory process which has included both top-down and bottom-up approaches. In addition to taking due account of the major political orientations and commitments at the highest policy levels, the Program reflects the views of key stakeholders in governments and the private sector, as well as academia, expressed in several

stakeholder consultations<sup>1</sup> organized in 2012 and 2013.

The Program supports the main policy directions and commitments of high level bodies at global, African and sub-regional levels, such as the African Union Commission's (AUC) vision document "Moving Africa Forward", the MDGs Africa Report<sup>2</sup> 2012, the African "Road Safety Policy Framework" approved by the Second

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<sup>1</sup> Meetings of the Transport Coordination Committee of the Regional Economic Communities in Africa held in Mombasa, Kenya, in March 2012, Cotonou, Benin, in October 2012, Johannesburg, South Africa in April 2013 and Nairobi in October 2014; workshop on urban transport issues and challenges in Africa, held back-to-back with the CODATU conference on urban transport in Addis Ababa, Ethiopia, in October 2012, and with the UN Habitat Governing Council in Nairobi, Kenya, in April 2012 and with the Africa Sustainable Transport Forum in Nairobi in October 2014; workshop on the Five Pillars of Road Safety organized jointly with AUC, UNECA and WHO in Addis Ababa, Ethiopia in November 2012 and June 2014; the SSATP Annual Meetings in Addis Ababa in December 2012, Dakar in December 2013 and Nairobi in October 2014.

<sup>2</sup> Assessing Progress in Africa toward the Millennium Development Goals, 2012, by UNECA, AU, AfDB, UNDP.

African Road Safety Conference in November 2011, and the “Program for Infrastructure Development in Africa” (PIDA), adopted by the African Ministers of Transport in November 2011.

In their November 2011 Luanda Declaration, the African Ministers of Transport gave PIDA top priority as the single most important program for inter-regional and continental integration that will help to interconnect transport networks, especially those serving landlocked and island countries for the territorial, economic and social cohesion of Africa in support of its global competitiveness. Accelerating the facilitation of interstate transport by harmonizing legislations, simplifying transit procedures, removing non-physical barriers, and improving efficiency and safety in transport operations was also included in the declaration along with the commitment to put in place institutions responsible for the management of safety, security and facilitation in the transport sector; foster the use of Information, Communication and Technology (ICT) and other technologies in the development of transport infrastructure and operations; take specific measures to ensure the sustainable financing and appropriate management of the transport sector and create enabling conditions for national and foreign private investments; ratify and speed up whenever necessary the implementation of international conventions relating to safety, security and the protection of the environment, as well as regional agreements on market access, facilitation of transport and transit traffic; and carry out the training of technical and professional staff in the different modes of transport.

### **Program Content**

Recognizing that the SSATP needs to be selective in order to be effective, the Program areas of the DP3 have been selected based on their

prospective higher return on the development investment, justifying a continuation of the SSATP for another four years. As a result of the proposed strategic orientations, the SSATP will exit from some traditional areas, such as road sector management where the SSATP has been successfully involved in the past and which has been mainstreamed in most countries’ transport strategies and programs supported by development partners, and rural transport where support is provided under the Africa Community Access Program funded by the United Kingdom Development Aid.

Building on the framework of objectives of the PIDA and to help provide solutions to the challenges identified above, the SSATP’s Program for the DP3 is structured around three thematic pillars: Pillar A: *Integration, connectivity and cohesion*; Pillar B: *Urban transport and mobility*; and Pillar C: *Road safety*.

In addition, each thematic pillar will respond to issues that can be characterized as *cross-cutting* as necessary and appropriate. Such issues include pro-poor and pro-growth policies and strategies; climate change; gender and social equity; transport sustainability and financing; institutional and regulatory frameworks and governance, as well as issues of a more “public goods” nature that the SSATP must be capable of addressing as needed.

The DP3 is fully consistent with the framework for action of the Africa Sustainable Transport Forum (ASTF) which took place in Nairobi in October 2014. The SSATP will be one of the tools available to African countries and RECs to implement the framework for action. The three main themes of the framework are road safety, vehicles emissions and efficiency, and accessibility and sustainable infrastructure. The institutional framework of the ASTF is being finalized, the recommendation from the Nairobi confer-

ence being to locate the forum under the umbrella of the African Union.

Finally, the Program includes activities of a more general character whose systematic implementation is considered essential for a successful execution of the Program. These activities relate to *program sustainability* and *capacity development*, both of outmost importance for its success. They are presented in the second volume of the DP3 relative to the operational aspects of the Program.

The following sections present a summary of all the three thematic pillars. The results framework, the list of activities and the estimated budget are provided in Annexes 1, 2 and 3.

### **Pillar A: Integration, Connectivity and Cohesion**

Real integration will start only when road blocks to national and international freight and passenger transport have disappeared and road users do not have to pay bribes to use a road; when borders are no longer associated with long queues of trucks delayed by lengthy and tedious procedures; when road users, especially pedestrians and children, are not killed by overloaded uncontrollable trucks; when well-developed and maintained transport networks provide the accessibility required by citizens; and when people have the real freedom to move safely and efficiently, a right they have been denied so far.

#### **Box 3. Governance in Regional Integration**

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According to PIDA's conclusions:

"Successful implementing of PIDA also means tackling the soft governance issues necessary for true regional integration and, when necessary, establishing a legal framework for action through legislation."

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Often limited to facilitating transit of international imports and exports along the regional corridors, the corridor approach is now being broadened to include movement of goods that are produced locally to facilitate their trade at country and regional level, and increase food security. This approach of trade corridors aims at providing comprehensive connectivity between international, national and rural networks. It is a more cohesive approach to corridor development, which may be further extended to encompass economic development areas that are in the area of influence of the corridor. The later approach is mainly sought by countries for the development of mining corridors.

Developing trade corridors is part of the regional integration agenda of the African Union which aims at establishing a Continental Free Trade Area (CTFA) in order to foster economic development through trade growth, particularly intra-Africa trade. Through a combination of measures, the Action Plan for Boosting Intra-Africa Trade (BIAT) is addressing numerous constraints that restrict the growth of intra-African trade. These measures can be divided into three broad themes: trade policies, trade facilitation and trade competitiveness. The plan is supplemented by requirements for trade information and monitoring and evaluation activities.

Transport aspects of the trade corridor approach aim at improving the adequacy and efficiency of the three interconnected policy pillars of the trade and transport systems, shown in the figure below:

**Figure 1. Policy Pillars of the Trade and Transport Systems**

In order for the SSATP Pillar A to help advance this agenda, three objectives have been identified:

1. Promote effective policy and strategy formulation and implementation for corridor development at country and regional levels;
2. Develop capacity among institutions (RECs, countries, corridors, industry associations, etc.) for inclusive policy dialogue on regional integration; and
3. Promote efficient logistics services. To achieve the objectives, the SSATP's main activities will consist of assessments and case studies, reviews of capacity building needs and capacity building support, dissemination of best practices, and advocacy and support to knowledge application. The results framework for Pillar A is presented in Annex 1 and the list of activities and estimated budget in Annex 4.

The SSATP's Pillar A will contribute at the policy level by assisting RECs, countries and regional organizations adopt a proper institutional framework which is both conducive to an inclusive policy dialogue for regional integration and to the emergence of efficient logistics services.

The focus on an inclusive policy dialogue gives prominence to corridor management - corridor viewed here as a broad concept responding to the objective of integration, connectivity, and cohesion. Development of monitoring and diagnosis tools will enable targeting interventions on critical choke points in the logistics chains. The focus on efficient service delivery aims at establishing a legal and regulatory framework for efficient transport and logistics operators.

As part of the objective linked to sub-pillar 2, and in order to effectively execute the activities globally included in Pillar A, the SSATP will work in close cooperation with the REC's Transport Coordination Committee (TCC). The REC TCC will provide a forum for exchange of experiences, good practices and coordination of programs and activities. It comprises institutions involved in trade facilitation programs in Africa such as RECs, corridor authorities, national agencies, regional logistics industry organizations and development partners. Through the REC TCC, the SSATP will play an advocacy role to promote policy changes and harmonization at continental, regional and country level, and a monitoring role of their successful implementation.

## Pillar B: Urban Transport and Mobility

Countries and the development community have shown limited interest in investing significantly in the development of cities and urban mobility in Africa, although this interest has started recently to grow. Cities have for the most part been left on their own to handle uncontrolled growth, and urban transport development challenges are rarely considered in development strategies. Through this pillar, the SSATP has a unique opportunity to help address the rapid and uncontrolled urbanization of many African cities by bringing the urban transport agenda together with the urban development agenda to the forefront of sustainable development. It is an opportunity for preemptive actions to slow down degradation of the environment. Failing to act would diminish the positive gains achieved through other initiatives if the share of transport greenhouse gas emissions continues to grow and exceeds savings in other sectors.

However, it is recognized that improving urban mobility is not only about building sustainable transport infrastructure, but doing it with a clear goal established and in a manner, that is systematic and well-integrated with overall city planning. Otherwise, investments tend to become sub-optimal and further delays will mean that cities will be locked into land-use patterns and industry patterns that are very difficult to reverse.

Against this background, interventions in Pillar B will be structured along the four objectives of the urban mobility and accessibility policy developed during the SSATP's DP2:

- *Enable:* To establish an efficient and responsible governance system, capable of anticipating needs, guiding action and ensuring

integrated management and development of urban transport systems;

- *Avoid:* To minimize the need for motorized travel resulting from urbanization and the lack of settlement planning;
- *Shift:* To maintain or increase modal shares of public transport and non-motorized modes such as walking and cycling; and
- *Improve:* To improve the efficiency of transport modes in respect of their ability to ensure efficient and safe journeys, while also attempting to minimize their environmental footprint.

Activities in Pillar B will involve working with countries and municipalities focusing on:

1. Fostering knowledge of, and the demand for, effective policies for sustainable mobility and accessibility in urban Africa; and
2. Building the capacity of cities and metropolitan areas to design, adopt and implement effective policies for sustainable mobility and accessibility in urban Africa.

The results framework for Pillar B is presented in Annex 1 and the list of activities and estimated budget in Annex 3.

## Pillar C: Road Safety

Dying on a road is the opposite of sustainability. For too long have good intentions and empty promises to decisively address road safety issues been the norm, with very little or nothing, however, happening on the ground. Such a dysfunctional approach can obviously not be allowed to continue. With Pillar C, the SSATP has a chance to significantly contribute to help save lives on African roads. Building on its road safety work under the previous development plan, the SSATP will employ a two-pronged approach to tackle issues in road safety: improve road safety

management in a comprehensive way and introduce bolder measures to handle the safety of vulnerable road users.

The success of this approach will be measured by the achievement of four objectives:

1. Enable AUC and UNECA to encourage countries to achieve the goals of the UN Decade of Action for Road Safety and Africa Road Safety Plan of Action 2011-2020;
2. Promote effective policy and strategy formulation and implementation at country level;
3. Stimulate good practice in Road Safety Management (Pillar one of the UN Decade of action) by promoting systematic implementation of the Africa Plan of Action; and
4. Better integration of road safety policy and pillar-based interventions in locally and externally funded road developments.

Some of the main activities in this pillar include reviews of progress and prospects for countries to achieve the goals of the Decade of Action for Road Safety in Africa and provide guidance as necessary at regional and country level. Support towards improved road safety management in line with Pillar One of the Decade of Action for Road Safety is considered critical. The SSATP will also review country policies and strategies to ensure their effectiveness and alignment with

global and African frameworks. These reviews would focus on better data management, introduction of high impact interventions and urban road safety. The SSATP will assist in the creation of lead agencies and strengthening of existing ones, building on its long and successful experience in promoting the creation of Road Maintenance Funds and road agencies, as part of the initiative for Road Management and Financing under previous development plans. One of the SSATP's permanent core activities has been to facilitate sharing of knowledge, good practices and experiences. The SSATP will scale up these efforts by promoting the formation of associations of road safety agencies at regional and continental level, and the establishment of a community of practice with a partner in Africa to ensure the sustainability of the initiative.

For the SSATP to effectively advance the agenda for road safety, strong collaboration and effective partnerships with key stakeholders will be critical. The SSATP will work closely with UNECA, WHO and AUC contributing to their efforts in helping Africa achieve the goals of the Decade of Action for Road Safety. The SSATP will also work with development partners to ensure the effectiveness of their support to road infrastructure development in the area of road safety.

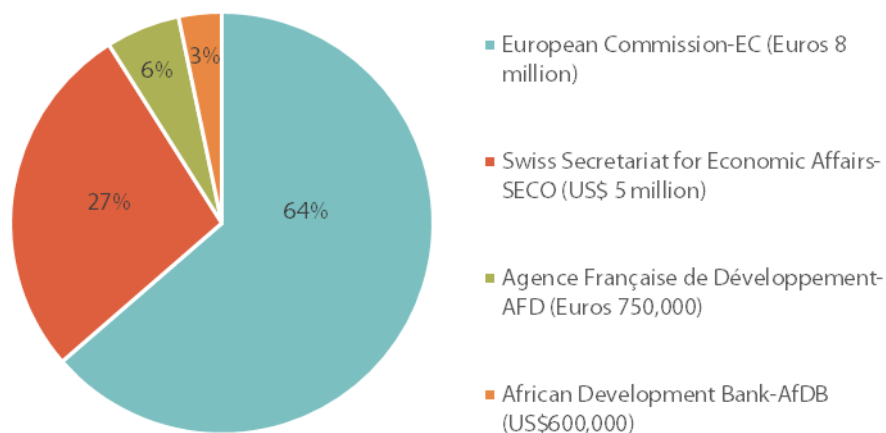


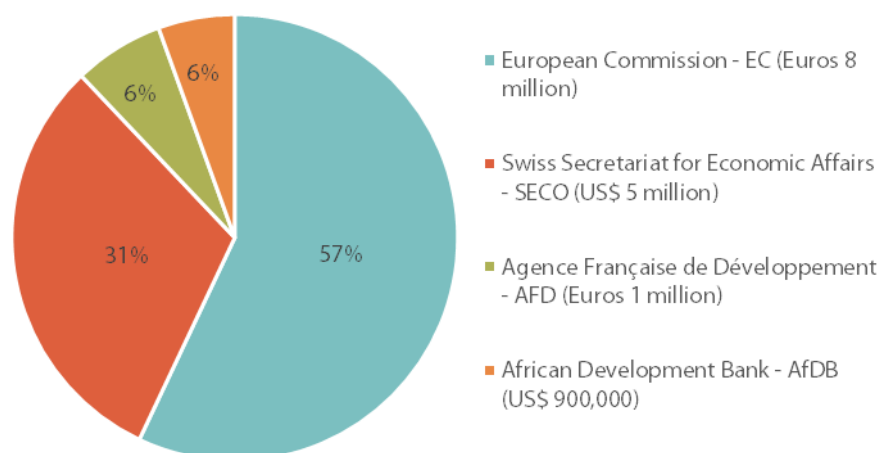
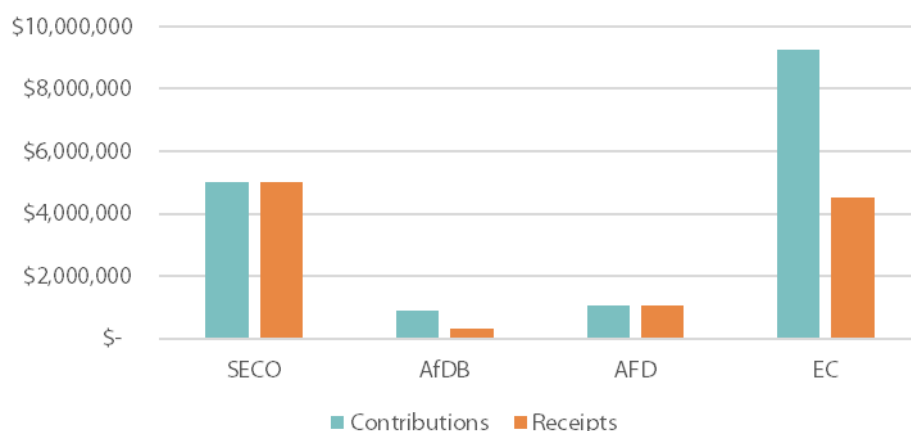
## 5. DP3 FINANCING

Four donors have pledged supporting the DP3 with an initial budget estimated in 2013 at approximately US\$18.24 million. The World Bank, host of the SSATP, will provide a contribution in kind. This represented 47.5 percent of the budget initially estimated for the DP3 prior to the December 2013 SSATP Annual Meeting in Dakar, Senegal. Figure 2 presents the distribution of resources initially pledged and table 3

presents the actual contributions made available to the DP3 as recalculated in July of 2017. These factor in an increase in contributions and an exchange rate fluctuation, considering that approximately 69% of contributions were already received and 31% were receivables. Figure 4 provides a distribution of how much has been contributed by each donor and how much has been received.

**Figure 2. Resources pledged in 2013**



**Figure 3. Resources made available to the DP3****Figure 4. Contributions versus Receipts (updated Nov. 2017)**

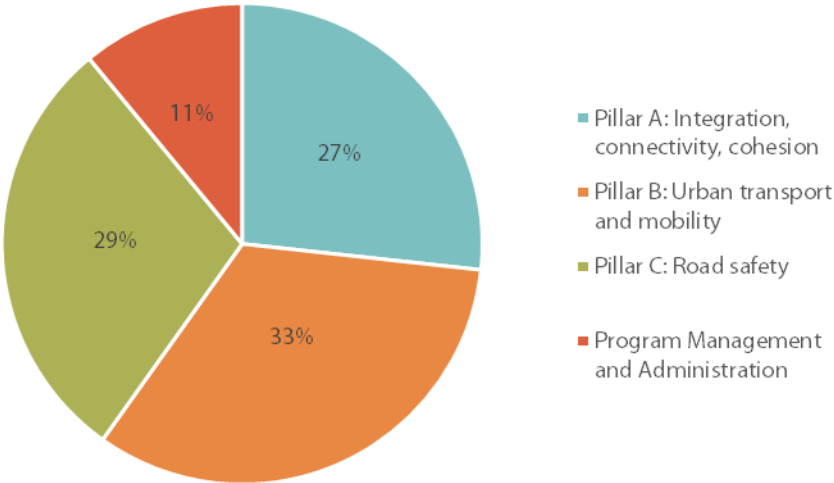
The mid-term review of the DP2 at the end of 2011 highlighted the funding gap between the estimated budget and actual resources, while the results framework was not adjusted to the latter. This lesson has been taken into account in the DP3 and was adjusted in the previous framework, however, considering further delays in finalizing the administration agreements with the donors and setting up of the new program management team, who only came on board on May 1, 2016, further adjustments to the results framework were sought given that the overall

contribution from the donors totalled approximately \$16 million instead of the latest estimates provided in 2013 in the amount of \$18.24 million. This was the result of the appreciation of the Dollar compared to the Euro. The present document presents a results framework adjusted to the actual resources available of which 69% were already received and 31% are expected to be received in the next 2 years. If additional resources become available, the results framework will be adjusted accordingly.

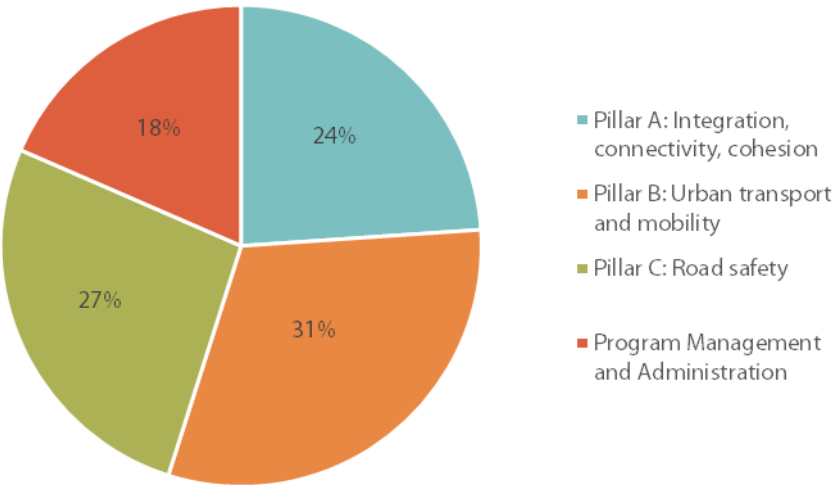
Expenses will be reflected in activities (consultants' services, workshops and annual meetings, publication/translation) and their oversight by the SSATP team, program management and administration. Figure 5 presents the distribu-

tion of costs among the pillars and other expenses initially estimated in 2013, while figure 6 shows the distribution of costs revised as of November 2017.

**Figure 5. Distribution of Expenses (estimates in 2013)**



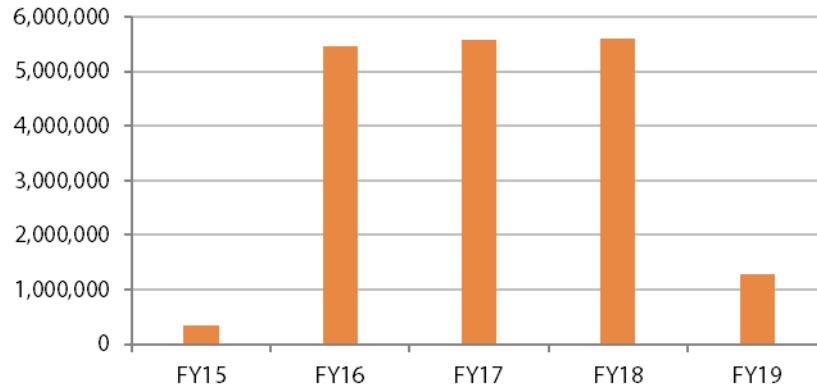
**Figure 6. Distribution of Expenses (revised in 2017)**



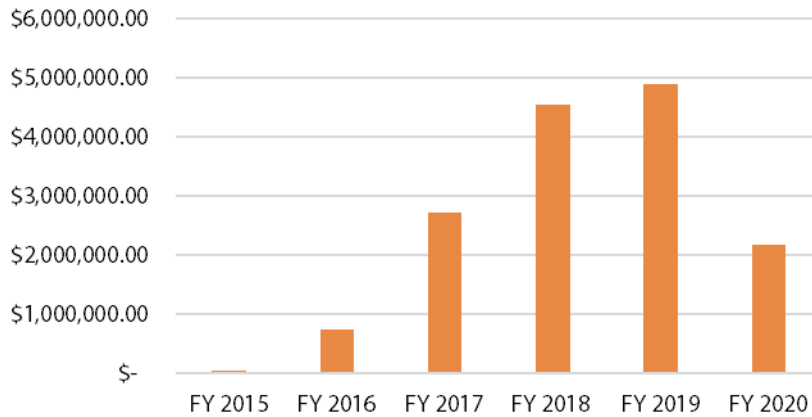
Similarly, figures 7 and 8 present the schedule of disbursements during the period of the

DP3 as initially estimated in 2013 and revised as of November 2017, respectively.

**Figure 7. Schedule of Disbursements<sup>3</sup> (estimates in 2013)**



**Figure 8. Schedule of Disbursements (revised in 2017)**




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<sup>3</sup> FY is the fiscal year from July 1<sup>st</sup> to June 30<sup>th</sup>.

Whereas initially, FY15 and FY19 were estimated to be six-month periods, with the launch of the DP3 in FY16, projection of disbursements are actuals for FY16 and FY17 and estimates for FY18, FY19 and FY20. FY20 will be a six-month period representing the completion of all activities.

With an average of US\$4.5 million per year between FY18 and FY20, disbursements are in the range of disbursements made during the DP2

from US\$4 million in FY11, FY12 and FY14 to US\$6 million in FY13.

Member countries will continue to contribute in kind through the participation of the country coordinators and members of the working groups. The Program will raise resources by partnering with local institutions for organizing events, such as practiced during the DP2. This approach will increase ownership of SSATP activities by stakeholders.



# ANNEXE 1

## Pillar A: Integration, Connectivity, and Cohesion

### *Pillar A: Results Framework*

High level objective the pillar is contributing to: Support Africa’s accelerated integration and growth, technological transformation, trade and development

Indicators: As defined in SDGs (SDG9) and Logistics Performance Index (LPI)

Means of verification: UN, WBG, AUC, UNECA, RECs, Industry Associations and other IOs reports

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

Objective/outcome	Indicators	Means of verification
<b>Promote effective policy and strategy formulation and implementation for corridor development at country and regional levels</b>	<ul style="list-style-type: none"> <li>▪ CFTA agreement indicators</li> </ul>	
Intermediate outcome 1.1	Indicators	Means of verification
<ul style="list-style-type: none"> <li>▪ Consensus built on the strategic orientations for integrated corridor development</li> </ul>	<ul style="list-style-type: none"> <li>▪ One REC having adopted a holistic and multimodal approach in planning and executing integrated corridor development</li> </ul>	<ul style="list-style-type: none"> <li>▪ RECs, countries and corridors decisions, SSATP documents / reports with evidence of its direct support or influence</li> </ul>
Outputs	Indicators	Means of verification
<ol style="list-style-type: none"> <li>1. Assessment of corridor development approaches in Africa, review of REC, and corridor strategic development plans</li> <li>2. Preparation of technical notes on knowledge gaps, assessment and dissemination of experience and good practices, and promotion of integrated corridor development and performance-based corridor development</li> <li>3. Program to promote integrated corridor development and performance-based corridor development</li> </ol>	<ul style="list-style-type: none"> <li>▪ Assessment of strategic plans in RECs and corridor authorities carried out</li> <li>▪ One case study of integrated corridor development in Africa carried out</li> <li>▪ International good practices reviewed</li> <li>▪ Stakeholders’ meetings to advocate integrated corridor development approached have taken place</li> </ul>	<ul style="list-style-type: none"> <li>▪ SSATP publications and progress reports</li> </ul>

Intermediate outcome 1.2	Indicators	Means of verification
<ul style="list-style-type: none"> <li>Consensus built on strategic orientations for performance based corridor development plans</li> </ul>	<ul style="list-style-type: none"> <li>Strategies for performance-based corridor development adopted by one REC</li> </ul>	<ul style="list-style-type: none"> <li>RECs, countries and corridor decisions, SSATP documents / reports with evidence of its direct support or influence</li> </ul>

Outputs	Indicators	Means of verification
<ol style="list-style-type: none"> <li>Preparation of technical notes on knowledge gaps, assessment and dissemination of experience and good practices and promotion of performance-based corridor development</li> <li>Program to promote integrated performance-based corridor development</li> </ol>	<ul style="list-style-type: none"> <li>International good practices reviewed</li> <li>Stakeholders' meeting place to advocate performance-based corridor development approach have taken place</li> </ul>	<ul style="list-style-type: none"> <li>SSATP publications and progress reports</li> </ul>

## Outcome 2: Develop capacity among institutions<sup>4</sup> for inclusive policy dialogue on regional integration

Objective/outcome	Indicators	Means of verification
<b>Develop capacity among institutions for inclusive policy dialogue on regional integration</b>	<ul style="list-style-type: none"> <li>One institution meeting capacity criteria (must be sustainable, inclusive, and have monitoring and diagnosis tools)</li> </ul>	<ul style="list-style-type: none"> <li>Institution charters, SSATP documents / reports with evidence of its direct support or influence</li> </ul>

Intermediate outcome 2.1	Indicators	Means of verification
Capacity building to ensure that institutions are: <ul style="list-style-type: none"> <li>Sustainable</li> <li>Inclusive</li> <li>Have adequate monitoring and diagnosis tools</li> </ul>	<ul style="list-style-type: none"> <li>Capacity development plan prepared in one institution, including financing framework with composition of institution reflecting diversity of stakeholders (control agencies, logistics operators, traders, / agricultural producers, civil society organizations)</li> </ul>	<ul style="list-style-type: none"> <li>Budgets of the institutions</li> <li>Decisions of the institutions</li> <li>Transport observatory reports</li> </ul>

Outputs	Indicators	Means of verification
<ol style="list-style-type: none"> <li>Capacity review of regional integration institutions, including funding needs and ways to involve stakeholders</li> <li>Assistance for establishment and expansion of transport observatories</li> </ol>	<ul style="list-style-type: none"> <li>Capacity review and capacity development plan approved by one institution with funding framework for the institution identified and strategies prepared to engage, involve, and inform stakeholders</li> <li>Two Regional Economic Communities with unit created or regional entity including corridor / regional transport observatory entrusted with corridor performance monitoring responsibility</li> </ul>	<ul style="list-style-type: none"> <li>Study report</li> <li>Decision by the institution</li> </ul>

<sup>4</sup> "Institutions" refers to RECs, corridor authorities, national facilitation committees (aligned on a corridor), and industry associations (national or regional federations)



<b>Intermediate outcome 2.2</b>	<b>Indicators</b>	<b>Means of verification</b>
<ul style="list-style-type: none"> <li>Continental framework for cooperation in place through the REC TCC</li> </ul>	<ul style="list-style-type: none"> <li>Indicators on corridor performance published</li> <li>One institution has agreed to host the REC TCC</li> </ul>	<ul style="list-style-type: none"> <li>Budget of the institutions</li> <li>Decision of the institutions</li> <li>Transport observatories reports</li> </ul>
<b>Outputs</b>	<b>Indicators</b>	<b>Means of verification</b>
<ul style="list-style-type: none"> <li>Support to regional coordination mechanism</li> </ul>	<ul style="list-style-type: none"> <li>1 REC TCC meeting per year for four years</li> </ul>	

### **Outcome 3: Promote efficient logistics services**

<b>Objective/outcome</b>	<b>Indicators</b>	<b>Means of verification</b>
<b>Promote efficient logistics services</b>	<ul style="list-style-type: none"> <li>Decrease in total logistics cost on selected corridors</li> </ul>	<ul style="list-style-type: none"> <li>Data collected by transport observatories</li> </ul>
<b>Intermediate outcome</b>	<b>Indicators</b>	<b>Means of verification</b>
Regulatory framework in place per type of logistics service: <ul style="list-style-type: none"> <li>Trucking services</li> <li>Terminal operators</li> <li>Inland waterways</li> <li>Control agencies (customs)</li> <li>Single windows</li> </ul>	<ul style="list-style-type: none"> <li>At least 1 country is engaged in paratransit services restructuring / improvement program</li> </ul>	<ul style="list-style-type: none"> <li>RECs / countries gazettes</li> </ul>
<b>Outputs</b>	<b>Indicators</b>	<b>Means of verification</b>
For each type of logistics service, a case study including: <ol style="list-style-type: none"> <li>Analysis of the problems</li> <li>Preparation of reform scenarios and review of options</li> <li>Qualification of the cost of inaction</li> <li>Political economy analysis</li> <li>Assess the capacity development / training needs for operators</li> </ol>	<ul style="list-style-type: none"> <li>Three case studies carried out</li> </ul>	Decisions from RECs / countries, SSATP documents / reports with evidence of its direct support or influence

## Pillar B: Urban Transport and Mobility

### *Pillar B: Results Framework*

Pillar B is based on the urban mobility and accessibility policy developed during the SSATP Second Development Plan. The goal of the policy is to support Sustainable Development Goal 11 - Make cities and human settlements inclusive, safe, resilient and sustainable. While the policy has four objectives (Enable / Avoid / Shift / Improve), countries and municipalities are expected to adopt a holistic approach and implement all aspects of the policy. As a result, indicators were not identified for each objective of the policy, but will measure how the policy is adopted and implemented.

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

Indicators: As defined in the SDGs (SDG11)

Means of verification: United Nations report on progress in achieving the SDGs

**Outcome 1: ENABLE - National and city decision makers and technical staff aim at adopting, and can put in place sustainable urban transport management approaches (including planning, monitoring, coordination, and financing mechanisms)**

Objective/outcome	Indicators	Means of verification
<b>ENABLE - National and city decision makers and technical staff aim at adopting, and can put in place sustainable urban transport management approaches (including planning, monitoring, coordination, and financing mechanisms)</b>	<ul style="list-style-type: none"> <li>At least 6 countries / cities have integrated transport plans based on the EASI concept</li> </ul>	
Intermediate outcome 1.1	Indicators	Means of verification
<ul style="list-style-type: none"> <li><i>Institutional:</i> Establishing a clearly defined entity in charge of urban transport management and coordination, as well as ensuring that key responsibilities are properly assigned and carried out</li> </ul>	<ul style="list-style-type: none"> <li>With direct support or under the influence of the SSATP, at least 2 countries / cities have set up a lead entity in charge of urban transport planning or have ensured that main urban public transport responsibilities at urban / metropolitan levels, are clearly assigned and carried out</li> </ul>	<ul style="list-style-type: none"> <li>Countries' decisions under their laws and regulations, Country reports referencing SSATP, SSATP reports / proceedings of workshops or reports of dissemination events or correspondences providing evidence of its direct or indirect influence of the country achievement / accomplishment</li> </ul>
Outputs	Indicators	Means of verification
<ul style="list-style-type: none"> <li>Guidelines based on best practice standards, to support the establishment of an entity in charge of urban transport planning, management and coordination with all stakeholders, as well as a road map to serve as guidance on setting up a metropolitan entity in charge of urban transport planning</li> </ul>	<ul style="list-style-type: none"> <li>Guidelines published</li> </ul>	<ul style="list-style-type: none"> <li>SSATP publications</li> </ul>

<b>Intermediate outcome 1.2</b>	<b>Indicators</b>	<b>Means of verification</b>
<ul style="list-style-type: none"> <li>▪ <i>Financing</i>: Strengthening of the financial framework for urban transport management in Africa by developing guidelines to support the establishment of sustainable financing mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>▪ With direct support or under the influence of SSATP, dedicated source of financing for sustainable urban transport set up in at least two countries / cities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Countries' decisions / budgets under their laws and regulations, country reports referencing the SSATP, SSATP reports / proceedings of workshops or reports of dissemination events or correspondences providing evidence of its direct or indirect influence of the country achievement / accomplishment</li> </ul>
<b>Outputs</b>	<b>Indicators</b>	<b>Means of verification</b>
<ul style="list-style-type: none"> <li>▪ Guidelines best practice standards for the design and implementation of sustainable urban transport financing mechanisms for African cities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Guidelines published</li> </ul>	<ul style="list-style-type: none"> <li>▪ SSATP publications</li> </ul>

**Outcome 2: AVOID - Build capacity of urban decision makers and technical staff with knowledge of urban forms that minimize the need for motorized transport and favor public and non-motorized transport**

<b>Objective/outcome</b>	<b>Indicators</b>	<b>Means of verification</b>
<p><b>AVOID - Build capacity of urban decision makers and technical staff with knowledge of urban forms that minimize the need for motorized transport and favor public and non-motorized transport</b></p>	<ul style="list-style-type: none"> <li>▪ With direct support or under influence of SSATP, at least 6 countries / cities have integrated transport plans based on the EASI concept</li> </ul>	<ul style="list-style-type: none"> <li>▪ Country / city reports, country / city reports referencing SSATP, SSATP reports/proceedings of workshops or reports of dissemination events or correspondences providing evidence of its direct or indirect influence of the country / city achievement / accomplishment</li> </ul>
<b>Intermediate outcome 2.1</b>	<b>Indicators</b>	<b>Means of verification</b>
<ul style="list-style-type: none"> <li>▪ Public transport and urban forms that minimize the need for motorized transport are promoted in the planning development of urban transport systems</li> </ul>	<ul style="list-style-type: none"> <li>▪ With direct support or under the influence of SSATP, at least 2 countries / cities have strategies that give priority to public transport systems</li> </ul>	<ul style="list-style-type: none"> <li>▪ Country reports</li> </ul>
<b>Outputs</b>	<b>Indicators</b>	<b>Means of verification</b>
<ul style="list-style-type: none"> <li>▪ Guidelines for effective promotion of public transport systems in national / municipal transport strategies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Guidelines published</li> </ul>	<ul style="list-style-type: none"> <li>▪ SSATP publications</li> </ul>

**Outcome 3: SHIFT - Assist urban decision makers and technical staff to have the knowledge of and competences to make preliminary assessments towards adopting and implementing sound integrated multimodal urban mobility plans which promote non-motorized transport modes and the restructuring of informal public transport services**

Objective/outcome	Indicators	Means of verification
<b>SHIFT - Assist Urban decision makers and technical staff to have the knowledge of and competences to make preliminary assessments towards adopting and implementing sound integrated multimodal urban mobility plans which promote non-motorized transport modes and the restructuring of informal public transport services</b>	<ul style="list-style-type: none"> <li>With direct support or under the influence of the SSATP, at least 6 countries / cities have integrated transport plans based on the EASI concept</li> </ul>	<ul style="list-style-type: none"> <li>Country / city reports, country/city reports referencing SSATP, SSATP reports / proceedings of workshops or reports of dissemination events or correspondences providing evidence of its direct or indirect influence of the country / city achievement / accomplishment</li> </ul>
<b>Intermediate outcome 3.1</b>	<b>Indicators</b>	<b>Means of verification</b>
<ul style="list-style-type: none"> <li><i>Multi-Modal</i>: improving non-motorized transportation and paratransit providing urban transport services in cities</li> </ul>	<ul style="list-style-type: none"> <li>With direct support or under influence of SSATP, at least 1 country / city is engaged in paratransit services restructuring / improvement program</li> </ul>	<ul style="list-style-type: none"> <li>Country/city reports, country / city reports referencing SSATP, SSATP reports / proceedings of workshops or reports of dissemination events or correspondences providing evidence of its direct or indirect influence of the country / city achievement / accomplishment</li> </ul>
<b>Outputs</b>	<b>Indicators</b>	<b>Means of verification</b>
<ul style="list-style-type: none"> <li>Guidelines for effective participation of paratransit modes in demand response with minimum standards of transports services based on African and global experience</li> </ul>	<ul style="list-style-type: none"> <li>Guidelines published</li> </ul>	<ul style="list-style-type: none"> <li>SSATP publications</li> </ul>

**Outcome 4: IMPROVE - Assist urban decision makers and technical staff to have the knowledge and competencies to take the preliminary steps towards adopting and implementing key measures needed to improve traffic conditions in cities of member countries / cities**

Objective/outcome	Indicators	Means of verification
<b>IMPROVE - Assist urban decision makers and technical staff to have the knowledge and competencies to take the preliminary steps towards adopting and implementing key measures needed to improve traffic conditions in cities of member countries / cities</b>	<ul style="list-style-type: none"> <li>With direct support or under the influence of SSATP, at least 6 countries have integrated transport plans based on the EASI concept</li> </ul>	<ul style="list-style-type: none"> <li>Country / city reports, country / city reports referencing SSATP, SSATP reports / proceedings of workshops or reports of dissemination events or correspondences providing evidence of its direct or indirect influence of the country / city achievement / accomplishment</li> </ul>
<b>Intermediate outcome 4.1</b>	<b>Indicators</b>	<b>Means of verification</b>
<ul style="list-style-type: none"> <li>Improve traffic management and control in cities</li> </ul>	<ul style="list-style-type: none"> <li>With direct support or under influence of the SSATP, traffic and parking management program launched in at least 2 countries / cities</li> <li>With direct support or under the influence of SSATP, a framework or strategy for addressing secondary cities adopted in at least one country / city</li> </ul>	<ul style="list-style-type: none"> <li>Country / city reports, country / city reports referencing SSATP, SSATP reports / proceedings of workshops or reports of dissemination events or correspondences providing evidence of its direct or indirect influence of the country / city achievement / accomplishment</li> </ul>
<b>Outputs</b>	<b>Indicators</b>	<b>Means of verification</b>
<ul style="list-style-type: none"> <li>Develop guidelines to support planning and implementation of efficient traffic and parking management</li> </ul>	<ul style="list-style-type: none"> <li>Guidelines for traffic management published</li> <li>A showcase for secondary cities published</li> </ul>	<ul style="list-style-type: none"> <li>SSATP publications</li> </ul>
<b>Intermediate outcome 4.2</b>	<b>Indicators</b>	<b>Means of verification</b>
<ul style="list-style-type: none"> <li><i>UTC for secondary cities:</i> Highlight best examples of secondary cities urban transport management in secondary cities</li> </ul>	<ul style="list-style-type: none"> <li>With direct support or under the influence of SSATP, traffic and parking management program launched in at least 2 countries / cities</li> <li>With direct support or under influence of SSATP, a Framework or strategy for addressing secondary cities adopted in at least one country / city</li> </ul>	<ul style="list-style-type: none"> <li>Country / city reports, country / city reports referencing the SSATP, SSATP reports / proceedings of workshops or reports of dissemination events or correspondences providing evidence of its direct or indirect influence of the country / city achievement / accomplishment</li> </ul>
<b>Outputs</b>	<b>Indicators</b>	<b>Means of verification</b>
<ul style="list-style-type: none"> <li>Promote best practices for secondary cities</li> </ul>	<ul style="list-style-type: none"> <li>Guidelines for traffic management published</li> <li>A showcase for secondary cities published</li> </ul>	<ul style="list-style-type: none"> <li>SSATP publications</li> </ul>

## Pillar C: Road Safety

### *Pillar C: Results Framework*

High level objective the pillar is contributing to: Enable AUC & UNECA to inspire countries to achieve the UN Decade of Action and Africa Plan of Action 2011-2020 Road Safety goals

Indicators: As defined in the SDGs

Means of verification: United Nations report on progress in achieving the SDGs

### **Outcome 1: A common understanding and mutual agreement for African countries to manage and monitor performance in road safety**

Objective/outcome	Indicators	Means of verification
<b>A common understanding and mutual agreement for African countries to manage and monitor performance in road safety</b>	<ul style="list-style-type: none"> <li>African Road Safety Charter adopted by African ministers of transport</li> </ul>	<ul style="list-style-type: none"> <li>AUC reports to Conference of African Ministers of Transport – 2015 and beyond</li> </ul>
<b>Intermediate outcome 1.1</b>	<b>Indicators</b>	<b>Means of verification</b>
<ul style="list-style-type: none"> <li>Knowledge and understanding of status and prospects of attaining road safety goals in Africa strengthened</li> </ul>	<ul style="list-style-type: none"> <li>African countries have effective data management systems and have adopted a common set of indicators to monitor road safety results</li> </ul>	<ul style="list-style-type: none"> <li>Decisions at Conferences of African Ministers of Transport</li> </ul>
<b>Outputs</b>	<b>Indicators</b>	<b>Means of verification</b>
<ul style="list-style-type: none"> <li>Data needs analysis completed and common set of indicators developed and adopted</li> </ul>	<ul style="list-style-type: none"> <li>Needs assessment has been completed and action plans to collect indicators have been adopted</li> </ul>	<ul style="list-style-type: none"> <li>Continental, regional and country reports as well as government decisions</li> </ul>
<b>Intermediate outcome 1.2</b>	<b>Indicators</b>	<b>Means of verification</b>
<ul style="list-style-type: none"> <li>Framework in place for monitoring progress of the UN Decade of Action and Africa Plan of Action 2011-2020</li> </ul>	<ul style="list-style-type: none"> <li>An African road safety observatory concept has been developed and a preliminary road map for its implementation has been adopted</li> <li>A regional road safety observatory is operational in one REC</li> <li>Road safety monitoring and evaluation strategies and systems are available in three countries</li> </ul>	<ul style="list-style-type: none"> <li>Decisions to create continental and regional observatories</li> <li>Annual reports prepared at continental, regional and country levels</li> </ul>
<b>Outputs</b>	<b>Indicators</b>	<b>Means of verification</b>
<ul style="list-style-type: none"> <li>Road safety data that observatories need have been identified</li> <li>Road safety data are harmonized</li> <li>Road safety data management capacity and needs assessed at country, regional and continental level</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of road safety data management, and monitoring and evaluation system at continental level carried out for one REC and three countries</li> <li>Guidelines for the establishment of a country-wide road safety monitoring and evaluation system published</li> </ul>	<ul style="list-style-type: none"> <li>Assessment reports</li> <li>SSATP publications</li> </ul>

**Outcome 2: Promote effective policy and strategy formulation and implementation at country level**

Objective/outcome	Indicators	Means of verification
<b>Promote effective policy and strategy formulation and implementation at country level</b>	<ul style="list-style-type: none"> <li>Recorded stabilization of road crashes in three countries</li> </ul>	<ul style="list-style-type: none"> <li>Country reports</li> </ul>
<b>Intermediate outcome 2.1</b>	<b>Indicators</b>	<b>Means of verification</b>
<ul style="list-style-type: none"> <li>Country road safety policies and strategies better aligned to the UN Decade and Africa Action Plans and goals, and effective high impact road safety interventions implemented</li> </ul>	<ul style="list-style-type: none"> <li>Three countries adopt strategies that are revised to reflect the Africa Plan of Action. Five countries report actions on high impact road safety interventions</li> </ul>	<ul style="list-style-type: none"> <li>Country reports</li> </ul>
<b>Outputs</b>	<b>Indicators</b>	<b>Means of verification</b>
<ol style="list-style-type: none"> <li>Existing countries' policies and strategies have been reviewed and changed to better align them with Decade of Action have been identified</li> <li>Road safety capacity and institutional assessed and needs for policy and strategy development have been identified in selected cities to advance urban road safety strategies</li> <li>Road safety capacity for policy and strategy development in cities have been strengthened</li> </ol>	<ul style="list-style-type: none"> <li>Road safety strategies prepared in three countries / cities</li> <li>Guidelines for road safety policy in urban areas developed</li> </ul>	<ul style="list-style-type: none"> <li>SSATP quarterly reports</li> <li>Strategy reports from participating countries / cities</li> <li>Guidelines published by SSATP</li> </ul>

**Outcome 3: Stimulate good practice in Road Safety Management (Pillar one of the UN Decade of Action) by promoting systematic implementation of the Africa Plan of Action**

Objective/outcome	Indicators	Means of verification
<b>Stimulate good practice in Road Safety Management (Pillar one of the UN Decade of Action) by promoting systematic implementation of the Africa Plan of Action</b>	<ul style="list-style-type: none"> <li>At least two additional Sub-Saharan African countries have fully empowered cross-sectoral lead entities</li> </ul>	<ul style="list-style-type: none"> <li>SSATP report or country reports referencing SSATP</li> </ul>
<b>Intermediate outcome 3.1</b>	<b>Indicators</b>	<b>Means of verification</b>
<ul style="list-style-type: none"> <li>Countries create road safety lead agencies where none existed before. Countries raise profile of existing lead agencies from one sector focused agencies to cross-sectoral status. Countries improve financing of lead agencies. REC's decision to create regional organizations to lead agencies</li> </ul>	<ul style="list-style-type: none"> <li>New lead agencies created in two countries</li> <li>Lead agencies profile raised in two countries</li> <li>Funding arrangements for lead agencies improved in five countries</li> <li>An organization of lead agencies created in one region</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

Outputs	Indicators	Means of verification
<ul style="list-style-type: none"> <li>▪ Operational guidelines for road safety lead agencies including review of the status on the creation of road safety lead agencies by African countries and criteria for gauging their effectiveness</li> <li>▪ Capacity development plan prepared for road safety lead agencies</li> <li>▪ Policy notes on the creation, funding, and raising the profile of lead agencies</li> <li>▪ Guidance note on the creation of a regional organization of lead agencies</li> <li>▪ Creation of a network of legislators to support conducive legislative framework at regional / country level</li> </ul>	<ul style="list-style-type: none"> <li>▪ Guidelines published</li> <li>▪ Capacity development plan prepared for three agencies</li> <li>▪ Policy notes prepared</li> <li>▪ Capacity assessment done to identify three candidate countries with potential to raise profile of their lead agencies</li> <li>▪ One secretariat for a regional organization of lead agencies identified</li> </ul>	<ul style="list-style-type: none"> <li>▪ Country reports</li> <li>▪ Stakeholder conferences and workshops</li> <li>▪ SSATP reports</li> </ul>

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

Objective/outcome	Indicators	Means of verification
<b>Better integration of road safety policy and pillar-based interventions in locally and externally funded road developments</b>	<ul style="list-style-type: none"> <li>▪ Effective use by development partners, road funds and municipalities of guidelines to improve effectiveness of their support towards road safety</li> </ul>	<ul style="list-style-type: none"> <li>▪ Progress reports / implementation completion reports of projects funded by development partners, road funds and municipalities</li> </ul>
Intermediate outcome 4.1	Indicators	Means of verification
<ul style="list-style-type: none"> <li>▪ Capacity of development partners, road funds and municipalities strengthened to improve the effectiveness of their support towards road safety</li> </ul>	<ul style="list-style-type: none"> <li>▪ Use of SSATP guidelines confirmed in projects prepared by development partners, three road funds and two municipalities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reference of SSATP guidelines in road safety aspects in project documents of development partners, road funds and municipalities</li> </ul>
Outputs	Indicators	Means of verification
<ul style="list-style-type: none"> <li>▪ Guidelines on how development partners can improve support towards road safety through investments, how local funding of road safety could be made more effective, and how to mainstream road safety in urban road projects</li> </ul>	<ul style="list-style-type: none"> <li>▪ Guidelines published</li> </ul>	<ul style="list-style-type: none"> <li>▪ SSATP publications</li> </ul>



## Capacity Building Cutting Across all Three Pillars

### Outcome 1: Increase awareness of high-level authorities and capacity development of technical staff through trainings, workshops, and dissemination of knowledge created

Objective/outcome	Indicators	Means of verification
<b>Increase awareness of high-level authorities and capacity development of technical staff through trainings, workshops, and dissemination of knowledge created</b>	<ul style="list-style-type: none"> <li>Number of Ministers of Transport or Deputies / Permanent Secretaries attending events. Base-line: 0; Target: 20</li> </ul>	
<b>Intermediate outcome 1.1</b>	<b>Indicators</b>	<b>Means of verification</b>
<ul style="list-style-type: none"> <li>Increased capability of technical staff through workshops and Training events</li> </ul>	<ul style="list-style-type: none"> <li>Number of decision makers and technical staff that have attended SSATP workshops Baseline: 0; Target: 250</li> </ul>	<ul style="list-style-type: none"> <li>SSATP Annual Reports / Proceedings of workshops / training sessions</li> </ul>
<b>Outputs</b>	<b>Indicators</b>	<b>Means of verification</b>
<ul style="list-style-type: none"> <li>Organization of an African tailored session of Leaders in Urban Transports Planning</li> <li>Advocacy and dissemination workshops</li> <li>Knowledge creation</li> <li>SSATP e-platform</li> </ul>	<ul style="list-style-type: none"> <li>Number of high-level staff attending LUTP Baseline: 0; Target: 50</li> <li>Publication of best practice standards Baseline: 0; Target: 6</li> <li>Publication of research / working papers, technical notes and strategy notes Baseline: 0; Target: 6</li> <li>Number of entries on urban mobility CoP (community of practices) Baseline: 0; Target: 100</li> </ul>	<ul style="list-style-type: none"> <li>Proceedings of workshops / thematic working groups</li> <li>SSATP publications</li> <li>Participants registered in CoP / working groups</li> </ul>
<b>Outputs</b>	<b>Indicators</b>	<b>Means of verification</b>
<ul style="list-style-type: none"> <li>SSATP Communication strategy adapted</li> <li>SSATP communication action plan developed</li> </ul>	<ul style="list-style-type: none"> <li>SSATP Communication strategy adopted by the Executive Committee</li> <li>Number of SSATP communication activities carried out and outreach events launched</li> </ul>	<ul style="list-style-type: none"> <li>Progress reports of the SSATP communication action plan implemented</li> </ul>



# ANNEX 2

## Pillar A: Integration, Connectivity and Cohesion Work Program

*Supporting Africa's accelerated integration and growth, technological transformation, trade and development*

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

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### Intermediate Outcomes

- Consensus built on the strategic orientations for integrated corridor development
- Consensus built on strategic orientations for performance-based corridor development plans

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### Intermediate Outcome Indicators

- One REC having adopted a holistic and multimodal approach in planning and executing integrated corridor development
- One REC having adopted strategies for performance-based corridor development

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### Output Indicators

Assessment of strategic plans in RECs and corridor authorities carried out

- Case study of integrated corridor development in Africa
  - Review of international good practices
  - Stakeholders' meetings having taken place to advocate integrated corridor development and performance-based corridor development approaches
-

*Focus area 1A: Strengthen Tripartite Corridor Management Institutions*  
*Activity 1.1.A. Support the review of the MoU and the strategic development plan for the*  
*Maputo Corridor Logistics Initiative (MCLI)*

<b>Objective</b>	<b>Outputs</b>
<ul style="list-style-type: none"> <li>▪ Develop a revised MoU and a new strategic development plan for the period 2017- 2021 for the MCLI that could address the critical issues of sustainability and relevance, as well as make provisions to include Swaziland as a member country, thus creating an enabling institutional, regulatory and operating environment for MCLI to operate as an integrated development corridor having identified strategies for performance-based corridor development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Assessment of corridor development approaches in Africa and review of REC / corridor strategic development plans</li> <li>▪ Preparation of technical notes on knowledge gaps, assessment and dissemination of experience and good practices, and promotion of integrated corridor development and performance-based corridor development</li> <li>▪ Program to promote integrated corridor development and performance-based corridor development</li> </ul>

*Activity implementation period in FY2016/19*

	2016			2017				2018				2019			
<b>Partners</b>	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
MCLI and SADC															

*Status of progress*

<p>Main activity outcomes</p> <p>Revised MoU &amp; Strategic Plan to be submitted for adoption by the sector ministers of the 3 countries (Mozambique/ South Africa / Swaziland)</p>	<p>Remarks</p> <p><b>Risks:</b> Low to moderate</p> <p><b>Likelihood of completion before MTR:</b> Yes</p> <p><b>Time needed for completion after FY18:</b> None</p> <p><b>Expected completion:</b> October-November 2017</p>
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*Focus area 1A: Strengthen Tripartite Corridor Management Institutions*

*Activity 1.2.A. Support for the final review of 3 corridor management Institutions within the Tripartite*

**Objective**

- Finalize the development or the review process of the Agreement or MoU establishing the Authority or the Corridor Strategic Plan for onwards adoption by ministers of the member states to enable the CMI to operate as a financially sustainable economic / development corridor

**Outputs**

- Assessment of corridor development approaches in Africa and review of REC / corridor strategic development plans
- Preparation of technical notes on knowledge gaps, assessment, dissemination of experience and good practices, and promotion of integrated corridor development and performance-based corridor development
- Program to promote integrated corridor development and performance-based corridor development

*Activity implementation period in FY2016/19*

	2016			2017				2018				2019			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Partners</b> COMESA / EAC / SADC AU / NEPAD															

*Status of progress*

Main activity outcomes	Remarks
A reviewed and finalized Corridor Authority Agreement / MoU or Strategic Development Plan including a financial strategy adopted by the relevant competent decision-making body	<p><b>Risks:</b> moderate</p> <p><b>Main partners:</b> COMESA / EAC / SADC</p> <p><b>Completion before mid- term review:</b> No</p> <p><b>Expected completion after FY18:</b> Yes</p> <p><b>Expected completion:</b> April 2019</p>

## Outcome 2: Develop capacity among institutions for an inclusive policy dialogue on regional integration

### Intermediate Outcomes

- Capacity building to ensure that institutions are sustainable, inclusive, and have adequate monitoring and diagnosis tools
- Continental framework for cooperation in place through the REC-TCC

### Intermediate Outcome Indicators

- One institution meeting capacity criteria (must be sustainable, inclusive and have monitoring and diagnosis tools)
- Indicators on corridor performance published
- One institution has agreed to host the REC-TCC

### Output Indicators

- Capacity review and capacity development plan approved by one institution with funding framework for the institution identified and strategies prepared to engage, involve and inform stakeholders
- Two RECs with unit created or regional entity including corridor / regional transport observatory entrusted with corridor performance monitoring responsibility
- At least 1 REC-TCC meeting per year for four years

*Focus area 2A: Assistance for the Establishment and Expansion of Transport Observatories*

*Activity 2.1.A. Develop a Transport Observatory for the Maputo Corridor Logistics Initiative (MCLI)*

### Objective

- Develop a Transport Observatory for the MCLI as a monitoring tool to address corridor performance and operational efficiency that will provide for high level monitoring through a dashboard of key indicators

### Outputs

- Assistance for establishment and expansion of Transport Observatories
- Support to regional coordination mechanism
- Capacity review of regional integration institutions, including funding needs and ways to involve stakeholders

*Activity implementation period in FY2016/19*

	2016			2017				2018				2019			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Partners</b> MCLI															

*Status of progress*

Main activity outcomes

A set of guidelines, toolkit, information and data enabling the MCLI Board of Directors / secretariat to set up the Transport Observatory (Proposed architecture of the Corridor Transport Observatory (CTO) the data model from collection to publication, and the agreement with relevant stakeholders on data donation

Remarks

**Risks:** Moderate to low

**Likelihood of completion before MTR:** Yes

**expected completion after FY18:** None

**Expected completion:** February 2018

*Focus area 2A: Assistance for the establishment and expansion of Transport Observatories*

*Activity 2.2.A. Develop a Transport Observatory for a CMI within the Tripartite*

**Objective**

Support a CMI / REC to develop a Transport Observatory as a monitoring tool to address corridor performance and operational efficiency that will provide for high level monitoring through a dashboard of key indicators

**Outputs**

- Assistance for the establishment and expansion of Transport Observatories
- Support to regional coordination mechanism
- Capacity review of regional integration institutions, including funding needs and ways to involve stakeholders

*Activity implementation period in FY2016/19*

	2016			2017				2018				2019			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Partners</b> COMESA – DCA Secretariat															

*Status of progress*

Main activity outcomes	Remarks
A set of guidelines, toolkit, information and data enabling the Secretariat of the CMI / REC set up the Transport Observatory (Proposed architecture of the Corridor Transport Observatory – CTO - the data model from collection to publication, and the agreement with relevant stakeholders on data donation	<p><b>Risks:</b> Moderate to high</p> <p><b>Completion before mid- term review:</b> No</p> <p><b>Expected completion after FY18:</b> None</p> <p><b>Expected completion:</b> By October 2018</p>

*Focus area 2A: Assistance for the establishment and expansion of Transport Observatories*

*Activity 2.3.A. Capacity building of Transport Observatories in CMI/ RECs*

**Objective**

- Ensure review, update and harmonization of methodologies and indicators used by the Transport Observatory / Corridor Management Institutions and other regional bodies involved in corridor monitoring

**Outputs**

- Assistance for the establishment and expansion of Transport Observatories
- Support to a regional coordination mechanism
- Capacity review of regional integration institutions, including funding needs and ways to involve stakeholders

*Activity implementation period in FY2016/19*

	2016			2017				2018				2019			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Partners</b> Corridor Transport Observatories / REC AUC Smart Corridor Unit															

*Status of progress*

Main activity outcomes	Remarks
<ul style="list-style-type: none"> <li>▪ Set of guidelines provided with updated methodologies and indicators</li> <li>▪ Set of harmonized indicators to enhance corridor monitoring and enable comparison</li> <li>▪ Extension of corridor monitoring to new indicators</li> </ul>	<p><b>Risks:</b> Moderate</p> <p><b>Likelihood of completion before MTR:</b> No</p> <p><b>Expected completion after FY18:</b> Yes</p> <p><b>Completion:</b> December 2019</p>



*Focus area 2B: Support to a Regional Coordination Mechanism*

*Activity 2.1.B. Support to the RECs for the Road Transport Regulatory Framework in West Africa*

**Objective**

- Promote harmonized regulatory reforms to improve efficiency of the trucking industry
- Promote the adoption / harmonization and implementation of regional and international protocols that facilitates an ECOWAS-wide movement of goods across borders

**Outputs**

- Assistance for the establishment and expansion of Transport Observatories
- Support to a regional coordination mechanism
- Capacity review of regional integration institutions, including funding needs and ways to involve stakeholders

*Activity implementation period in FY2016/19*

	2016			2017				2018				2019			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Partners</b> ECOWAS / UEMOA / ATWA															

*Status of progress*

Main activity outcomes	Remarks
<ul style="list-style-type: none"> <li>▪ Set of harmonized trucking industry regulations that promote modernization and professionalism</li> <li>▪ Review and adoption of a list of regional protocols and international conventions to be ratified / adopted / updated and implemented</li> <li>▪ Set of harmonized regulations to govern cross-border road transport in West Africa</li> </ul>	<p><b>Risks:</b> Moderate to high</p> <p><b>Completion before mid-term review:</b> No</p> <p><b>Expected completion after FY18:</b> None</p> <p><b>Expected completion:</b> May 2019</p>

*Focus area 2B: Support to a Regional Coordination Mechanism*

*Activity 2.2.B. Support to a regional dialogue on trade facilitation and interstate road transport customs guarantee regimes*

**Objective**

- Enable sound policy decisions on trade facilitation and use of customs guarantee regime to facilitate and reduce the cost of cross- border trade

**Outputs**

- Assistance for the establishment and expansion of Transport Observatories
- Support to a regional coordination mechanism
- Capacity review of regional integration institutions, including funding needs and ways to involve stakeholders

*Activity implementation period in FY2016/19*

	2016			2017				2018				2019			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Partners</b> AU / NEPAD and CMIs															

*Status of progress*

Main activity outcomes	Remarks
<ul style="list-style-type: none"> <li>▪ Review of regional free trade area agreements</li> <li>▪ Review and asses existing customs guarantee regimes</li> <li>▪ A sizeable number of stakeholders with adequate capacity to advocate at national / regional levels on appropriate guarantee regime to be adopted depending on the context</li> </ul>	<p><b>Risks:</b> Moderate</p> <p><b>Likelihood of completion before MTR:</b> Yes</p> <p><b>expected completion after FY18:</b> None</p> <p><b>Expected completion:</b> March 2018</p>

*Focus area 2B: Support to Regional Coordination Mechanism*

*Activity 2.3.B. Support the Regional Economic Communities Transport Coordination Committee (REC-TCC) and regional stakeholders / development partners' engagement events*

**Objective**

- Facilitate and strengthen the REC-TCC in its role as a continental platform for policy dialogue and dissemination of best practices on regional integration
- Enable REC-TCC stakeholders to define and monitor the implementation of the RI pillar work program
- Assist the REC-TCC chair-person to develop and conduct his visibility and coordination work program
- Make contribution by highlighting the SSATP perspectives

**Outputs**

- Assistance for the establishment and expansion of Transport Observatories
- Support to a regional coordination mechanism
- Capacity review of regional integration institutions, including funding needs and ways to involve stakeholders

*Activity implementation period in FY2016/19*

	2016				2017				2018				2019			
	Q2	Q3	Q4		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Partners</b> REC TCC stakeholders (RECs, CMI, Regional Industry Associations, development partners)																

*Status of progress*

Main activity outcomes	Remarks
<ul style="list-style-type: none"> <li>▪ Effective organization of the REC-TCC meetings periodically (at least once a year)</li> <li>▪ Effective attendance and contributions to key engagements events on trade facilitation and regional integration organized by the REC TCC regional stakeholders / development partners</li> </ul>	<p><b>Risks:</b> Low</p> <p><b>Likelihood of completion before MTR:</b> Yes</p> <p><b>Expected completion after FY18:</b> Continuous activity throughout the DP3 since its start in December 2015</p>

*Focus area 2B: Support to a Regional Coordination Mechanism*

*Activity 2.4.B. Support to the review and finalization of the Africa Transport Strategy White Paper*

<b>Objective</b>	<b>Outputs</b>																																													
<ul style="list-style-type: none"> <li>Provide inputs to the Africa Strategic Transport Policy document during its review and finalization process to enrich its content</li> </ul>	<ul style="list-style-type: none"> <li>Assistance for the establishment and expansion of Transport Observatories</li> <li>Support to a regional coordination mechanism</li> <li>Capacity review of regional integration institutions, including funding needs and ways to involve stakeholders</li> </ul>																																													
<i>Activity implementation period in FY2016/19</i>																																														
<b>Partners</b> AU / UNECA and NEPAD	<table border="1"> <thead> <tr> <th colspan="3">2016</th> <th colspan="4">2017</th> <th colspan="4">2018</th> <th colspan="4">2019</th> </tr> <tr> <th>Q2</th> <th>Q3</th> <th>Q4</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	2016			2017				2018				2019				Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4															
2016			2017				2018				2019																																			
Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4																																
<i>Status of progress</i>																																														
Main activity outcomes	Remarks																																													
<ul style="list-style-type: none"> <li>An AU White Paper on Africa Transport Policy with inputs from SSATP and its key regional stakeholders finalized and submitted for adoption</li> </ul>	<p><b>Risks:</b> moderate to high</p> <p><b>Main completion before midterm review:</b> yes</p> <p><b>Expected completion after FY18:</b> none</p> <p><b>Expected completion:</b> February 2018</p>																																													

**Outcome 3: Promote efficient logistics services**

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**Intermediate Outcomes**

Regulatory framework in place per type of logistics service:

- Trucking services
  - C&F
  - Terminal operators
  - Rural logistics
  - Railways
  - Inland waterways
  - Control agencies (Customs)
  - Single Windows
- 

**Intermediate Outcome Indicators**

- Number of countries having adopted a revised regulatory framework
- 

**Output Indicators**

Three case studies carried out. Each case study covers:

- Analysis of the problems
  - Preparation of reform scenarios and review of options
  - Quantification of the cost of inaction
  - Political economy analysis
  - Assessment of capacity development / training needs for operators
-

*Focus area 3A: African Ports Efficiency*  
*Activity 3.1.A. Key Port Performance Indicators*

**Objective**

- Develop and make available a harmonized set of port performance indicators that can be produced and published in a sustainable way in African ports  
*Phase 1:* Conduct an assessment of the IT system (port authorities, customs administration, terminal operating companies, single windows) for the production of port performance indicators in 10 pilot ports (Dakar, Abidjan, Tema, Douala, Pointe Noire, Lobito, Maputo, Dar es Salaam, Mombasa, and Djibouti)

**Outputs**

- For each type of logistics service, a case study on the:
- Analysis of the problems
  - Preparation of reform scenarios and review of options
  - Quantification of the cost of inaction
  - Political economy analysis
  - Assessment of capacity development / training needs for operators

*Activity implementation period in FY2016/19*

	2016			2017				2018				2019			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Partners</b> PMAWCA / PMAESA															

*Status of progress*

Main activity outcomes

- Report on Port IT assessment for the production of PPIs in ten selected ports

Remarks

**Phase 1:** Completed

**Likelihood of completion before MTR:** (Phases 1, 2 and 3) Yes

**Time needed for completion after FY18:** None

**Objective**

*Phase 2:* Consolidation and analysis of the data and PPIs collected in the pilot ports, production of pilot PPIs for 2014 / 2016, to:

- Complete the production and support the publication of performance indicators for selected ports (including the Lagos port) for the period 2014 - 2016
- Produce a policy note on PPIs in Africa and a comprehensive summary of the findings and recommendations

**Outputs**

- For each type of logistics service, a case study on the:
- Analysis of the problems
  - Preparation of reform scenarios and review of options
  - Quantification of the cost of inaction
  - Political economy analysis
  - Assessment of capacity development / training needs for operators

*Activity implementation period in FY2016/19*

	2016			2017				2018				2019			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Partners</b> PMAWCA / PMAESA															

*Status of progress*

Main activity outcomes

- Available set of calculated port performance indicators (2014 - 2016) and published under ports and port association websites
- SSATP working documents on port efficiency and productivity and PPIs production in African ports

Remarks

**Risks Phase 2:** Moderate to low

**Likelihood of completion before MTR:** (Phases 1, 2 and 3) Yes

**Time needed for completion after FY18:** None

<b>Partners</b>	<b>2016</b>				<b>2017</b>				<b>2018</b>				<b>2019</b>			
<b>PMAWCA / PMAESA</b>	Q2	Q3	Q4		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<i>Activity implementation period in FY2016/19</i>																
<i>Status of progress</i>																
Main activity outcomes								Remarks								
<ul style="list-style-type: none"> <li>Available set of calculated port performance indicators (2014 - 2016) and published under ports and port association websites</li> <li>SSATP working documents on port efficiency and productivity and PPIs production in African ports</li> </ul>								<p><b>Likelihood of completion before MTR:</b> (Phases 1, 2 and 3) Yes</p> <p><b>Completion phase 3:</b> October 2017</p>								

**Objective**

*Phase 3:* Develop training modules, guidelines on the training for collection calculation, and set co-operation with training institutions analysis and publication of PPIs to build capacity within the port authorities and their associations

**Outputs**

- For each type of logistics service, a case study on the:
- Analysis of the problems
  - Preparation of reform scenarios and review of options
  - Quantification of the cost of inaction
  - Politicaleconomy analysis
  - Assessment of capacity development / training needs for operators

*Focus area 3A: African Ports Efficiency*  
*Activity 3.2.A. Container Terminal Concession Guidelines*

**Objective**

- Obtain better outcomes (increased efficiency and reduced prices and overall gains for the economy) from the container terminal concessions. The guidelines will provide strategic and practical advice to help high-level government decision makers and Port authorities executive staff to better prepare for the concession process, the design of the contract, and the subsequent management of the concession

*Phase 1:* Development and publication of the Guidelines on the concessions of port container terminals by the SSATP

*Phase 2:* Support high-level advocacy and dissemination with key policy makers in Africa (Eastern and Southern – West and Central)

**Outputs**

For each type of logistics service, a case study on the:

- Analysis of the problems
- Preparation of reform scenarios and review of options
- Quantification of the cost of inaction
- Political economy analysis
- Assessment of capacity development / training needs for operators

*Activity implementation period in FY2016/19*

	2016			2017				2018				2019			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Partners</b> PMAWCA / PMAESA				Phase 1											
								Phase 2							

*Status of progress*

Main activity outcomes	Remarks
<ul style="list-style-type: none"> <li>Guidelines on Container Terminal Concession published by the SSATP and made available to all</li> <li>A selected number of High level (ministers or permanent secretaries / secretary generals) transport policy decision makers have awareness of and are sensitized on the guidelines on port CT concessions in Eastern and Southern Africa, and in West and Central Africa (coastal countries notably)</li> </ul>	<p><b>Risks Phase 1:</b> Very low. Final draft has been cleared for publication</p> <p><b>Risks Phase 2:</b> low (Eastern &amp; Southern Africa) Moderate (West and Central Africa)</p> <p><b>Likelihood of completion before MTR:</b> Yes</p> <p><b>Time needed for completion after FY18:</b> None</p>



*Focus area 3B: One stop Border Post and Integrated Border Management*

*Activity 3.1.B. Advocacy on the OSBP Source Book No 2 and promotion of integrated border management*

<b>Objective</b>	<b>Outputs</b>																																													
<ul style="list-style-type: none"> <li>Provide policy advice on OSBP version 2 (more focus on reform and soft issues than on physical facilities) and promote a better approach to coordinate border management</li> </ul>	For each type of logistics service, a case study on the: <ul style="list-style-type: none"> <li>Analysis of the problems</li> <li>Preparation of reform scenarios and review of options</li> <li>Quantification of the cost of inaction</li> <li>Political economy analysis</li> <li>Assessment of capacity development / training needs for operators</li> </ul>																																													
<i>Activity implementation period in FY2016/19</i>																																														
<b>Partners</b>																																														
JICA / AfDB, UEMOA, COMESA, EAC, SADC, CMIs, IRU																																														
	<table border="1"> <thead> <tr> <th colspan="3">2016</th> <th colspan="4">2017</th> <th colspan="4">2018</th> <th colspan="4">2019</th> </tr> <tr> <th>Q2</th> <th>Q3</th> <th>Q4</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	2016			2017				2018				2019				Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4															
2016			2017				2018				2019																																			
Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4																																
<i>Status of progress</i>																																														
Main activity outcomes	Remarks																																													
Review of the OSBP Source Book 1 and the development of OSBP Source Book 2 (SB.2) (mid 2015 - mid 2016) with SSATP contributions and inputs <ul style="list-style-type: none"> <li>High Level Advocacy on the OSBP SB.2 during the TICAD VI (in Nairobi, August 16) jointly with JICA, SSATP, NEPAD and ECA</li> <li>Advocacy on the OSBP SB.2 during the REC TCC meeting during the PIDA week in Abidjan in Nov 2016</li> <li>Advocacy campaigns at REC / CMI levels in partnership with JICA and NEPAD Agencies               <ul style="list-style-type: none"> <li>Partnership with JICA for regional / corridor launching events of OSBP SB.2 best practices and capacitybuilding for integrated border management disseminated for regional stakeholders</li> <li>Sensitization modules developed for use during webinars / VC sessions for Task Team Leaders from the WB and AfDB</li> </ul> </li> </ul>	<b>Risks Phase 1: Partnership with JICAD and NEPAD for advocacy at regional level:</b> Moderate to high  <b>Advocacy during REC TCC meetings:</b> Low and continuous <b>RECs:</b> Moderate  <b>Awareness and sensitization at WB / AfDB TTLs level:</b> Moderate  <b>Completion of initial round of all such activities before midterm review:</b> Yes  <b>Continuation after midterm review:</b> Yes																																													

*Focus area 3B: One Stop Border Post and Integrated Border Management*  
*Activity 3.2.B. Corridor Performance Monitoring in Eastern and Southern Africa*

**Objective**

- Develop a web based corridor performance monitoring system (CPMS) that will provide reports and indicators measuring border crossing time and route trucking time for several corridors in Eastern and Southern Africa using GPS data obtained from the truck fleet management systems/customs tracking systems

*Phase 1:* Develop a web-based CPMS to be reviewed by key stakeholders

*Phase 2:* Finalize the CPMS and identify and build capacity of a set of regional stakeholders ensuring permanent hosting

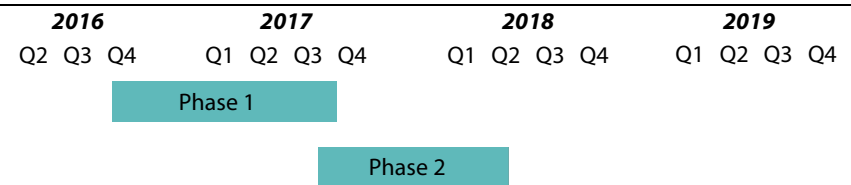
**Outputs**

For each type of logistics service, a case study on the:

- Analysis of the problems
- Preparation of reform scenarios and review of options
- Quantification of the cost of inaction
- Political economy analysis
- Assessment of capacity development / training needs for operators

*Activity implementation period in FY2016/19*

**Partners**  
 CMI in Eastern and Southern Africa / USAID SA, FESARTA, Shippers' Council of Eastern Africa, RECs (SADC, COMESA, EAC)



*Status of progress*

Main activity outcomes	Remarks
<ul style="list-style-type: none"> <li>A CPMS developed with stakeholder's contributions (routes, nodes)</li> </ul>	<b>Risks Phase 1:</b> moderate
<ul style="list-style-type: none"> <li>A CPMS finalized with continuous data fed in for E&amp;SA and SSATP to host CPMS until 2018 and agreement made with permanent host institutions (industry association, group of CMIs)</li> </ul>	<b>Risks Phase 2:</b> Moderate
<ul style="list-style-type: none"> <li>Permanent hosts have the required capacity to ensure a sustainable operation of the CPMS</li> </ul>	<p><b>Completion prior to MT review (Phases 1 and 2):</b> Yes</p> <p><b>Time needed after FY18:</b> None</p> <p><b>Expected completion Phase 1:</b> July 2017</p> <p><b>Expected completion Phase 2:</b> March 2018</p>

*Focus area 3C: Tripartite (SADC – EAC – COMESA) Regional Standards for Road Transport  
Activity 3.1.C. Minimum Guidelines on Standards for Road Side Stations and Rest Stops /  
One- Stop Inspection Centers for Tripartite Member States*

Objective	Outputs
<ul style="list-style-type: none"> <li>Contribute to creating the conditions for a tripartite - wide market for tracking services through harmonized standards, thus eliminating barriers to entry and promoting a competitive and efficient regional trucking industry</li> </ul>	<p>For each type of logistics service, a case study on the:</p> <ul style="list-style-type: none"> <li>Analysis of the problems</li> <li>Preparation of reform scenarios and review of options</li> <li>Quantification of the cost of inaction</li> <li>Political economy analysis</li> <li>Assessment of capacity development / training needs for operators</li> </ul>

*Activity implementation period in FY2016/19*

	2016			2017			2018				2019				
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Partners</b> RECs (SADC, EAC, COMESA) and CMTs (NCTTFA, CCTTFA)															

*Status of progress*

Main activity outcomes	Remarks
<ul style="list-style-type: none"> <li>Guidelines on minimum standards for RSSS and OSIC developed and adopted by the three RECs</li> <li>The Guidelines will provide minimum common critical requirements, design standards and financing options for RSS / OSIS to be constructed and operated within the Tripartite member states, together with their key functions and purpose, physical siting and management. They will propose a methodology for designs that could best accommodate the need for phased / modular upgrading of the facility to incorporate additional functions or services or adjust to the need of future traffic</li> </ul>	<p><b>Risks Phase 1:</b> Moderate</p> <p><b>Likelihood of completion before MTR Phase 1:</b> Yes</p> <p><b>Likelihood of completion before MTR Phase 2:</b> No</p> <p><b>Time needed for completion after FY18:</b> None</p> <p><b>Expected completion:</b> March 2018</p>

*Focus area 3C: Tripartite (SADC – EAC – COMESA) Regional Standards for Road Transport  
Activity 3.2.C. Harmonization of Standards and Regulations for Vehicles Inspection / Registration within the Tripartite*

**Objective**

- Facilitate movement of goods across EAC and Tripartite member states through development, adoption and implementation of standardized regulations

**Outputs**

- For each type of logistics service, a case study on the:
- Analysis of the problems
  - Preparation of reform scenarios and review of options
  - Quantification of the cost of inaction
  - Political economy analysis
  - Assessment of capacity development / training needs for operators

*Activity implementation period in FY2016/19*

**Partners**  
EAC / COMESA / SADC

2016			2017				2018				2019			
Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

*Status of progress*

Main activity outcomes	Remarks
<ul style="list-style-type: none"> <li>▪ Set of harmonized standards and regulations adopted by EAC partner states ministers</li> </ul>	<p><b>Risks:</b> Moderate</p> <p><b>Likelihood of completion before MTR:</b> Yes</p> <p><b>Time needed for completion after FY18:</b> None</p> <p><b>Expected completion:</b> May 2018</p>

Focus area 3C: Tripartite (SADC – EAC – COMESA) Regional Standards for Road Transport  
 Activity 3.3.C. Dry Ports and ICDs Efficiency

**Objective**

- Obtain better outcomes (increased efficiency, reduced prices, rationalization, adequate siting and overall gains for the corridor economy) from the establishment of dry ports either in the hinterland of coastal countries or in land-locked countries and deep-sea ports' off dock ICDs  
*Phase 1:* Development and publication of the Guidelines on the development and management of dry ports and ICDs by the SSATP  
*Phase 2:* Support to the high-level advocacy and dissemination with key policy makers in Africa (Eastern and Southern – West and Central) for RECs / CMLs / Ministers

**Outputs**

- For each type of logistics service, a case study on the:
- Analysis of the problems
  - Preparation of reform scenarios and review of options
  - Quantification of the cost of inaction
  - Political economy analysis
  - Assessment of capacity development / training needs for operators

Activity implementation period in FY2016/19

	2016				2017				2018				2019			
	Q2	Q3	Q4		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Partners</b> UASC, PMAESA, ECA, SADC, ECOWAS, COMESA, UEMOA, Borderless Alliance																

*Status of progress*

Main activity outcomes	Remarks
<ul style="list-style-type: none"> <li>Guidelines providing policy advice on the development and management of dry port facilities along corridors, with a view to enhance corridor performance, reduce costs and advocate for needed regional dialogue</li> <li>High - level regional (corridor / REC) and national government decision makers executive staff of Port authorities, and Shippers' bodies to have a better insight into rationale guiding the decision for the establishment, and subsequent management model of ICDs and dry ports as well as the appropriate regulatory framework governing the establishment and operation of these facilities</li> <li>Promotion of the guidelines through advocacy initiatives</li> </ul>	<p><b>Risks Phase 1:</b> Moderate</p> <p><b>Risks Phase 2:</b> Moderate</p> <p><b>Completion of Phase 1 and 2 prior to MT review:</b> Yes</p> <p><b>Time needed after FY18:</b> None</p> <p><b>Expected completion of phase 1:</b> July 2017</p> <p><b>Expected completion of phase 2:</b> March 2018</p>



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**Intermediate Outcomes: *Financing***

- Strengthening of the financial framework for urban transport management in African cities by developing guidelines to support the establishment of sustainable financing mechanisms

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**Intermediate Outcome Indicators**

- Number of countries setting up a dedicated source of financing for sustainable urban transport

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**Output Indicators**

- Develop guidelines to support the establishment of sustainable financing mechanisms for urban transport systems

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*Activity 1.2: Under the pilot countries integrated UTM studies, investigate the urban financing approach (such as the applicability of a road fund experience) for sustainable urban transport*

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**Objective**

- ENABLE - Enable national and urban decision makers and technical staff to adopt, and put in place sustainable urban transport management approaches (planning, monitoring, coordination, and financing mechanisms)

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**Outputs**

- Best practice standards for the design and implementation of sustainable urban transport financing mechanisms for African cities

*Activity implementation period in FY2016/19*

	2016				2017				2018				2019					
	Q2	Q3	Q4		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4
<b>Partners</b> Countries, MYC, WBG GSGs, ITDP, UN Habitat, TUMI / GIZ, UATP																		











## Pillar C: Road Safety Work Program

*Road Safety high level objective: Enable AUC & UNECA to inspire countries to achieve UN Decade of Action and Africa Plan of Action 2011-2020 Road Safety Goals*

**Outcome 1: Enable AUC & UNECA to inspire countries to achieve UN Decade of Action and Africa Plan of Action 2011-2020 Road Safety Goals (improved capacity for African countries to manage and monitor performance)**

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### Intermediate Outcomes:

- Knowledge and understanding of status and prospects for attaining road safety goals in Africa strengthened
- Framework in place for monitoring progress of the UN Decade of Action and Africa Plan of Action 2011-2020

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### Intermediate Outcome Indicators

- African Road Safety Charter adopted by African Ministers
- Regional Road Safety Observatory established in one REC
- African Road Safety Observatory concept developed with a preliminary road map
- Road Safety monitoring and evaluation strategies and systems available in three countries

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### Output Indicators

- Data needs assessment completed
- Action plans adopted to collect indicators
- Guidelines for data monitoring systems developed

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*Activity 1.1: Support to the AUC and UNECA to assist countries adequately measure their performance to achieve the Decade Goals and the Africa Action Plan*

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### Objective

- Facilitate and support the UNECA and AUC in their role as a continental platform for policy dialogue and dissemination of best practices on road safety
- Enable African stakeholders to define and monitor the implementation of the Road Safety pillar work program

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### Outputs

- Progress monitored at continental, regional and country levels in the implementation of the Africa road safety Action Plan
- Country analysis of reporting status, actions, and progress
- Road safety data that observatories need have been identified
- Road safety data management capacity and needs assessed at country, regional and continental level
- Road safety data are harmonized

*Activity implementation period in FY2016/19*

	2016		2017				2018				2019				
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Partners</b> AUC, UNECA, African countries															

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*Activity 1.2: Harmonization of Road Safety Data Indicators*


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Objective	Outputs
<ul style="list-style-type: none"> <li>Propose and agree on harmonized set of road safety performance indicators that can be produced and published in a sustainable way in all African countries</li> </ul> <p><i>Phase 1:</i> Hold a series of workshops on data management with the objective of building capacity to manage data</p> <p><i>Phase 2:</i> Conduct a needs assessment and identify challenges for data management, as well as propose a set of indicators to be utilized</p> <p><i>Phase 3:</i> Consolidate and agree on indicators to be measured</p>	<ul style="list-style-type: none"> <li>Progress monitored at continental, regional and country levels in the implementation of the Africa Road Safety Action Plan</li> <li>Country analysis of reporting status, actions, and progress</li> <li>Road safety data that observatories need have been identified</li> <li>Road safety data management capacity and needs assessed at country, regional and continental level</li> <li>Road safety data are harmonized</li> </ul>

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*Activity implementation period in FY2016/19*


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Partners	2016			2017				2018				2019			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AUC, UNECA African countries, Safer Africa, IRTADks						Phase 1									
				Phase 2											
								Phase 3							

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*Activity 1.3: Development of sub-regional and regional observatories*


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Objective	Outputs
<ul style="list-style-type: none"> <li>Develop sub - regional and regional observatories</li> </ul> <p><i>Phase 1:</i> Bring together all interested partners</p> <p><i>Phase 2:</i> Work with one REC towards setting up an observatory (EAC)</p> <p><i>Phase 3:</i> Establish the continent-wide observatory</p>	<ul style="list-style-type: none"> <li>Progress monitored at continental, regional and country levels in the implementation of the Africa road safety Action Plan</li> <li>Country analysis of reporting status, actions, and progress</li> <li>Road safety data that observatories need have been identified</li> <li>Road safety data management capacity and needs assessed at country, regional and continental level</li> <li>Road safety data are harmonized</li> </ul>

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*Activity implementation period in FY2016/19*


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Partners	2016			2017				2018				2019			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AUC, UNECA African countries, Safer Africa, World Bank, UNSG Special Envoy for Road Safety, IRTAD, WBG						Phase 1									
							Phase 2								
										Phase 3					

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

**Intermediate Outcomes:**

- Country road safety policies and strategies better aligned to the UN Decade and Africa Action Plans and goals
- Effective high impact road safety interventions implemented

**Intermediate Outcome Indicators**

- Recorded stabilization of crashes in 3 countries
- Three countries adopt strategies that reflect the Africa Plan of Action
- Five countries report actions on high impact road safety interventions
- Three countries / cities that have prepared road safety strategies

**Output Indicators**

- Three countries have prepared road safety strategies
- Guidelines developed for road safety policy on urban areas

*Activity 2.1: Develop strategies at country level*

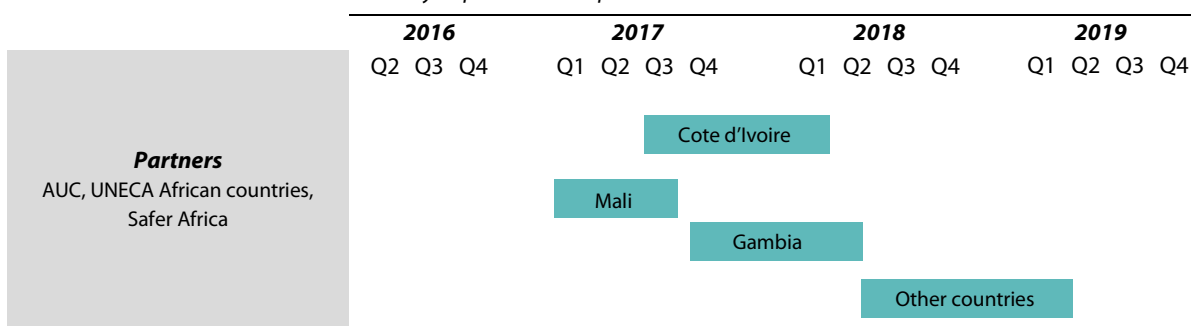
**Objective**

- Work with countries (Cote d'Ivoire, Mali, Gambia and other countries to be agreed upon) on a demand driven basis to develop effective strategies for implementation

**Outputs**

- Existing countries' policies and strategies reviewed and required changes identified to better align them with the Decade of Action
- Road safety capacity and institutions assessed and needs for policy and strategy development identified in selected cities to advance urban road safety strategies
- Road safety capacity for policy and strategy development strengthened in the cities

*Activity implementation period in FY2016/19*



*Activity 2.2: Develop strategies at city level*

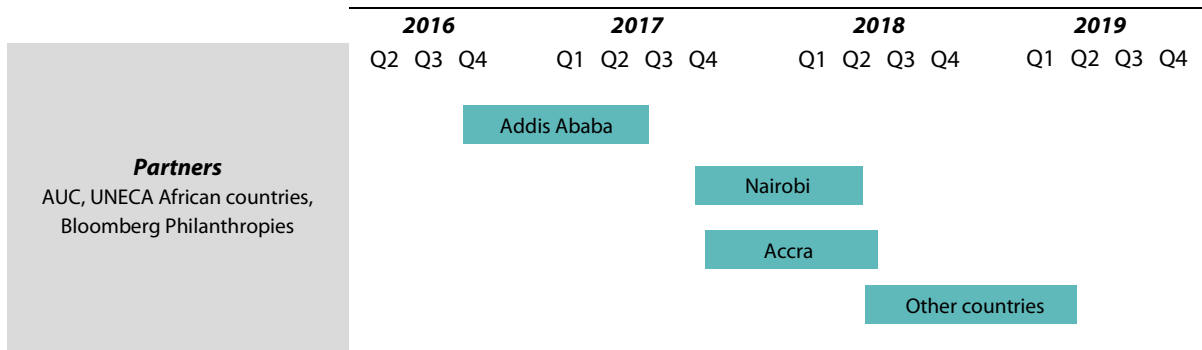
**Objective**

- Work with cities (Addis Ababa, Nairobi, Accra and other cities to be agreed upon) on a demand driven basis to develop effective strategies for implementation

**Outputs**

- Existing countries' policies and strategies reviewed and required changes identified to better align them with the Decade of Action
- Road safety capacity and institutions assessed and needs for policy and strategy development identified in selected cities to advance urban road safety strategies
- Road safety capacity for policy and strategy development strengthened in the cities

*Activity implementation period in FY2016/19*



*Activity 2.3: Develop guidelines for road safety policy in urban areas*

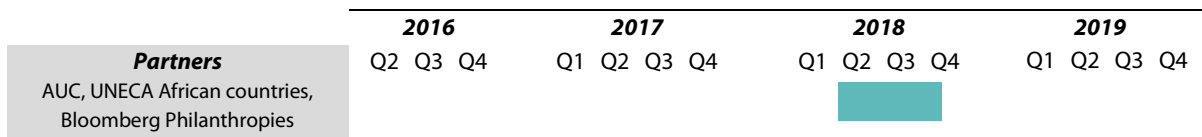
**Objective**

- Guidelines developed based on city experience

**Outputs**

- Existing countries policies and strategies reviewed and required changes identified to better align them with the Decade of Action
- Road safety capacity and institutions assessed and needs for policy and strategy development identified in selected cities to advance urban road safety strategies
- Road safety capacity for policy and strategy development strengthened in the cities

*Activity implementation period in FY2016/19*



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

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**Intermediate Outcomes:**

- Countries create road safety lead agencies where none existed before
  - Countries raise profile of existing lead agencies from one sector focused agencies to cross-sectoral status
  - Countries improve financing of lead agencies
  - REC's decision to create regional organizations to lead agencies
- 

**Intermediate Outcome Indicators**

*Increase the number of SSA countries with fully empowered cross-sectoral lead agencies*

- Two new countries decide to create lead agencies
  - Two countries decide to raise the profile of their lead agency
  - Organization of lead agencies created in one sub region
  - Network of legislators for road safety set up
- 

**Output Indicators**

- Guidelines produced
  - Capacity assessments completed
  - Identification of one regional secretariat for regional lead agency organization
-

*Activity 3.1. Support government to create lead road safety agency where non - previously existed*

**Objective**

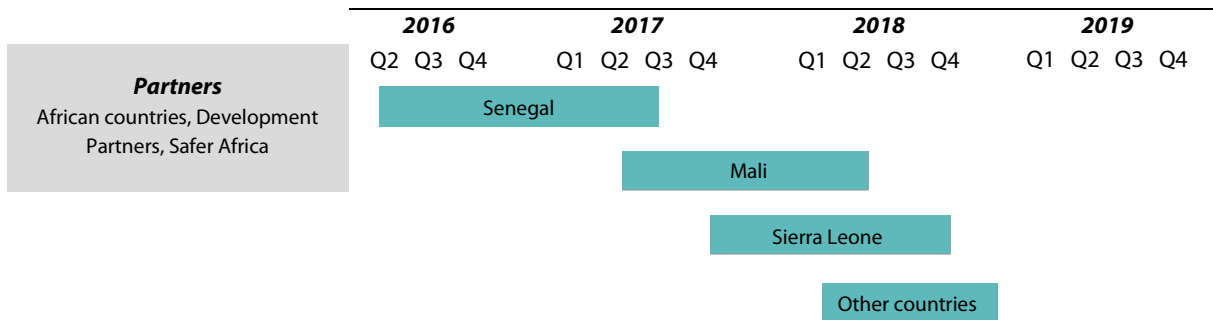
Supporting the development of strong institutions focused on road safety in:

- Senegal
- Mali
- Sierra Leone
- Other countries to be agreed upon

**Outputs**

- Operational guidelines for road safety lead agencies including review of the status on the creation of road safety lead agencies by African countries and criteria for gauging their effectiveness
- Capacity development plan prepared for road safety lead agencies
- Policy notes on the creation of lead agencies and on raising the profile of lead agencies and funding lead agencies
- Guidance note on the creation of a regional organization of lead agencies

*Activity implementation period in FY2016/19*



*Status of progress*

Main activity outcomes	Remarks
Draft document outlining the form and function of the lead agency for Senegal has been shared and adopted at a stakeholder workshop. Next steps include the drafting of the legal instruments to put in place the entity	<p><b>Risks:</b> Moderate to low</p> <p><b>Likelihood of completion before MTR:</b> Yes for at least one country</p> <p><b>Time needed for completion after FY18:</b> None</p>



*Activity 3.1. Support government to create lead road safety agency where non - previously existed (continued)*

**Objective**

Objective 1: Support to the formation of Regional Association of Lead Agencies  
Objective 2: Supporting Conducive Legislative Framework at regional / country level

**Outputs**

- Operational guidelines for road safety lead agencies including review of the status on the creation of road safety lead agencies by African countries and criteria for gauging their effectiveness
- Capacity development plan prepared for road safety lead agencies
- Policy notes on the creation of lead agencies and on raising profile of lead agencies and funding lead agencies
- Guidance note on the creation of a regional organization of lead agencies

*Activity implementation period in FY2016/19*

	2016			2017				2018				2019			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<p><b>Partners</b> African countries, Development Partners, Safer Africa</p>															

*Status of progress*

Main activity outcomes	Remarks
Draft document outlining the form and function of the lead agency for Senegal has been shared and adopted at a stakeholder workshop. Next steps include the drafting of the legal instruments to put in place the entity	<p><b>Risks:</b> Moderate to low</p> <p><b>Likelihood of completion before MTR:</b> Yes for at least one country</p> <p><b>Time needed for completion after FY18:</b> None</p>

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

**Intermediate Outcomes:**

- Capacity of development partners, road funds and municipalities strengthened to improve effectiveness of their support towards road safety

**Intermediate Outcome Indicators**

*Effective use by development partners, road funds and municipalities of guidelines to improve effectiveness of their support towards road safety*

- Use of SSATP guidelines confirmed

**Output Indicators**

- Guidelines confirmed

*Activity 4.1. Guidelines on mainstreaming road safety prepared*

**Objective**

Objective 1: Review portfolio of development partners and commence the preparation of guidelines based on findings

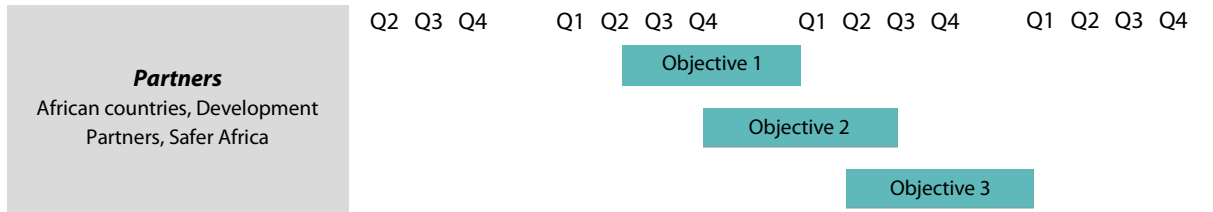
Objective 2: Partner with ARMFA through an MoU to provide support on strategies to mainstream road safety into road maintenance as part of their dialogue with road agencies

Objective 3: Development of guidelines

**Outputs**

- Guidelines on how development partners can improve support towards road safety through investments, how local funding of road safety could be made more effective, and how to mainstream road safety in urban road projects

*Activity implementation period in FY2016/19*



*Status of progress*

Main activity outcomes	Remarks
<ul style="list-style-type: none"> <li>▪ Consultant review underway</li> <li>▪ Early discussions with ARMFA with regards to an MoU to collaborate</li> </ul>	<p><b>Risks:</b> Moderate to low</p> <p><b>Likelihood of completion before MTR:</b> No</p> <p><b>Time needed for completion after FY18:</b> One year</p>

# ANNEX 3

## Initial Estimated Budget: Pillar A – Integration, Connectivity and Cohesion

Item	Description	Estimated cost (US\$)
<b>Objective 1: Promote effective policy and strategy formulation (and implementation) for corridor development at country and regional levels</b>		
	Assessment of strategic plans and similar documents in RECs and corridor authorities	63,000
	Case study on integrated corridor development in Africa	88,000
	Review of international good practices of integrated corridor development	57,000
	Dissemination / advocacy to arrive at one institution interested in applying the integrated corridor development approach	112,000
	Consensus - building at corridor and country level	145,000
	Dissemination/advocacy to arrive at one institution interested in applying the performance-based corridor development approach	112,000
	Consensus-building at corridor and country level	145,000
	<b>Sub-total</b>	<b>722,000</b>
<b>Objective 2: Develop capacity among institutions for inclusive policy dialogue on regional integration</b>		
	Capacity review and capacity development plan of one regional integration institution	296,000
	Support to REC-TCC	
	- set up of REC-TCC in host institution	208,000
	- REC-TCC meetings (2 per year for 3 years)	565,000
	Feasibility diagnostic of Transport Observatory for two corridors	175,000
	<b>Sub-total</b>	<b>1,244,000</b>
<b>Objective 3: Promote efficient logistics services</b>		
	3 case studies (Trucking services, C&F, terminal operators, rural logistics, railways, inland waterways, control agencies (customs), single windows) covering analysis of the problems, preparation of reform scenarios and review of options, quantification of the cost of inaction, political economy analysis, assessment of capacity development / training needs for operators	668,000
	<b>Sub-total</b>	<b>668,000</b>
	Pillar Management including Community of Practice, editing / translating / publishing	1,758,000
	Contribution to annual meetings	483,000
	<b>TOTAL</b>	<b>4,875,000</b>

## Initial Estimated Budget: Pillar B – Urban Transport and Mobility

Item	Description	Estimated cost (US\$)
<b>Objective 1 - ENABLE: National and urban decision makers and technical staff aim at adopting, and are capable of putting in place sustainable urban transport planning, monitoring, coordination, and financing mechanisms</b>		
	Develop and publish guidelines to support the establishment of an entity in charge of urban transport planning, management and coordination with all stakeholders	183,500
	Develop and publish guidelines to support the establishment of sustainable financing mechanisms for urban transport systems	304,000
	Guidance on setting up a metropolitan entity in charge of urban transport planning (2 cities)	456,500
	Guidance on setting up sustainable financing mechanisms for urban transport system (2 cities)	304,000
	<b>Sub-total</b>	<b>1,248,000</b>
<b>Objective 2 - AVOID: Urban decision makers and technical staff have knowledge of and start to apply urban forms that minimize the need for motorized transport and favor public and non-motorized transport</b>		
	Foster research works on urban forms in Africa as a potential main leverage for reducing travel needs in urban areas	609,000
	<b>Sub-total</b>	<b>609,000</b>
<b>Objective 3 - SHIFT: Urban decision makers and technical staff have knowledge of and have competently completed preliminary steps towards adopting and implementing sound integrated multimodal urban mobility plans with particular emphasis on the promotion of non-motorized transport modes and restructuring of informal public transport services</b>		
	Develop and publish guidelines to support a multimodal approach to the development and management of urban transport systems and promote non-motorized transport modes	152,000
	Develop and publish guidelines to support restructuring and modernization of informal urban transport operators	122,000
	Guidance on the establishment of a multimodal approach (1-2 cities)	274,000
	Guidance on the restructuring and modernization of informal public transport operators (1 city)	152,000
	<b>Sub-total</b>	<b>700,000</b>
<b>Objective 4 - IMPROVE: Urban decision makers and technical staff have knowledge of and have competently completed preliminary steps towards adopting and implementing key measures needed to improve traffic conditions in African cities</b>		
	Develop and publish guidelines to support planning and implementation of efficient traffic and parking management	152,000
	Guidance on the planning and implementation of efficient traffic and parking management (1-2 cities)	274,000
	<b>Sub-total</b>	<b>426,000</b>
<b>Objective 5 - Advocacy, knowledge dissemination and training</b>		
	Organize a conference and workshop cycle to build ownership of policy measures and support the dissemination of the guidelines and results of research projects	456,500
	Practical training to support knowledge application in selected cities on planning and practical issues	365,000
	<b>Sub-total</b>	<b>821,500</b>
	Pillar Management including Community of Practice, editing / translating / publishing	1,758,000
	Contribution to annual meetings	483,000
	<b>TOTAL</b>	<b>6,045,500</b>

## Initial Estimated Budget: Pillar C – Road Safety

Item	Description	Estimated cost (US\$)
<b>Objective 1 - Enable AUC &amp; UNECA to inspire countries to achieve UN Decade of Action and Africa Plan of Action 2011-2020 Road Safety goals</b>		
	Assessment of countries' capacity to monitor progress and impact of the Decade of Action plus plan of action on monitoring (3 countries)	250,000
	Support to the Road Safety Observatory for Africa for monitoring progress and reporting on Decade of Action for the whole Africa, advocacy on the need for taking actions and support to Conference of African Ministers of Transport	431,000
	Support to the regional Road Safety Observatory	114,000
	Guidelines for the establishment of country-wide road safety monitoring and evaluation system	68,000
	<b>Sub-total</b>	<b>863,000</b>
<b>Objective 2 - Promote effective policy and strategy formulation and implementation at country level</b>		
	Preparation of road safety strategies and policies in three new countries / municipalities	273,000
	Institutional assessment and identification of needs for road policy and strategy development in three municipalities	383,000
	Guidelines for road safety policy in urban areas	68,000
	<b>Sub-total</b>	<b>724,000</b>
<b>Objective 3 - Stimulate good practice in Road Safety Management (Pillar One of the UN Decade of Action) by promoting systemic implementation of the Africa Plan of Action</b>		
	Support to the creation of lead agencies (3 countries)	342,000
	Support countries to raise the profile of lead agencies (3 countries)	239,000
	Capacity development program of lead agencies (one pilot agency)	171,000
	Support the creation of regional organization of lead agencies	41,000
	Operational guidelines for road safety lead agencies	68,000
	<b>Sub-total</b>	<b>861,000</b>
<b>Objective 4 - Better integration of road safety policy and pillar-based interventions in locally and externally funded road developments</b>		
	Preparation and dissemination of guidelines on how to improve effectiveness of support towards road safety in development partners' programs	65,000
	Monitoring of effectiveness of road safety components in development partners' programs (field visit and beneficiaries' surveys in 4 projects per year)	83,000
	Preparation and dissemination of guidelines to member countries of the Association of Road Maintenance Funds in Africa (ARMFA) on how to improve effectiveness of road funds' support towards road safety	65,000
	Support to countries for the implementation of guidelines (3 per year)	261,000
	Preparation and dissemination of guidelines to municipalities on how to improve effectiveness of their support towards road safety	65,000
	Support to municipalities in the implementation of guidelines (one per year)	87,000
	<b>Sub-total</b>	<b>626,000</b>
	Pillar management	1,758,000
	Contribution to annual meetings	483,000
	<b>TOTAL</b>	<b>5,315,000</b>

### Updated DP3 Budget by Pillar

<b>Pillar / Activity</b>	<b>Estimated cost (US\$)</b>
<i>Pillar A: Integration, Connectivity, Cohesion</i>	4,000,000
<i>Pillar B: Urban Transport and Mobility</i>	5,275,000
<i>Pillar C: Road Safety</i>	3,800,000
<i>Program Management</i>	1,628,000
<i>Annual Meetings</i>	1,239,000
<b>TOTAL</b>	<b>15,942,000</b>

# ANNEX 4

## Projected Flow of Funds in 2015

	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>Total</b>
<b>Receipts</b>						
<i>EC (Euros 8 million)</i>		6,079,279		4,973,956	552,662	11,605,896
<i>SECO (US\$ 5 million)</i>	2,500,000		2,500,000			5,000,000
<i>AFD (Euros 1,000,000)</i>		1,036,241				1,036,241
<i>AfDB (US\$900,000)</i>		600,000				600,000
<b>Total Receipts</b>	<b>2,500,000</b>	<b>7,715,520</b>	<b>2,500,000</b>	<b>4,973,956</b>	<b>552,662</b>	<b>18,242,137</b>
<b>Disbursements</b>						
<i>Program Management and Administration</i>	244,241	525,454	478,166	498,638	259,691	2,006,191
<i>Pillar A</i>	32,394	1,478,228	1,524,833	1,527,578	312,116	4,875,149
<i>Pillar B</i>	32,394	1,841,057	1,899,366	1,902,111	370,637	6,045,566
<i>Pillar C</i>	32,394	1,614,654	1,665,660	1,668,405	334,120	5,315,232
<b>Total Disbursements</b>	<b>341,422</b>	<b>5,459,394</b>	<b>5,568,025</b>	<b>5,596,732</b>	<b>1,276,565</b>	<b>18,242,137</b>
<b>Cumulated Receipts</b>	2,500,000	10,215,520	12,715,520	17,689,476	18,242,137	18,242,137
<b>Cumulated Disbursements</b>	341,422	5,800,816	11,368,840	16,965,572	18,242,137	18,242,137
<b>Cash Flow</b>	<b>2,158,578</b>	<b>4,414,704</b>	<b>1,346,680</b>	<b>723,903</b>	<b>0</b>	<b>0</b>

## Revised Flow of Funds in 2017

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Total
<b>Receipts</b>							
<i>EC (Euros 8 million)</i>	2,500,000		2,500,000	2,500,000	1,720,900		9,220,900
<i>SECO (US\$ 5 million)</i>		4,458,200			541,800		5,000,000
<i>AFD (Euros 1,000,000)</i>	1,057,250						1,058,100
<i>AfDB (US\$900,000)</i>			300,000	600,000			900,000
<b>Total Receipts</b>	<b>3,557,250</b>	<b>4,458,200</b>	<b>2,800,000</b>	<b>3,100,000</b>	<b>2,262,700</b>		<b>16,179,000</b>
<b>Disbursements</b>							
<i>Program Management and Administration</i>	49,195	122,863	718,270	861,115	861,115	254,129	2,866,686
<i>Pillar A</i>		294,562	964,268	1,608,670	1,032,500	100,000	4,000,000
<i>Pillar B</i>		152,675	442,216	1,290,000	1,925,000	1,465,000	4,804,991
<i>Pillar C</i>		108,542	595,485	1,250,000	1,350,000	495,973	3,800,000
<b>Total Disbursements</b>	<b>49,195</b>	<b>678,642</b>	<b>2,720,239</b>	<b>4,548,383</b>	<b>4,888,615</b>	<b>2,179,129</b>	<b>15,511,948</b>
<b>Cumulated Receipts</b>	3,557,250	8,015,450	10,815,450	13,915,450	16,179,000	16,179,000	16,179,000
<b>Cumulated Disbursements</b>	49,195	727,837	3,448,077	5,009,784	5,168,614	2,315,102	15,941,578
<b>Cash Flow</b>	<b>3,508,055</b>	<b>7,287,613</b>	<b>7,367,373</b>	<b>5,457,589</b>	<b>2,551,674</b>	<b>236,572*</b>	<b>237,422*</b>

\*Safety margin for EUR – USD fluctuations