



**SSATP**  
Africa Transport  
Policy Program



# SSATP Annual Report

# 2016



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Policy Program

# **Annual Report 2016**

A New Path to Supporting the Africa Development Agenda

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.

\* \* \* \* \*

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

\* \* \* \* \*

The SSATP gratefully acknowledges the contributions and support of its member countries and partners.

\* \* \* \* \*

More publications on the SSATP website:

[www.ssatp.org](http://www.ssatp.org)

The findings, interpretations, and conclusions expressed here are those of the author and do not necessarily reflect the views of the SSATP or its partners.

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Photo credit: Flickr photo - Dar es Salaam's new bus transit system (BRT) by Hendri Lombard / World Bank.



Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

Swiss Confederation

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# Abbreviations

AACE	African Alliance for E-Commerce
ACMA	Africa Corridor Management Alliance
AFD	<i>Agence Française de Développement</i>
AfDB	Africa Development Bank
ARMFA	African Road Maintenance Funds Association
ARTIN	Africa Regional Transport Infrastructure Network
AU	Africa Union
AUC	Africa Union Commission
BIAT	Boosting Intra-Africa Trade
CPMS	Corridor Performance Monitoring System
CFTA	Continental Free Trade Area
CMI	Corridor Management Institution
CODATU	Cooperation for Urban Mobility in the Developing World
COMESA	Common Market for Eastern and Southern Africa
CPMS	Corridor Performance Monitoring System
DP2	Second Development Plan
DP3	Third Development Plan
EAC	East Africa Community
EASI	Enable/Avoid/Shift/Improve
EC	European Community
ECOWAS	Economic Community of West African States
FESARTA	Federation of East and Southern African Road Transport Association
GIZ	<i>Deutsche Gesellschaft für Internationale Zusammenarbeit</i>

GRSF	Global Road Safety Facility (World Bank)
GSG	Global Solution Group (World Bank)
ICA	Infrastructure Consortium for Africa
ICT	Information and Communications Technology
IDA	International Development Association
IRTAD	International Traffic Safety Data and Analysis Group
IRU	International Road Union
IT	Information Technology
JICA	Japan International Cooperation Agency
ITDP	Institute for Transportation and Development Policy
LTDP-DP1	First Long-term Development Program
LUTP	Leaders in Urban Transport Planning Program
MCLI	Maputo Corridor Logistics Initiative
MDTF	Multi-Donor Trust Fund
MoU	Memorandum of Understanding
MYC	Mobilize Your City
NCTTCA	Northern Corridor Transit and Transport Coordination Authority
NEPAD	New Partnership for Africa's Development
OECD	Organization for Economic Co-operation and Development
OSBP	One-Stop Border Post
PIDA	Program for Infrastructure Development in Africa
PMAESA	Port Management Association of East and Southern Africa
PMWCA	Port Management Association of West and Central Africa
PPI	Port Performance Indicator
PPIAF	Public-Private Infrastructure Advisory Facility
PRTSR	Poverty Reduction Transport Sector Review
REC	Regional Economic Community
REC-TCC	Regional Economic Communities Transport Coordination Committee
RMI	Road Maintenance Initiative
SADC	Southern African Development Community
SDG	Sustainable Development Goal

SECO	State Secretariat for Economic Affairs
SSATP	Africa Transport Policy Program
SUTP	Sustainable Urban Transport Project
TFF	Trade Facilitation Facility (World Bank)
UEMOA	West African Economic and Monetary Union
UNCTAD	United Nations Conference on Trade and Development
UNECA	United Nations Economic Commission for Africa
UNEP	United Nations Environment Programme
UNITAR	United Nations Institute for Training and Research
USAID	United States Agency for International Development
UTM	Urban Transport and Mobility
WAMI	West African Monetary Institute
WAMZ	West African Monetary Zone



# Message from the Executive Committee Chair



Stephen N. Karingi  
SSATP Executive  
Committee Chair

As it celebrates its 30th anniversary of shaping African transport policies and developing capacity, the Africa Transport Policy Program (SSATP) continues to tackle key challenges that Africa must overcome to adapt to global trends. Among the critical issues hindering African transport development, the top priorities are the unacceptably high rates of road fatalities, the unprecedented rate of urbanization, and the highest transport costs in the world.

The Third Development Plan (DP3, 2015–18), which is under implementation, is aimed at fostering knowledge creation and sharing with countries in order to make cities and human settlements inclusive, safe, resilient, and sustainable. Its team is also working with the African Union and Regional Economic Communities (RECs) to boost intra-Africa trade by helping, through promotion of the efficient movement of goods across the continent, to overcome the numerous constraints that restrict the growth of intra-Africa trade. In addition, the third pillar of the DP3 focuses on supporting in Africa the UN Decade of Action for Road Safety and implementation of the action plan adopted by the African heads of states in January 2012. SSATP is confident that DP3 will meet the expected outcomes and results, as has been the case for the last three decades.

Indeed, over the last 30 years SSATP has made substantial achievements. Since its launch in 1987, the Africa Transport Policy Program (formerly called the Sub-Saharan Africa Transport Policy Program) has gained the confidence of high-level policy makers, the community of transport practitioners in Africa, and the donor community. The program has been consistent in supporting the development of transport policies and strategies in Africa, thereby creating an enabling environment for the efficient design and effective implementation of transport projects and programs.

From the early 1990s until 2004, SSATP emerged as a transport sector policy program. Its Road Maintenance Initiative (RMI) sustained road maintenance financing and institutions as a flagship component, and its Rural Travel and Transport Program focused on improving rural accessibility through improved rural roads and rural transport services. SSATP was later broadened to cover other components such as urban mobility, trade and transport, and railway restructuring. However, SSATP discovered that these transport policies were not necessarily grounded in national policies and, in particular, their poverty aspects. This then led to the development and inclusion of the Poverty Reduction Transport Sector Review (PRTSR) as a component of its first Long-Term Development Program (LTDP-DP1).

The LTDP-DP1 (2004–07) focused mostly on developing synergies among transport, economic growth, and poverty reduction. SSATP initiated the PRTSR process, which became the new flagship initiative of the program. As a result, African transport ministers adopted transport indicators related to the Millennium Development Goals (MDGs). It was also under DP1 that the RECs' Transport Coordination Committee (REC-TCC) was established as a forum for coordination of the regional integration programs, including the RECs, corridor management institutions, regional transport and logistics industry associations, and development partners.

Having addressed the challenge of linking transport and poverty strategies, SSATP resumed a more sectoral focus in the Second Development Plan (DP2, 2008–11), while adding considerations of crosscutting issues. DP2 aimed to strengthen and widen SSATP's support of its member countries, the Regional Economic Communities, the corridors, and the transport associations in Africa. In particular, SSATP raised the profile of the road safety agenda. In partnership with the African Union and the United Nations Economic Commission for Africa (UNECA), SSATP was one of the key contributors to the strategy that underpins the UN Decade of Action for Road Safety, which was adopted by the African heads of state and government in 2012.

A key characteristic of SSATP is its ability to evolve over time, starting with road maintenance, and then broaden its areas of interest to other subsectors to the point that a country develops its own policy development capacity in the area of road maintenance and is no longer part of the Program.

To keep the SSATP relevant and to ensure Africa is adapting to global trends, the Third Development Plan (DP3) has moved to the current critical transport issues. Looking ahead, under DP3 the objective is to support the African countries in developing sound strategies and policies for efficient, safe, and sustainable transport within countries and across the continent. The key areas of focus are integration, connectivity, and cohesion; urban transport & mobility; and road safety.

Working through partnerships has been a key driver of SSATP's success, and I am happy to note that this is now one of the core values of the program. In fact, SSATP rests on three guiding principles: partnership, ownership, and sustainability. It has extended its geographical reach (currently 40 countries, including two from North Africa), and also covers a broader range of partners, including the African Union Commission, United Nations Economic Commission for Africa, Regional Economic Communities in Africa, other development partners, and African associations such as the African Road Maintenance Funds Association and lead road safety agencies. However, what really makes SSATP unique is its strong country and stakeholder ownership, as it is the only partnership in which the client countries and Regional Economic Communities take the lead in design and implementation. Without any doubt, I can certainly say that this demand-driven model is the strength of SSATP, and it looks forward to many more years of fruitful partnership with you all.

# 1. INTRODUCTION

The purpose of this report is to update the members, partners, and Executive Committee of the Africa Transport Policy Program (SSATP) on the status of implementation of the first year of the Third Development Plan (DP3). In accordance with the reporting requirements, this annual report covers the period January–December 2016. It also includes the plans for the coming years to ensure that the objectives set for the program will be achieved. We emphasize that DP3 is still in its early stages and that there is not much yet to show in terms of results, even though the pace of implementation is on track and likely moving toward achieving the intended outcomes.

During 2016, SSATP completed its transition from the Second Development Plan (DP2). Although DP3 was launched in May 2015, recruitment of the full team was only completed a year later, on June 1, 2016. All three pillar leaders are reporting from the World Bank’s office in Nairobi; the program manager is based in Washington, D.C. During the transition period in March–April 2016, the team was able to finalize the concept notes for the first tranche of activities and complete the administrative tasks that would enable launching activities without further delay. Furthermore, during this period the pillar leaders and program manager had a chance to work closely together from Washington, which turned out to be an excellent team-

building exercise prior to launching implementation of the activities.

Immediately after its onboarding, the team launched the activities under each pillar of DP3. Review of the umbrella concept notes for each pillar as well as the concept notes for activities within the pillars was completed. The review meetings recommended revisiting the legacy of SSATP, especially on regional integration, and notably highlighting lessons learned from the Second Development Plan, as well as spelling out the linkage between the key priority areas of engagement and Africa’s global development agenda. The peer review meeting involved reviewers from the World Bank, as well as resource persons from the partners’ institutions. These reviews aimed to ensure quality at entry and to receive experts’ feedback on how to achieve quality results.

Chapter 2 provides an overview of DP3 and how it addresses the current challenges of transport in Africa. The chapter also summarizes the governance structure of the program as a critical parameter of its success. Chapter 3 highlights the emphasis put on ownership and partnership to kick-start program implementation. Chapter 4 then reports on the status of implementation, including progress toward achieving the development outcomes. Finally, chapter 5 provides detailed financial figures, and chapter

6 discusses the way forward during the remaining years of implementation. The appendixes present more details in the form of tables and figures on pillar activities and the program's

financial status, an update on the status of the Executive Committee Retreat recommendations, and a brief summary of the French translation of two recent SSATP publications.

## 2. Governance Structure and Focus Areas of Third Development Plan

### About SSATP

SSATP is an international partnership of 40 African countries, Regional Economic Communities (RECs), African institutions (African Union Commission and United Nations Economic Commission for Africa), public and private sector organizations, and international development agencies. Its mission is to facilitate policy development and related capacity building in Africa's transport sector. The work of SSATP follows the policy development cycle, starting with knowledge creation through assessments and case studies, dissemination of knowledge and best practices, support of knowledge application, reviews of capacity-building needs, and capacity-building support and advocacy. Since its inception, SSATP has become well recognized and respected as the foremost transport policy development forum in Africa, bringing together key decision makers, while developing networks of specialists (researchers, operators, and consultants) in most transport-related fields in Africa. SSATP is financed by the contributions of development partners to a trust fund administered by the World Bank. Current donors are the European Commission (EU), Swiss State Secretariat for Economic Affairs (SECO), Agence Française de Développement (AFD), and African Development Bank (AfDB).

The SSATP governance structure is composed of the following institutional framework:

- The General Assembly provides the strategic directions and approves the work program. It is also a forum of all stakeholders involved in policy formulation or strategy development for land transport in Africa. The Executive Committee, comprising representatives of the development partners, member countries, private sector, and RECs, carries out the executive and advisory functions, providing guidance to the SSATP management team.
- The SSATP management team, known as the Secretariat, is responsible for the day-to-day management and implementation of SSATP activities, working in consultation with three thematic groups, one for each focus area (pillar) of DP3. These working groups are composed of experts from the member countries.

The bodies just described have been established to ensure that the program works closely and in consultation with its funding partners and member countries to develop and implement its work program as initially designed. In this respect, and in consultation with its stakeholders, the DP3 annual work programs were developed in two phases. In the first phase, which covers

the first two-year period, the activities were pre-identified in an effort to allow a timely launch of the program. In the second phase, covering the last two years, the activities will be defined in accordance with the results framework. This flexibility was put in place to allow the program to respond to new developments and the emerging transport sector policy requirements in the three pillars and to needs, as long as they are aligned with the expected outcomes.

#### *Africa's Transport Challenges and SSATP's Answer: The Third Development Plan (DP3)*

With the high synergies among transport, economic growth, and poverty reduction, an efficient and well-functioning transport sector is key to Africa's development efforts. Despite its past progress, Africa's transport sector continues to face many challenges that the DP3 proposes to address.

The 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 of 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 these areas are covered by the DP3 either directly or indirectly. Urban access, regional connectivity, and road safety are the three pillars of DP3 and were confirmed through thematic and sectoral consultations with SSATP stakeholders. DP3 focuses on strategic priorities in which SSATP brings benefits and has a comparative advantage. Considerations of air pollution, human health, and greenhouse gas emissions are embedded as crosscutting issues in the three pillars as well. National and rural access are part of the inte-

gration, connectivity, and cohesion pillar, which is broader than regional corridors and considers the chain linking rural, national, and regional networks. The following sections summarize the three thematic pillars.

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

Woefully inefficient transport logistics chains hamper the pace of integration of African countries. The poor performance and associated inefficiencies are due not only to the lack of adequate infrastructure, but also, and notably, to poor governance, a nonconducive institutional and regulatory environment, and weak institutional capacity at both the policy formulation and implementation levels. The main issues are cumbersome and lengthy customs and administrative procedures, numerous barriers along the corridors, and the relatively high transport and logistics costs associated with poor quality of service. Accelerating the pace of integration between economies at the regional and continental levels is important for African countries if the continent is to overcome the challenges posed by its small-scale fragmented economies.

The integration, connectivity, and cohesion pillar approach is broader than the regional corridors one because it considers the whole chain linking the rural, national, and regional networks and the geographical economic impacts. The paradigm shift has moved from just facilitating transit of international imports and exports along the regional corridors to including the economic development of the areas affected by the corridors. Indeed, corridor development takes into account the movement of goods that are produced locally in order to facilitate their trade at the country and regional levels, increase food security, and provide local producers with new jobs and business opportunities. This approach to trade corridors aims to provide com-

prehensive connectivity among international, national, and rural networks. It is a more holistic approach to corridor development, which may further be extended to encompass the economic development of areas in the corridor zone of influence.

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

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

themes: trade policies, trade facilitation, and trade competitiveness.

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

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

*Pillar B: Urban Transport and Mobility -  
Promoting a New Integrated Approach*

Because more than half of Africa's population will soon be living in cities, providing a sustainable response to the demand for mobility for urban dwellers is an urgent concern. The population is growing quickly, at about 4.5 percent a year, and most urban areas in Africa are facing major development challenges. Indeed, the levels of access and mobility are dramatically low for meeting current and future needs. It is projected that by 2050 Africa will be home to an additional 300 million urban residents, and 60 percent of all Africans will live in urban areas. Steady economic growth in most African countries also will lead to unprecedented growth in urbanization and accelerated motorization because of the current low motorization rate.

Inefficient urban transport is already hampering the movement of people and goods in many cities. And this situation is aggravated by inadequate policy frameworks, fast-growing motorization, and a weak capacity to address the environmental and social risks. There are also issues related to the lack of coordination between land-use planning and transport systems, the high levels of congestion, and the unsatisfied transport demand, in particular for the vulnerable segments of the population. To sustain the pace of higher economic growth, countries need to develop transport policies that can ensure expansion and performance of the transport sector in a comprehensive and sustained way.

Drawing on its extensive experience in policy formulation, SSATP can effectively support African countries in developing strategies and policies that will have a transformational impact. This will help unleash the potential crucial role that the urban transport sector can play in economic development. The development objective of Pillar B on urban transport and mobility

(UTM) is to provide tools for developing safe, clean, and affordable urban transport in Africa for secondary and primary cities. This is in line with SDG 11: "Make cities and human settlements inclusive, safe, resilient and sustainable." The expected outcome of the pillar is the achievement of secure universal access by sustainable transport for urban populations by 2030.

The EASI (Enable/Avoid/Shift/Improve) policy framework underpins the activities of the Pillar B. SSATP initiated conceptualization of the EASI framework during its Second Development Plan. The framework provides a structured set of policy recommendations to help improve accessibility and mobility in urban areas of Africa. Each component of the EASI framework represents an intermediate outcome of Pillar B, and the following activities were identified to achieve these outcomes:

- **Outcome 1. ENABLE.** National and urban decision makers and technical staff seek to adopt and put in place sustainable urban transport planning, monitoring, coordination, and financing mechanisms. This effort includes setting up an entity that would take charge of urban transport planning and guiding and coordinating public action aimed at providing multimodal urban transport systems. It is also about exploring ways to increase the financial resources allocated to urban transport systems and to ensure that the availability of long-term funding for urban transport will be sustained.
- **Outcome 2. AVOID.** Urban decision makers and technical staff have the knowledge and capability needed to apply strategies on urban forms that minimize the need for motorized transport and favor public and non-motorized transport. Pillar B is aimed at developing guidelines that would help countries

acquire the know - how to plan for urban forms and land use that minimize the need for individual motorized travel and promote public transport and nonmotorized transport.

- **Outcome 3. SHIFT.** Urban decision makers and technical staff have the knowledge needed to adopt and implement integrated multi-modal urban mobility plans, with a particular emphasis on promoting non-motorized transport modes and restructuring the informal public transport services. These plans give due attention to the development and maintenance in each urban area of a pedestrian network and bicycle paths that are continuous, safe, and accessible. The intermediate outcome is enhancing the level of service provided by paratransit operators through restructuring, modernization, and promotion.
- **Outcome 4. IMPROVE.** Urban decision makers and technical staff have the knowledge needed to adopt and implement the key measures needed to improve traffic conditions in African cities. This effort requires improved planning, operation, and maintenance of urban roads and keeping the use of individual motorized vehicles under check to balance the appropriate use of road space.

The *EASI framework* is an important first step toward helping Africa advance urban mobility. It represents a comprehensive and clear organization of the higher-level approaches (strategies) needed for the development of sound policies and the implementation of those policies. It also provides a common language for communication between technical and administrative practitioners. The activities associated with Pillar B on urban transport and mobility, as part of the Third Development Plan of SSATP, are intended to identify specific ways (tactics) to implement this framework in a demand-driven, implementation-oriented process that is seeking

to best leverage the comparative advantages of SSATP and its partner community.

#### *Pillar C: Road Safety - A New Holistic Approach*

Africa's road safety performance has deteriorated to a point that it is becoming a major obstacle to the continent's competitiveness and development. Poor road safety affects the most vulnerable road users and the poor more than any other category of people. Despite its low motorization rate, Africa has the worst road safety performance in the world, and it is the continent where one is most likely to die from a road crash. More than 300,000 people lose their lives every year. Meanwhile, Africa's economic growth is accompanied by a higher vehicle population and expanded infrastructure to meet the growing demand, and the best available information and analysis indicate that the African road safety crisis will continue to worsen. According to the World Health Organization's Global Status Report on Road Safety 2015, in contrast to all other regions of the world, road fatality rates in Africa continue to deteriorate.

The fatality rate in Africa increased from an estimated 24.1 fatalities per 100,000 population in 2010 to 26.6 fatalities per 100,000 in 2013<sup>1</sup>. Road trauma in Africa is projected to worsen further, with fatalities per capita likely to double over the period 2015–30. By contrast, HIV/AIDS and malaria fatalities per capita are projected to decline by about 20 percent<sup>2</sup>. The 2013 Global Burden of Disease (GBD) study reveals that between 1990 and 2013 in Africa

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<sup>1</sup> World Health Organization (WHO), *Global Status Report on Road Safety 2015*. Geneva WHO, 2015.

<sup>2</sup> "Managing Road Safety in Africa: A Framework for National Lead Agencies." SSATP Working Paper 101, M. Small and J. Runji, 2014.

there was an 89 percent increase in the number of road injury deaths, a 72 percent increase in pedestrian deaths, a 93 percent increase in motorcycle deaths, and a 73 percent increase in cyclist deaths. Meanwhile, the ranking of deaths from road traffic injury compared with other causes of death increased from 14th place to 9th place<sup>3</sup>. The majority of those killed are under the age of 30. The fatality rate for men is almost twice that for women, which has strong implications for households as males are mainly the breadwinners.

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

The development objective for Pillar C is to enable African countries to achieve the road safety goals of the UN Decade of Action and Africa Plan of Action 2011–2020. This objective will be met by working with the African Union Commission and to achieve the following outcomes:

- **Outcome 1.** Improve the capacity to manage and monitor safety performance.
- **Outcome 2.** Promote effective road safety policy and strategy formulation and implementation at the country and regional levels.

- **Outcome 3.** Stimulate good practices in road safety management.
- **Outcome 4.** Better integrate road safety policy and interventions in locally and externally funded road developments.

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<sup>3</sup> “Global Burden of Disease Report.” Institute for Health Metrics and Evaluation, Seattle, 2013.

### 3. DP3 Key Guiding Principles: Ownership and Partnership

This chapter summarizes the efforts made on the ground by the SSATP team to empower SSATP stakeholders and enhance the partnership to bolster ownership of the program.

#### Empowering Stakeholders

From September through November 2016, the SSATP team initiated a mission tour with the objective of connecting with member countries and partners of the program, including donors, to emphasize its demand-driven nature. Ownership of the program by the country members and early buy-in by the development partners and other international organizations involved in projects will be critical to ensure the downstream implementation of the knowledge SSATP generates because SSATP is not involved in the implementation process. For that reason, the working groups under each pillar are important. They support the implementation of pillar activities through the workshops and technical sessions devoted to knowledge sharing and capacity building.

**Introducing the SSATP team.** In early September 2016, the program manager visited Morocco and Europe-based donors the Agence Française de Développement (AFD) in Paris, the European Commission in Brussels, and the Swiss State Secretariat for Economic Affairs

(SECO in Bern. Between October and November 2016, the pillar leaders and the program manager were able to visit the member countries of Burkina Faso, Côte d'Ivoire, Ethiopia, Kenya, and Senegal and meet with their transport ministers to introduce the team and DP3 and convey a formal invitation to the SSATP annual meeting in February 2017. Pillar leaders have also connected with counterparts from the European Union (EU) and African Development Bank (AfDB) regional offices in Nairobi. In Abidjan, the team organized a half-day working session with the AfDB, which is also one of the financiers of the program. The AfDB transport team and SSATP are seeking further collaboration. Indeed, envisioned is a collaborative platform whereby AfDB task teams would rely on SSATP products and analytical works on policies and strategies, and the SSATP team would convey its knowledge products and provide guidance and support to operational teams on demand.

**Preparing for the annual meeting.** Two missions visited Morocco between September and November to follow up on the country's preliminary expression of interest in organizing the next meeting of the General Assembly. Prior to the missions, there were preliminary exchanges and follow-up discussions.

Thanks to the strong commitment of Morocco's Ministry of Transport and the tremendous support of the country director and the bank team in Rabat, the authorities agreed to host the SSATP flagship event. A memorandum of understanding was signed between the Ministry of Transport and SSATP for the annual meeting to take place in Marrakech February 20–24, 2017. A strong signal that Moroccan authorities are committed to making it a very successful event was their declaration that the annual meeting is placed under the “High Patronage of His Majesty King Mohamed VI.”

**Reviving collaboration with the African Union Commission.** During the mission to Ethiopia, the team met with the newly appointed director of the Department for Infrastructure and Energy of the AUC, who is also a statutory member of the Executive Committee of SSATP. The main outcome of this meeting was his definite confirmation of the strategic relevance of SSATP. He also believes that the DP3 orientation aligns well with the AUC development agenda goals in the three thematic areas. As a result, he expressed the full support of AUC to implementation of the program.

**Advocating for new memberships.** As part of the effort to extend the program to the African continent, the team initiated discussions with South Africa and Mauritania. Mauritania has formally requested to become a member. The request is pending a review by and decision from the next General Assembly.

**Collaborating with academia.** To better anchor SSATP's knowledge generation in the local context, the team consulted members of the continent's academic community and asked them to support policy formulation with evidence-based cases studies. In this respect, meetings were held with the University of Nairobi, which coordinates a network of East African universities. The

objective was to develop a memorandum of understanding (MoU) for long-term collaboration to enhance SSATP's capacity-building programs in fostering knowledge-based research and studies. The collaboration is aimed at promoting the SSATP's DP3 across stakeholders and at exploring avenues for partnership and possible synergy creation for tailor-made regular programs on sustainable urban transport management training in the region. If successful, this effort will be replicated in other regions (West, Central, and North Africa).

### Fostering Partnership

To lay solid groundwork for DP3 implementation and align its work with the SSATP core principles, the SSATP team also sought partnerships with similar initiatives or institutions working in the same thematic areas.

**Linking with World Bank Global Solution Groups and Practice Groups.** The Transport Department of the World Bank was restructured in 2015 to promote knowledge and solutions. The Global Solutions Groups (GSGs) covering key subthemes of transport were created to ensure that staff and beneficiary countries have access to the most up-to-date knowledge. Three of these groups coincide with the three priority SSATP areas. The programs being hosted by the World Bank, the GSGs, and the Global Practices, such as the Transport, Urban, and Trade ones, could share their global experiences and ensure their adaptability to the African context. This effort, combined with SSATP's 30 years of engagement in Africa, would pave the way for enriching its policy formulation and strategy development. It would be particularly important for the cross-fertilization and mainstreaming of cross-cutting issues such as climate change, transport-related gender issues, and the social impact of transport policy reforms.

**Extending partnership with the donor community.** In line with the objective of harmonizing donors' interventions in the formulation of transport sector policies, the team was in contact with the director of infrastructure of the Islamic Development Bank, and the bank was invited to attend the SSATP annual meeting. The idea is to gradually extend the consultation and knowledge sharing of SSATP products to all development partners interested in transport policies and strategies in Africa.

**Collaborating with Mobilize Your City (MYC).** Based on approval by the Executive Committee at its December 13, 2016, meeting, SSATP will join the Technical and Scientific Committee of MYC. There will be face-to-face exchanges during the February 2017 annual meeting by the two teams to ensure coordination and complementarity. MYC helps local governments in developing countries to plan sustainable urban mobility in order to develop more inclusive, livable, and economically efficient cities and reduce greenhouse gas emissions. With the support of a coalition of international partners (development agencies, urban and transport planning agencies, nongovernmental organizations, and development banks), MYC provides a methodological framework and capacity-building and technical assistance, and it facilitates access to financing at both the local and national levels.

**Echoing Africa's concerns at "Transforming Transportation."** "Transforming Transportation," which was held in January 2017 in Washington, D.C., is one of the biggest transport events in the world. It is jointly organized by the World Bank and the World Research Institute. In 2017, to ensure that Africa's perspective would be captured, the organizers offered SSATP an opportunity to organize and chair a session entitled "Transforming Urban Mobility in Africa." The objective of the session was to

take stock of where Africa stands on urban transport policies as well as on the development of an integrated and sustainable urban transport and mobility management approach. The session emphasized how a comprehensive, integrated approach to land-use planning and urban accessibility is conducive to viable, efficient, and productive cities. It also highlighted future trends that is, how effective use of ICT could influence urban mobility trends and lead to digital, smart, and green cities.

**Supporting new initiatives - Africa Corridor Management Alliance (ACMA).** Under Pillar A on regional integration, the SSATP team organized a meeting with the REC-TCC in Abidjan, Cote d'Ivoire and took advantage of the meeting to support the launch of the Africa Corridor Management Alliance. The objective is to create a deep-rooted base to foster dialogue within the REC-TCC on the new corridor management approach.

**Collaborating with regional bodies - African Road Maintenance Funds Association (ARMFA).** During the SSATP team's visit with the ARMFA chair and executive secretary at their Secretariat in Addis Ababa, the chair expressed the association's intention to collaborate with SSATP on the development of road maintenance policies that are inclusive of road safety provisions as well as its readiness to help mainstream road maintenance issues in the integrated corridor development approach. Indeed, this is an opportunity to mainstream road safety into the maintenance and asset management strategies of African countries. SSATP participated in the ARMFA's annual general meeting in Abidjan. ARMFA is developing a new charter in which road safety is one of the five key areas. Meanwhile, SSATP is collaborating with ARMFA on a memorandum of understanding to ensure that road safety is mainstreamed into ARMFA's dialogue with road agencies at the

country level, which is one of the outcomes expected under the pillar.

**Partnering with new initiatives - Safer Africa.** SSATP guided and supported the winning consortium for the EU Horizon 2020 call for proposals specifically focused on road safety in Africa. SSATP inputs ensured complementarity with its existing program and allowed an opportunity to scale up the work plan proposed under DP3. The €2.5 million initiative Safer Africa seeks to establish a dialogue platform between Africa and Europe focused on road safety and traffic management issues. It will be a high-level body with the main objectives of providing recommendations to update the African Road Safety Action Plan and the African Road Safety Charter, as well as foster the adoption of specific initiatives, properly funded. The activities of the platform will also focus on reinforcing endogenous African capabilities through the dissemination of European knowledge. The project activities will be oriented toward the “Safe System” approach and grouped in four pillars: (1) Road Safety Knowledge and Data; (2) Road Safety and Traffic Management Capacity Review; (3) Capacity Building and Training; and (4) Sharing of Good Practices. The platform will work at two levels: decision making and technical. The decision-making level will base its actions on information provided and activities carried out at the technical level by established working groups that address specific topics. The technical level will involve government and research institutions and international and stakeholders’ organizations (such as nongovernmental organizations), with a fair balance between African and EU partners. The dialogue platform would constitute a stable body, able to orient road safety policies beyond the project end. SSATP has invited Safer Africa to participate in its data workshops. This will give Safer Africa an opportunity to engage with African countries in launching an Africa-wide Road Safety Observatory. SSATP will collaborate with the platform

on projects on the ground and serve as the key convener of African road safety stakeholders. SSATP will also collaborate on organizing the first African meeting of Safer Africa in Nairobi in March 2017.

#### Sustainability through Dissemination / Outreach and Replicability

In view of SSATP’s limited resources, learning from experience, disseminating best practices, and promoting replicability are key to ensuring sustainability. Whether an activity would result in a best practice that could be disseminated and used to advocate at a high policy level without major adaptive works is a critical criterion for the selection of any activity. Therefore, the potential of an activity for easy replicability in other countries would be a guiding principle in selection of the priority activities under the pillars. The DP3 components seek to optimize the replicability of the policies they will promote, not only through advocacy and related gap analysis, but also through mainstreaming these policies into projects to be promoted with the development partner community. The policies and strategies developed will be discussed with senior policy makers at the country and Regional Economic Community levels.

The dissemination is to be carried out through different products such as workshops, seminars, communities of practice, conferences, and other various channels such as the SSATP website, SSATP YouTube videos, and local news. The SSATP distribution list, which includes about 4,000 transport practitioners inside and outside Africa, will also be instrumental. Moreover, SSATP will share information on the activities, outputs, and results through websites, SSATP donors, and other partners, and it will report to its General Assembly through its annual meetings. In this regard, the role of the communication specialist being hired will be critical in updating the communication strategy and supporting its implementation.

## 4. Progress towards Outcomes: Implementation Status of Activities

In view of the fact that the activities associated with DP3 were launched only during the second semester of 2016, the progress thus far in overall program implementation is satisfactory. However, the team is aware that there is a strong need to accelerate the pace of implementation to not only maintain the momentum but also meet the high expectations. Implementation of activities is under way for each pillar. Progress on Pillar A on regional integration is more advanced, with two major activities ongoing and two flagship events already carried out. Pillar C on road safety is moving in the right direction, but at a slower pace than anticipated, especially for francophone countries. The team is addressing the issue through an umbrella contract with the French Institute of Science and Technology for Transport, Spatial Planning, Development, and Networks (IFSTTAR), which will allow the mobilization of experts on an as-needed basis. The collaboration with other institutions and initiatives, AfDB on the development of African road safety audit guidelines; Global Road Safety Facility (GRSF) on safety assessments of high-risk roads under the GRSF-supported International Road Assessment Programme; Safer Africa; International Road Traffic Safety Data and Analysis Group (IRTAD) with its capacity-building data workshops is definitely on track, and it is complementing and amplifying what SSATP is doing.

Pillar B on urban transport and mobility is in the final stage of the procurement process for the launch of integrated studies in eight pilot countries, although it is behind schedule. As a result, the initial goal of having the policy notes available at the SSATP annual meeting has not been met. The collaboration with universities and research centers has yet to be finalized, even though excellent progress has been registered with East Africa at the Institute for Development Studies at the University of Nairobi and West Africa at the Higher National School of Statistics and Applied Economy (ENSEA) in Abidjan and the Polytechnic University of Dakar. Overall, considering the remaining period for program implementation, it is estimated that the objectives and outcomes are achievable. What follows is a detailed status report on the implementation of DP3 activities under each pillar.

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

The purpose of Pillar A is to accelerate the regional integration of African countries through better connectivity, improved cohesion, and the provision of competitive and efficient logistics services that help achieve the overall development objective of DP3, including serving as a catalyst for the achievement of continental free

trade. Under Pillar A, SSATP executes the activities in close cooperation with the RECs' Transport Coordination Committee. The REC-TCC is a forum for exchanging experiences and good practices and coordinating programs and activities. It comprises institutions involved in trade facilitation programs in Africa such as RECs, corridor management institutions, regional logistics industry organizations, and development partners. Through the REC-TCC, SSATP plays an advocacy role in promoting policy changes and harmonization at the continental, regional, and country levels and a monitoring role in their successful implementation. The focus on an inclusive policy dialogue gives prominence to corridor management corridor being viewed here as a broad concept responding to the objective of integration, connectivity, and cohesion.

The short-term work program (table 4.1) identified for Pillar A is demand-driven and reflects the needs of stakeholders who commit themselves to supporting the activity during its entire development cycle. Clear identification of a committed stakeholder at the regional or national level is a determining factor of the success of implementation of the activity and its capacity to yield measurable results. At the REC-TCC meeting held in December 2015 in Nairobi, a list of activities arising from the demands by its stakeholders constituted the short-term action plan. As a result, concept notes drafted by the team were further discussed, adopted, and eventually scheduled for implementation in 2016/2017. Selection of the activities was based not only on their relevance to the Pillar A strategic outcomes, but also on the areas in which SSATP has a comparative advantage.

**Table 4.1 Pillar A. Synopsis of Activities and Related Outcomes**

<b>Short-term work program</b>
<p><b>Outcome 1: Promote effective policy and strategy formulation and implementation for corridor development at the country and regional levels</b></p> <ul style="list-style-type: none"> <li>▪ Support tripartite (SADC-EAC-COMESA) corridor management institutions</li> </ul>
<p><b>Outcome 2: Develop the capacity of institutions (RECs, countries, corridors, industry associations, etc.) for an inclusive policy dialogue on regional integration</b></p> <ul style="list-style-type: none"> <li>▪ Support the REC-TTC</li> <li>▪ Develop the capacity for trade facilitation in the WAMZ countries</li> <li>▪ Support the RECs' trucking industry regulatory framework (in West and Central Africa)</li> </ul>
<p><b>Outcome 3: Promote efficient logistics services</b></p> <ul style="list-style-type: none"> <li>▪ Guidelines on container terminal concessions ports and key port performance indicators</li> <li>▪ One-Stop Border Posts and integrated border management</li> <li>▪ Tripartite (SADC-EAC-COMESA) regional standards for road transport</li> <li>▪ Dry ports and corridor efficiency</li> <li>▪ Trucking services in East and southern Africa (promotion of self-regulatory charters)</li> </ul>

*Note: COMESA = Common Market for Eastern and Southern Africa; EAC = East Africa Community; REC-TCC = Regional Economic Communities Transport Coordination Committee; SADC = Southern African Development Community; WAMZ = West African Monetary Zone.*

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

The need for consensus building on the strategic orientations of a performance-based corridor development plan is in line with the extensive work carried out under DP2. The results demonstrate clearly that it is important that countries alongside corridors and the respective corridor management institutions establish the appropriate monitoring and evaluation tools that will enable them to assess the situations in any specific corridor and to identify the adequate strategies for addressing them. This approach will also enable parties to measure corridor performance and understand the causes of poor performance in corridors, thereby providing the foundation for adopting the relevant policies and taking the necessary steps to improve corridor performance.

**Activity 1. Support review of the memorandum of understanding and the strategic plan for the Maputo Corridor Logistics Initiative (MCLI).** The objective for the MCLI is to develop a revised MoU and a new strategic plan for the period 2017–21 that would address the critical issues of sustainability, clarify the scope of its mandate<sup>4</sup>, as well as make provisions to include Swaziland as a member country. This will create an enabling institutional, regulatory and operating environment for the MCLI to operate as an integrated development corridor. The findings and recommendations could be replicated in other regions of the continent for corridor insti-

tution sustainability. This activity was launched in September 2016 in collaboration with the MCLI Secretariat. The inception report was reviewed and adopted in December 2016, and the interim report is under review.

The next steps are as follows:

- A presentation on lessons learned from the interim report at the next SSATP annual meeting in Morocco in February 2017.
- A draft MoU pending review by experts that would include representatives of the public and private sectors from the corridor countries in a meeting to be held before the end of May 2017.
- A draft strategic plan for the MCLI covering the period 2017–21 to be developed in parallel, in consultation with stakeholders, possibly through the same focus groups, by the end of May 2017.
- Submission of the final drafts of both the MoU and strategic plan for adoption to the relevant sector ministers in South Africa, Mozambique, and Swaziland (tentatively by September 2017).

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*Because both the MoU and strategic plan must address the issue of how the operations of the corridor management institution and the implementation of the strategy can be financed in a sustainable manner, innovative revenue generation and funding options will be explored and evaluated.*

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<sup>4</sup> The scope could include advocacy, global public goods such as transport observatories, and perhaps a focus group for specific action-oriented activities (such as a One-Stop Border Post, railway operations, and specific value chains) or policy/regulation development.

Pillar A will seek to develop and make use of the following partnerships:

- With other World Bank Transport Global Practices outside the African continent in order to draw lessons from their best practices and ensure their adaptability to the African context. This could be an extensive source of knowledge that Pillar A can leverage, notably in terms of promoting the development corridor and providing efficient logistics services. This will be supplemented by the effective collaboration with the Transport and Competitiveness Practices and other Global Practices that will enable information sharing, cross-fertilization, and the mainstreaming of cross-cutting issues such as climate change, transport-related gender issues, and the social impact of transport policy reforms.
- With the RECs, corridor management institutions (CMIIs), and other development partners, including the African Union (AU) and UNECA through the REC-TCC. This collaboration will enable SSATP to confirm the relevance of the priority tasks of the pillar and evaluate the progress achieved. The REC-TCC and its stakeholders, notably the transport industry regional organization, will also be key to advocating best practices at a high policy level to trigger the needed changes at higher speed throughout the continent.
- With donors, including the World Bank and other international organizations involved in projects that can enable knowledge application because SSATP does not participate in the implementation process. Identification of such partners at the inception of each priority task identified is key to ensuring its downstream implementation.

All of the above are essential for sharing knowledge and best practices as well as facilitating the replicability and coordination of policies and strategies across sub-regions. The optimal

use of ICT would be instrumental in organizing training, sensitization, and awareness.

*Under Outcome 2. Develop the institutional capacity for an inclusive policy dialogue on regional integration.*

**Activity 1. Support the REC-TCC.** REC-TCC members are drawn from the RECs, corridor authorities, regional industry (transport / logistics services / shippers) associations, African institutions, and development partners. The two main roles of the REC-TCC are knowledge sharing and coordination of regional integration programs. The main objective of this activity is to facilitate and strengthen the REC-TCC. More specifically, it seeks to enable its stakeholders to define and monitor the implementation of the Pillar A work program, facilitate the REC-TCC dialogue (during meetings and online), and strengthen its role as a continental platform among stakeholders for policy dialogue and dissemination of best practices for regional integration.

This is an ongoing activity, and what follows are the achievements thus far:

- The first DP3 REC-TCC meeting was held December 8–10, 2015, in Nairobi, and it was hosted by the Northern Corridor Transit and Transport Coordination Authority (NCTTCA). This meeting was critical to finalizing the short-term plan activities to cope with the implementation plan as per the program launch schedule.
- As part of the ownership core guiding principle of SSATP, the chair of the REC-TCC attended the SSATP Executive Committee meeting in January 2016 in Washington, D.C.
- The second REC-TCC meeting was held November 21–25, 2016, in Abidjan, Cote d'Ivoire. The meeting included a session on the African Corridor Management Alliance

and joint sessions with the Infrastructure Consortium for Africa (ICA) meeting and PIDA Week organized by the AfDB and the New Partnership for Africa's Development (NEPAD) on common topics.

The following activities are planned for 2017:

- An upcoming activity is the next meeting of REC-TCC stakeholders, which is scheduled during the SSATP annual meeting in Morocco February 20–24 to review and finalize the Pillar A updated work program and propose the date and venue of the next REC-TCC meeting, to be held before the end 2017.
- The REC-TCC chair will attend the February 2017 annual meeting of SSATP.
- The REC-TCC chair's work program will be finalized by March 2017, in consultation with the SSATP management team. This will enable him to reach out to the continental organizations (African Union and UNECA) and to REC members.

**Activity 2. Develop key port performance indicators.** The objective is to develop and make available a harmonized set of port performance indicators (PPIs) in a sustainable way for African port authorities. This activity has been under way since April 2016 and is being conducted in close collaboration with the Port Management Association of West and Central Africa (PMAWCA) and the Port Management Association of East and Southern Africa (PMAESA). It is being conducted in 10 pilot ports selected in consultation with the port associations: five ports in West and Central Africa (Dakar, Abidjan, Tema, Douala, and Pointe Noire) and five ports in East and southern Africa (Djibouti, Mombasa, Dar es Salaam, Maputo, and Lobito). The reports from the various consultants were reviewed and approved in October 2016.

What follows are the achievements thus far:

- *Phase one* - an assessment of the information technology (IT) systems (port authorities, customs administration, terminal operating companies, and single windows) in order to produce a set of performance indicators is completed.
- *Phase two* began in September 2016 and is still under way. A first draft of the synthesis report was completed in November 2016 and submitted to the SSATP team for review, and it was submitted as well to the PMAWCA Executive Council on November 17, 2016, and to the PMASEA Technical Operations, Security and Safety Committee on November 28, 2016. It provides a summary of the main findings in the pilot ports in terms of the quality, availability, and accessibility of PPI data under the port IT systems and makes recommendation on the missing gaps. The final synthesis report is under review.

Going forward, the following steps are projected:

- Adoption of the final synthesis report, consolidation of all data and the PPIs collected, follow-up with the pilot ports (with the assistance of the port associations), and compilation of the 2014, 2015, and 2016 data sets for the preparation of the PPIs. A PPI analysis will be prepared for the pilot ports for 2014, 2015, and 2016 (when full year results are available), tentatively by the second semester of 2017.
- Preparation of an information flow chart (including guidelines for collection/analysis)
- Completion by early February 2017 of the guidelines on "How to collect, produce and use port performance indicators," together with a set of actual port performance indicators for 2014, 2015, and 2016. The guidelines are scheduled to be presented at the PMAW-

CA Conference February 15–17 in Dakar and to the SSATP annual meeting later that month. The guidelines would have a strong policy-oriented content and would include a comprehensive executive summary of findings and recommendations and a policy note for technical discussions with stakeholders. The final product would be in a format publishable by SSATP. Initially, port authorities asked the Secretariat to internally develop the guidelines, but it faced an issue of technical expertise. They then requested support from SSATP for renewal of the port concessions. The guidelines are not a response to this request as such, but they do give port management the elements needed to assess the advice that consultants and advisory branches of international financiers are giving them. The fact that they requested the guidelines and are sharing the findings with all members is a sign they are willing to use the final product.

- Training/capacity building: SSATP will explore possible partnerships with other organizations with higher comparative advantages in training—such as the United Nations Conference on Trade and Development (UNCTAD) Train for Trade Section and the *Institut Portuaire d’Enseignement et de Recherche* in Le Havre, France—to address the training needs that may be expressed by the port associations or their members.

*Under Outcome 3. Promote efficient logistics services.*

This is a continuation and extension of work carried out under SSATP’s DP2 with the support of the World Bank’s Trade Facilitation Facility (TFF). The work revealed the need to address the issue of the poor efficiency of logistics services, not only through the provision of adequate transport infrastructure, but also through dealing appropriately with the “soft” components of the transport system.

Priority is given to case studies in which the SSATP reviews the options for proposed reform scenarios, quantifies the cost of inaction, analyzes the specific political economy context, and assesses the capacity development/training needs of operators and other stakeholders involved at operational level.

**Activity 1. Develop guidelines on container terminal concessions in African ports.** The direct results of the activity would be the increased efficiency of terminals and lower prices for container transit through terminals. It would also lead to overall gains for the economy from the container terminal concessions. The guidelines on container terminal concessions will provide strategic and practical advice to help high-level government decision makers and general managers of port authorities attract professional private sector partners to invest in and operate container terminal facilities. They will specifically offer practical advice to better prepare for the concession process, contract development, and subsequent management of the concession.

This activity was launched in April 2016 and is being conducted in coordination with PMAWCA and PMAESA.

To summarize the progress, a detailed outline and first draft of the guidelines were reviewed and approved by the SSATP team and the port associations and their respective members at the Executive Council meeting of PMAWCA in October 2016 and at the PMAESA Conference in November 2016. The final draft guidelines are under review and are expected to be completed by mid-February 2017 and presented at the next SSATP annual meeting.

The next steps are the following:

- Publication of the final version of the guidelines by April/May 2017.

- Conduct of the ownership and advocacy initiatives by the port associations and their members and by the regional shippers' council associations and their members starting in May 2017. Additional support from the multi-donor Public-Private Infrastructure Advisory Facility (PPIAF), headquartered at the World Bank in Washington, is also being sought for the dissemination.
- Dissemination to REC-TCC members, which will commence by the end of May 2017.

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*The support of RECs' top executives and that of the development partners involved in port infrastructure investment or port reform financing, as well as in advocacy at a high level of the main policy recommendations in the guidelines, will be key to their successful use as best practices.*

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**Activity 2. Develop corridor performance monitoring in East and southern Africa.** The primary objective is to develop a web-based corridor performance monitoring system (CPMS) that will provide reports and indicators measuring border-crossing times and route trucking times for several corridors in East and southern Africa. Such a system would take advantage of data collection and analysis techniques based on GPS (spatial) tracking data. The core issue is to quantify the impact on border-crossing time and the associated costs to all stakeholders of the introduction of fully functioning One-Stop Border Posts (OSBPs) at border crossings on transport corridors. This activity was launched in November 2016, and a consulting firm served as the technical IT data provider.

As of end of January 2017, the team had received and was reviewing the following outputs in order to provide the consulting firm with guidance on SSATP needs in terms of the areas to be georeferenced (routes and choke points), the indicators, the creation of dedicated truck

clusters, the methodology, and the format of the monitoring dashboard.

The next steps are the following:

- Presentation of a pilot CPMS website by the end of February 2017.
- Receipt of an inception report by the end of March 2017.
- Finalization of CPMS development and continuation of data feed by June 2017.
- SSATP hosting the CPMS until 2018, pending identification of a regional institution for permanent hosting in future (such as a CMI or industry regional association).
- Assessment of needs and conduct of capacity building activities for the host institutions.

#### Pillar B. Urban Transport and Mobility - Implementation Status and Preliminary Outcomes

The focus areas are (1) fostering knowledge and institutional strengthening for sustainable urban transport and mobility in cities and (2) capacity building and knowledge creation. Priority engagement areas for sustainable transport intervention have been identified with a focus on the Enable/Avoid/Shift/Improve (EASI) concept framework. UTM policy development and strategic support are aimed at enabling the environment for cities to follow a holistic approach in their effort to improve urban transport and mobility management. The selected activities, relating to each intervention area, require country case analysis and assessment to enable the target countries to prioritize and adopt interventions pertinent to local circumstances in applying the EASI framework to their cities and municipalities. Based on a recommendation from the stakeholder's consultation, the scope of the integrated approach study focuses on six priority activity areas:

- *Institutional*: strengthening the institutional framework for urban transport management
- *Financing*: creating sources of dedicated funding for urban transport management
- *Civil society*: fostering effective civil society and private sector participation in urban transport management
- *Multimodal*: undertaking planning and operations for city centers (execution of nonmotorized transport and traffic management improvement programs)
- *Public transport*: executing public transport improvement programs (focused on paratransit reform)

Integrated UTM management: organizing and delivering national government support for urban transport management, particularly in secondary cities.

Pillar B supports the development of an integrated urban transport policy and strategies and

a capacity-building program to create awareness, through knowledge creation and dissemination, that will help countries and municipalities make informed decisions. In this regard, SSATP is helping to build a consensus and to sensitize stakeholders on the rational objectives of the conceptual elements of the policy framework, as well as implementation of strategies in the context of primary and secondary cities.

Activities in Pillar B involve working with countries and municipalities to (1) foster knowledge of transport demand for effective policy development for sustainable mobility and accessibility in urban Africa; and (2) expand the capacity of cities and metropolitan areas to design, adopt, and implement effective policies for sustainable mobility and accessibility in urban Africa (see table 4.2). The progress report that follows presents the status of the integrated study aimed at developing guidelines for sustainable urban transport and mobility in cities and parallel set of activities being implemented to develop capacity through knowledge generation.

**Table 4.2. Pillar B. Synopsis of Activities and Related Outcomes**

Short-term work program	Achievements
<p><b>Outcome 1: Contribute to achieving the SDG goal “Secure universal access by sustainable transport for urban populations by 2030”</b></p> <p><b>Intermediate outcome 1:</b> Put in place sustainable urban transport planning, monitoring, coordination, and financing mechanisms</p> <p><b>Intermediate outcome 2:</b> Apply urban forms that minimize the need for motorized transport and favor public and nonmotorized transport</p> <p><b>Intermediate outcome 3:</b> Adopt and implement sound integrated multimodal urban mobility plans with a particular emphasis on the promotion of nonmotorized transport modes and the restructuring of informal public transport services</p> <p><b>Intermediate outcome 4:</b> Adopt and implement the key measures needed to improve traffic conditions in African cities</p>	<p><b>Under Outcome 1, support development of an integrated approach to sustainable urban transport through a country-based UTM integrated study for the application of a comprehensive UTM program</b></p> <p>The output of the ongoing integrated study in pilot countries and cities is the development and publication of guidelines that support:</p> <ul style="list-style-type: none"> <li>▪ 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> <li>▪ Strengthening the financial framework for urban transport management in Africa to support the establishment of sustainable financing mechanisms</li> <li>▪ Promoting effective public participation in both a specific sector initiative (projects/policy) and a general discussion/exploration of the situation in urban transport as a first step toward establishing a national strategy</li> <li>▪ Improving nonmotorized transportation and traffic management and highlighting the critical need to improve these modes within city centers</li> <li>▪ Improving public transport, striving for environmentally friendly mass transport that can address the climate change agenda</li> <li>▪ Focusing on activities mainly related to secondary cities and their urban transport challenges</li> </ul>
<p><b>Outcome 2: Knowledge creation &amp; capacity building</b></p>	<p><b>Under Outcome 2, develop a professional community at the continental level</b></p> <ul style="list-style-type: none"> <li>▪ Establish and moderate a professional network on urban mobility in Africa</li> <li>▪ Create and animate a knowledge and dissemination platform for decision makers and technical teams</li> </ul>

*Note: SDG = Sustainable Development Goal; UTM = urban transport and mobility.*

*Fostering Knowledge and Institutional Strengthening for Sustainable Urban Transport and Mobility*

Under this subpillar, the objective is to apply the concept of an integrated approach to sustainable urban transport and mobility in cities. The interventions of the EASI framework will provide specific guidelines that countries would use in developing urban transport and mobility management plans. Thereafter, the team envisions adopting strong advocacy toward countries and development partners, but also working in close collaboration with donors to seek support to apply the guidelines in select pilot countries.

The general methodology envisioned is to identify a successful experience and promote its replication. A big factor in determining the success of this promotion will be how effectively countries are convinced to fully participate, which is strongly based on the level of ownership. Every step of this methodology will incorporate actions aimed at cultivating this ownership. To develop the sense of ownership, the SSATP has undertaken or will undertake the following:

- Case studies of pilot countries were based on a country's engagement and demand to move forward with the approach promoted.
- Based on preliminary findings and policy notes, a consultation workshop will be conducted to create awareness among African government practitioners. They would be introduced to this methodology in order to make informed endorsements of the findings and recommendations.
- The focus of each activity will be on what has already worked in the African context so that potential participants can be confident in the success of the activity.

- The guidelines developed as part of each activity will be based on a full diagnostic of African context case studies. In that way, the recommendations included in the guidelines will be more credible—that is, based on knowledge of how things are in Africa instead of merely being preconceived recommendations borrowed directly from other regions.
- Attractive options will be presented, ranging from incremental to ambitious ways forward.

The activities of the urban mobility pillar will rely heavily on the proven capacity of SSATP to disseminate information and successfully perform outreach—its comparative advantage. Dissemination of the pilot project experience, as well as the guidelines updated to reflect the lessons learned from these projects, will be critical to promoting wider replication of these initiatives. This will allow governments to own the process and participants to understand the actual results and specific actions that are applicable to their reality.

*UTM Capacity Building and Knowledge Creation*

The UTM capacity building and awareness creation sub-pillar will complement the one described in the previous section, which will include an integrated study on urban transport and mobility. This sub-pillar will focus primarily on support for capacity-building decision makers in the area of sustainable urban transport and mobility management. It will also support extended capacity-building programs to sensitize stakeholders through advocacy, dissemination of knowledge, and the sharing of best practices. SSATP will work toward building a consensus on the rationale and the conceptual elements of the policy framework, as well as implementation of strategies in the context of primary and secondary cities.

The study will be complemented by UTM capacity-building support for promoting the urban transport and mobility concept and knowledge-based awareness creation for decision making. The primary focus will be on partnering with African universities and other academic institutions and centers of excellence to develop midcareer training on UTM components and knowledge-based short curricula. What follows describes the progress on each activity under the sub-pillar:

- **Partnerships with home-based African universities and other academic institutions.** The proposed components envisaged for the partnerships include urban transport curriculum development, midcareer training, creation of networks of African universities and urban transport professionals, and publication and dissemination of research products to national, regional, and international forums. The UTM pillar team undertook a series of consultative discussions with the Institute for Development Studies at the University of Nairobi as a pilot initiative. The development of the concept and the draft MoU are being reviewed before initiating the clearance and signing of the MoU. As in East Africa, SAATP will replicate the model with other universities, centers of excellence, and research centers in West and southern Africa.
- **Midcareer training on UTM components.** Under this pillar, Leaders in Urban Transport Planning Program (LUTP) training will be offered to client countries. Its orientation will be tailored to local contexts, and the UTM pillar team will work toward including Africa-based case studies in the program. LUTP is a two-stage training program: an online course is required before proceeding to face-to-face training. The regional training for anglophones is planned for early May 2017. The outcomes of the integrated study could later inform and influence the content of the train-

ing sessions. SSATP is working closely with countries to identify participants engaged in UTM tasks in their countries for the next first session.

- **Call for proposals to universities and centers of excellence.** The objective is to launch research in specific areas of interest to SSATP and use the opportunity to engage universities in partnerships with universities from the developing world. The idea is to use the platform of “Transforming Transportation” to connect selected Africa-based universities and research centers with Western universities. Unfortunately, the first attempt at the “call for proposals” launched on November 17, 2016, was unsuccessful. The evaluators found that the proposals were overall noncompliant or nonresponsive to the intent of the request.
- **Knowledge and information sharing.** The objective is to organize national and regional workshops to present the EASI framework and international experience with urban transport and transport system development issues based on domestic practices. Consensus building would enable discussion of the objectives of the SSATP urban transport and mobility pillar in line with the local contexts and international experience. This approach would enable participants to receive knowledge-based information and fully own the concept note developed for primary and secondary cities. It will be supported by activities that seek to sensitize policy makers and technical experts in urban transport. Two regional workshops are planned for 2017.

#### Pillar C. Road Safety Implementation Status and Preliminary Outcomes

Africa's road safety performance has deteriorated to a point that it is becoming a major obstacle to Africa's competitiveness and development. Poor road safety affects the most vulner-

able road users and the poor more than any other category of people. Despite the continent's low motorization rate, under Pillar C SSATP has an opportunity to contribute significantly to the initiatives aimed at saving lives on the roads of Africa. Building on its road safety work under the previous development plan, SSATP will employ a two-pronged approach to tackle issues in road safety by (1) improving road safety management in a comprehensive way and (2) introducing bolder measures to deal with the safety of vulnerable road users.

The Africa Road Safety Action Plan 2011–2020, developed by the African countries in consensus, identifies specific actions in support of the five pillars of the UN Decade of Action for Road Safety 2011–2020 and pinpoints the monitoring indicators to be used for the activities, the key actors, and the period within which the activities are to be accomplished. This plan was endorsed by the African Union Conference of Ministers in Charge of Transport and adopted by the heads of state in Luanda, Angola in 2012. The African Road Safety Charter further reinforced the commitment to speed up implementation of national, regional, and continental road safety programs.

During the Third African Road Safety Conference in July 2016, countries agreed that the lack of quality data was a challenge and resolved to improve the quality of their data through collaboration with the International Road Traffic Safety Data and Analysis Group of the Organisation for Economic Co-operation and Development (OECD). The AUC and UNECA have made commitments to fostering this process.

The success of this approach will be measured by the achievement of four objectives / outcomes: (1) enable the AUC and UNECA to encourage countries to achieve the goals of the UN Decade of Action for Road Safety 2011–2020 and the Africa Road Safety Action Plan 2011–2020; (2) promote effective policy and strategy formulation and implementation at the country level; (3) stimulate good practice in road safety management by promoting systematic implementation of the Africa Road Safety Action Plan; and (4) better integrate road safety policy and pillar-based interventions in locally and externally funded road developments (see table 4.3).

**Table 4.3. Pillar C. Synopsis of Activities and Related Outcomes**

Short-term work program	Achievements
<b>Outcome 1: Enable the AUC and UNECA to encourage countries to achieve the goals of the UN Decade of Action for Road Safety 2011–2020 and Africa Road Safety Action Plan 2011–2020</b>	
<ul style="list-style-type: none"> <li>▪ Organize roundtable meeting of African ministers of transport in Brasilia in November 2015</li> <li>▪ Organize data management workshops in collaboration with IRTAD</li> <li>▪ Identify road safety data needs</li> <li>▪ Assess road safety data management capacity at all levels</li> <li>▪ Agree on a harmonized set of road safety indicators to be measured by each member state</li> <li>▪ Develop regional and continent-wide road safety data observatories</li> </ul>	<ul style="list-style-type: none"> <li>▪ Organization of African ministers of transport roundtable side meeting at Brasilia High Level Road Safety Conference</li> <li>▪ Organization of a series of road safety workshops on data management</li> <li>▪ Discussions under way with the East Africa Community on the establishment of a sub-regional data observatory</li> </ul>

Short-term work program	Achievements
<b>Outcome 2: Promote effective policy and strategy formulation and implementation at the country level</b>	
<ul style="list-style-type: none"> <li>▪ Better align country and city road safety policies to the UN Decade of Action and Africa Road Safety Action Plan goals</li> </ul>	<ul style="list-style-type: none"> <li>▪ Development of a road safety strategy for the city of Addis Ababa</li> <li>▪ Assistance to the government of Côte d'Ivoire to develop a national road safety strategy</li> </ul>
<b>Outcome 3: Stimulate good practice in road safety management by promoting systematic implementation of the Africa Road Safety Action Plan</b>	
<ul style="list-style-type: none"> <li>▪ Create national lead road safety agencies where none existed</li> <li>▪ Raise the profiles of existing road safety agencies</li> <li>▪ Improve financing by countries of lead agencies</li> <li>▪ Encourage RECs to create regional organizations to support lead agencies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Assistance to the government of Senegal to create an autonomous road safety agency</li> <li>▪ Support of development by the government of Mali of a road safety institutional framework and guidance on implementation of its road safety strategy</li> <li>▪ Assistance to the EAC in formulating a dialogue and convening a road safety agenda in its community</li> </ul>
<b>Outcome 4: Better integrate road safety policy and pillar-based interventions in locally and externally funded road developments</b>	
<ul style="list-style-type: none"> <li>▪ Strengthen the capacity of development partners, road funds, and municipalities to improve the effectiveness of their support for road safety</li> </ul>	<ul style="list-style-type: none"> <li>▪ Collaboration with ARMFA</li> <li>▪ Post review of road projects for the last five years</li> </ul>

*Note: AUC = African Union Commission; ARMFA = African Road Maintenance Funds Association; EAC = East Africa Community; IRTAD = International Road Traffic Safety Data and Analysis Group; REC = Regional Economic Community; UNECA = United Nations Economic Commission for Africa.*

The four outcomes for the road safety pillar are interrelated, even though each stands as an outcome on its own. For sustainable, effective, and efficient road safety outcomes that lower the number of deaths and serious injuries from road traffic fatalities, one must have the right data and the ability to manage it effectively. And yet one must also have strong road safety institutions with the appropriate legal and regulatory mandates and adequate financing, and they must be staffed by those who have the right skills and can take responsibility for results. Finally, these institutions must rely on the right policies and strategies in place. Each outcome is a piece of the building blocks that serve the

overarching goal of seeing African countries work together at the local, national, and regional levels to improve the continent's road safety record. Given the funds available to SSATP for this pillar, it is important that it work strategically with other partners to scale up and provide complementarity on planned activities. The establishment of a regional observatory or observatories, the initiation of a dialogue platform for dissemination and knowledge transfer, and the creation of regional association(s) of road safety agencies will also help in the effort to build capacity across the continent. The outcomes of Pillar C are being achieved through implementation of the following activities.

*Under Outcome 1. Enable the AUC and UNECA to encourage African countries to achieve the goals of the UN Decade of Action for Road Safety and Africa Road Safety Action Plan 2011 - 2020 through improved capacity to manage and monitor performance.*

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

- **Organization of a side meeting of African ministers of transport at the Brasilia High Level Road Safety Conference.** More than 15 African ministers of transport and health participated. The meeting was chaired by South Africa's minister of transport and moderated by the CEO/Corps Marshal of the Federal Road Safety Corps of Nigeria. The roundtable discussed the continent's progress, and South Africa's minister of transport agreed to take the road safety agenda to the next meeting of African ministers of transport.
- **Organization of a series of road safety workshops on data management.** Good data management underpins the development of an effective and efficient road safety strategy. The objectives of the workshops included discussing and developing a set of minimum indicators to collect and monitor as part of a harmonized approach to managing road safety across the continent. The first workshop took place December 13, 2016, in collaboration with the United Nations Economic Commission for Europe and the United Nations Economic Commission for Africa, with participation by the UN Special Envoy for Road Safety.

The second is scheduled to coincide with the February 2017 SSATP annual meeting in Marrakech. The workshop will be led by experts from the IRTAD group. IRTAD members will present and work with the participants on the entire data management cycle collection, analysis, policy formulation, and monitoring and evaluation.

- **Establishment of a sub-regional data observatory.** The development of regional observatories both encourages stronger development of data systems at the national level and provides the opportunity for benchmarking. Membership can be staggered on a demand-driven basis, with some countries initially being observers. Discussions are under way with the East African Community for the establishment of a subregional observatory. The EAC corridors already have a transport observatory, but it does not include a road safety module. SSATP will support the observatory in determining how to incorporate road safety and will support management of the process, with an opportunity to replicate it in other parts of Africa.

*Under Outcome 2. Promote effective road safety policy and strategy formulation and implementation at the country level.*

This component is undertaken in concert with systematic analyses and institutional capacity reviews. It is expected that this effort will improve the capacity of countries and municipalities to develop and implement contextually appropriate road safety strategies and policies. These policies and strategies will be better aligned with the road safety goals and objectives as articulated in the UN Decade of Action for Road Safety and the Africa Road Safety Action Plan. The midterm review of African countries' progress undertaken by UNECA for the Decade of Action revealed that of the five pillars of the Decade plan, the institutional pillar had showed

the slowest progress. Many African countries lack formal or effective road safety policies and strategies, and, where they do exist, the agencies charged with road safety management often face serious implementation challenges. The objective is to encourage countries to have well-articulated and developed plans with a results focus that can be monitored and for which the lead agency can be held accountable. Recognizing this shortcoming, SSATP is helping African countries and municipalities to include the preparation and approval of road safety policies and strategies that are the key deliverables under the Africa Road Safety Plan of Action. The following activities are aimed at responding to this need:

- **Development of a road safety strategy for the city of Addis Ababa.** This activity has been finalized, and a soft launch was carried out in late September 2016. Because of developments since then in the country, progress has slowed, but the new minister of transport has requested a briefing from SSATP and the World Bank on how best to address issues of road safety at the country level. This briefing is scheduled for the end of March or early April 2017, at the convenience of the minister.
- **Support of the government of Côte d'Ivoire in developing a national road safety strategy.** Recruitment of consultants to support the road safety agency in this activity is under way. Meanwhile, the team has been working closely with them on the draft strategic plan they have prepared. This includes a priority action plan on a set of reforms to strengthen the road safety agency (*Office de la Sécurité Routière, OSER*) and an awareness campaign on highways and international corridors on road safety.

*Under Outcome 3. Stimulate good practice in road safety management by promoting systematic implementation of the Africa Road Safety Action Plan.*

The objective is to raise the profile of road safety both in the country and in the Regional Economic Communities. This will be achieved by developing the institutional strength of national road safety lead agencies and enhancing professional exchanges between these agencies at the regional level. The international community has now recognized that road safety management, the first pillar of the UN Decade of Action for Road Safety, is a strong enabler for realization of the other four pillars: safer road infrastructure, safer vehicles, improved road user behavior, and post-crash response. The SSATP program of activities aims to promote the establishment of lead agencies where they do not exist and to strengthen those already in place. The World Health Organization's *Global Status Report on Road Safety 2015* indicates that 49 of 54 African countries have lead road safety agencies in one form or other. These institutions will be key partners in delivering the agenda at the country level<sup>5</sup>. What follows is the status of the activities implemented under this component:

- **Assistance to the government of Senegal.** The government of Senegal has requested SSATP assistance to create an autonomous road safety agency. A mission visited the country for discussions with the key stakeholders, and the draft report produced is currently under internal review. It will be shared subsequently with the Ministry of Transport, which is taking the lead in the process. Thereafter, a consultant will support the government in drafting the statute and associated legal documents to create the agency.

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<sup>5</sup> World Health Organization (2015)

- **Assistance to the government of Mali.** A mission to Mali was undertaken at the request of the government to assist with strengthening its road safety institutional framework and guidance on implementation of its road safety strategy. A team will visit Mali by late March or early April 2017.
- **Support of the East Africa Community (EAC).** The EAC decided to put road safety at the forefront of its agenda and is requesting SSATP assistance in formulating the dialogue and convening the road safety stakeholders in its community.

*Under Outcome 4. Better integrate road safety policy and pillar-based interventions in locally and externally funded road developments.*

Activities under this component are expected to mainstream safety into new transport infrastructure investments and also to promote greater investment in safety-focused activities for existing infrastructure. This component is aimed at both internally (from the national and municipal levels) funded activities, as well as at externally supported programs and projects. For example, in 2012 a quick review of the World Bank's International Development Association (IDA) pipeline for road projects in Africa showed that at the concept stage they all aimed to support road safety as part of larger operations. However, the proportion of road safety funding, and the scope, implementation, and impact of road safety components, especially where such components form part of larger road investment projects, is often suboptimal. Furthermore, it was noted that, in reality, the activities under this component were on the margin, and there was a need to better define the road safety component, its output, and how its impact would be measured.

Countries, development partners, and agencies responsible for road construction and maintenance will be approached at a very early stage of

the review of the safety content of pipeline projects to gain their support for supply and analysis of the relevant data. The objective is to engage countries, including road agencies where they exist, and development partners so that they will allocate a percentage of resources to road safety activities and support earmarked road safety financing for lead agencies.

The following activities are under way to achieve these objectives:

- **Collaboration with the African Road Maintenance Funds Association (ARMFA).** SSATP has received a request from the Association of Road Fund Managers to partner with ARMFA on the development of sound road maintenance policies. This is an opportunity to mainstream road safety into the maintenance and asset management strategies of the African countries. SSATP visited ARMFA's Secretariat in Addis Ababa and participated in its annual meeting in Abidjan. ARMFA is developing a new charter in which road safety is one of the five key pillars and will look to partnering with SSATP to ensure that road safety is mainstreamed into its dialogue with road agencies at the country level. SSATP and ARMFA will sign a MoU on this arrangement before the end of calendar year 2017. The objective is the preparation of guidelines for improving the safety effectiveness of these funds.
- **Post-review of road projects undertaken over the last five years.** A review of road projects and programs financed by governments and donors over the last five years is being undertaken to establish how road safety has been conceptualized and funded. The expected outcome is the development of a set of guidelines on how road safety components and projects could be better designed for efficiency and effectiveness in the use of scarce resources.

## 5. FINANCIAL STATUS

### Financing Partners

This is the first financial reporting since the launch of the Third Development Plan (DP3) on May 1, 2015. DP3 is financed by four donors: Economic Commission (EC) of the European Union, Swiss State Secretariat for Economic Affairs (SECO), Agence Française de Développement (AFD), and African Development Bank (AfDB).

### Contributions and Receipts

#### *Multi-Donor Trust Fund*

Like the First and Second Development Plans, DP3 is administered by the World Bank, and funds from the current financing partners are channeled through the Multi-Donor Trust Fund (MDTF), which follows World Bank policies and procedures and its accounting and control systems. The World Bank fiscal year starts on July 1 and ends on June 30, and therefore some of the tables provided in this report refer to the World Bank fiscal year period.

The contribution of the financing partners to DP3 is estimated at approximately \$15,673,600. By December 31, 2016, the contributions paid amounted to \$10,815,450, which represents approximately 70 percent of the total amount to which the financing partners have committed. The installment schedule from each of the financing partners was set up according to each financing partner's preference in view of the program disbursement needs. AFD paid its full contribution of €1,000,000 upfront. SECO paid its contribution in two equal installments of US\$2,500,000 each between January 2015 and December 2016. The EC made a first payment in the amount of €4,000,000, representing 50 percent of its contribution. It plans to issue its remaining balance of €4,000,000 once the overall program disbursement reaches 70 percent of the total contribution amount. AfDB paid its first installment of US\$300,000 and is expected to pay its second installment in 2017 upon request from the World Bank. Table 5.1 summarizes the contributions and receipts from each financing partner contributing to the MDTF.

**Table 5.1. Statement of Contributions and Receipts to the Multi-Donor Trust Fund**

Financing partner	Currency	Amount in contributor's currency	Amount in US\$	Paid in contributor's currency	Paid in US\$	Unpaid in contributor's currency	Unpaid in US\$
Swiss State Secretariat for Economic Affairs (SECO)	US\$	5,000,000	5,000,000	5,000,000	5,000,000	0	0
France - <i>Agence Française de Développement</i>	EUR	1,000,000	1,058,100	1,000,000	1,058,100	0	0
African Development Bank (AfDB)	US\$	900,000	900,000	300,000	300,000	600,000	600,000
EU - Commission of the European Communities	EUR	8,000,000	8,789,500	4,000,000	4,505,700	4,000,000	4,283,800
<b>Total</b>			<b>15,747,60</b>		<b>10,863,800</b>		<b>4,883,800</b>

Note: This statement of contribution covers the period December 2014, when the first administration agreement was signed with SECO, to December 2016. Non-U.S. dollar contributions are based on the actual exchange rate the World Bank used at the time it received the funds. The estimated amount of non-U.S. dollar contributions is based on the applicable exchange rate at the time the report was generated.

### *Other Receipts*

As administrator of the program, the World Bank contributed US\$477,176 in 2016 to DP3 to offset the first year set-up and start-up costs, including the salaries of the program management team, together with all the associated direct and indirect costs, which included consultant services. US\$409,331 applied to the overall salary of the team was reposted in June, and US\$47,923 was reposted in July 2016. Finally, US\$19,922 was reposted in December 2016. This contribution was processed directly as an adjustment to the actual expenditures already charged to the MDTF. This transaction is also addressed in the disbursement section of this chapter because it was processed as a direct adjustment to the total amount disbursed.

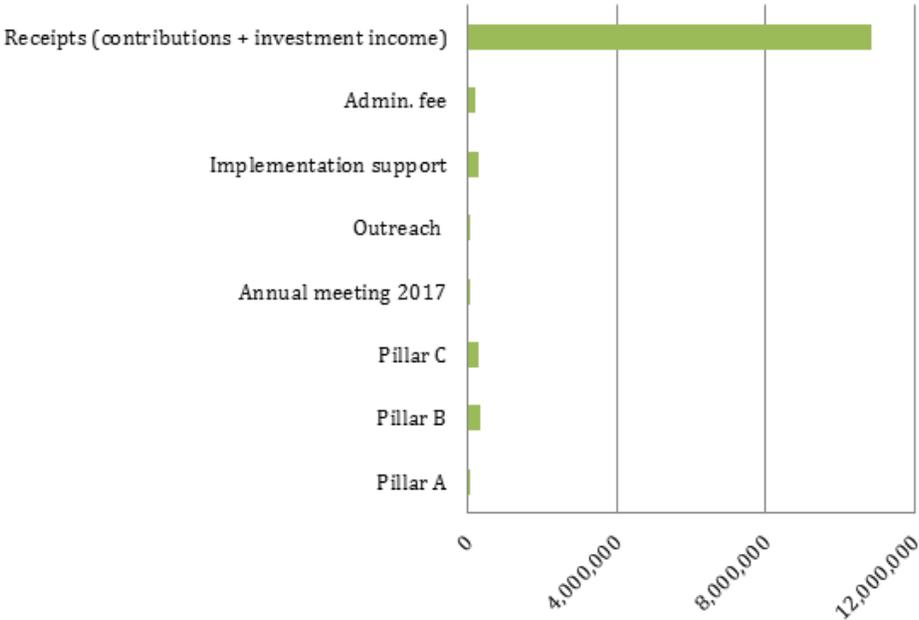
The World Bank provides as well an in-kind contribution of staff time through the process of peer review of concept notes, terms of reference, outputs, and other technical input to the program deliverables that are not accounted for by the system but are reflected in the consultation and review process required to ensure the quality of program deliverables. Another source of income and receipts for the MDTF is investment income. The World Bank invests the un-

disbursed amounts of cash contributions received from the financing partners. By December 31, 2016, the total receipts from investment income applied to the MDTF amounted to US\$77,570, and the total receipts in the MDTF amounted to US\$10,941,370.

### *Statements of Disbursements*

The DP3 total disbursement position as at December 31, 2016, was US\$1,849,709, which included the 2 percent administration fee of US\$217,276. The administration fee is stipulated in the financing partners' administration agreement with the World Bank, and is applied on all cash receipts from the four financing partners. It represents the cost recovery of the World Bank applicable at the time the DP3 Multi-Donor Trust Fund was established and consequently is stipulated in the legal agreement with all the financing partners. Figure 5.1 shows the proportion of the amounts disbursed by December 2016 versus the receipts from donors. The amount of US\$1,632,433 represents the program's direct disbursements, excluding the 2 percent administration fee. Tables D.1 and D.2 in appendix D provide the total amount of disbursements from the MDTF by activity and by category of expenditures, respectively.

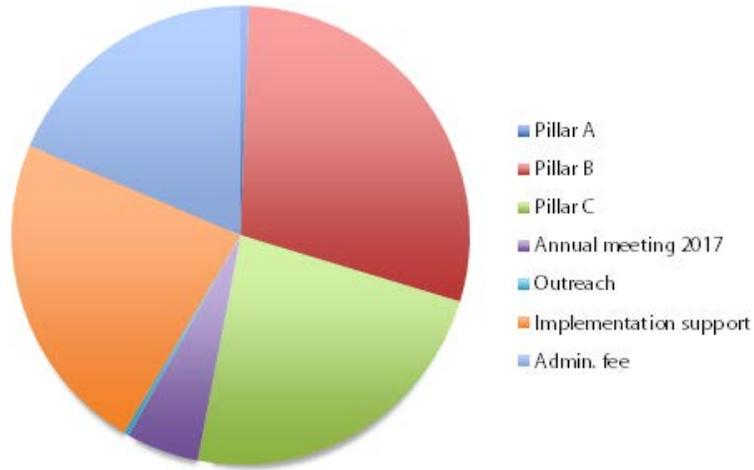
**Figure 5.1. Disbursements versus Receipts (US\$)**



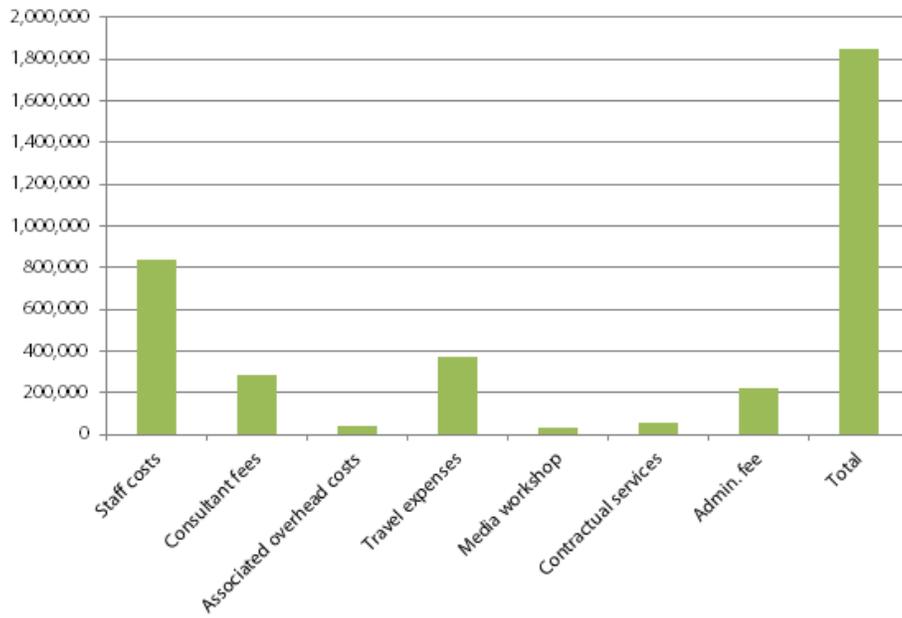
Of the US\$1,632,433 program disbursement, Pillar A has the largest share, with a total disbursement of US\$688,640, which is also consistent with the pace of implementation of the pillar’s activities. This pace is largely due to the fact that this pillar did not experience a major interruption in the period between the completion of the DP2 and the launch of the DP3. Disbursement under Pillars B and C

amounted to US\$339,621 and US\$272,565, respectively. Disbursements for preparation of the annual meeting and the program website management and outreach amounted to US\$60,048 and US\$4,100, respectively. Figure 5.2 illustrates the disbursements by pillar and cost center and figure 5.3 the disbursements by category of expense.

**Figure 5.2. MDFT Disbursements by Pillar and Activity**



**Figure 5.3. MDFT Disbursements by Category of Expense (US\$)**



The World Bank contributions in June, July, and December 2016 mentioned earlier were applied to the actual amount disbursed and consequently offset and reduced the total disbursement from the MDTF by \$477,176. The World Bank Financing Framework does not allow the Bank to contribute or to mingle its funding with funding from the trust funds it

administers. Therefore, this contribution was provided at the end of the World Bank financial year and offset the charges made to the MDTF by reversing the actual expenditures charged to the MDTF trust fund. These charges were re-posted and included the program management team salaries and consultant services.



## 6. LOOKING AHEAD: WORKING TOWARD ACHIEVING RESULTS

Now that the transition period between the Second and Third Development Plans, as well as between the former and new program management teams, is completed, SSATP must direct all its energy toward achieving results.

Although interactions with SSATP stakeholders since the launch of DP3 confirm the relevance of the three focus areas of DP3, opposite trends are developing globally. Africa will not remain isolated from these trends, and SSATP, even at its modest level, cannot ignore them. Globalization is being questioned, along with the reality of climate change. Meanwhile, some countries are even trying to resist or go backward in terms of measures to prevent road crashes. Weak implementation of regional trade facilitation policies at the national level is an example of the challenge in reconciling and balancing the global regional interests and national interests. Similarly, cities have to address the challenge of structuring public transport, while responding to concerns from the private transport operators that provide a huge number of jobs and fears that these jobs will disappear. Africa is also suffering from the poor quality of the vehicles imported from the rest of the world, and regulations calling for safer and cleaner vehicles will go against vested interests. These areas are ones in which policies cross with politics. SSATP will

have to listen carefully to its stakeholders and develop policies that are sound and accepted because they bring the most benefits for the African people and are recognized for that.

Working toward achieving results will be the main guiding principle of SSATP for the coming years. The first tranche of activities that are under way will be completed (see the annexes for a timetable for completion of the activities). The second tranche of activities, as agreed during the 2017 General Assembly, will be launched. Implementation of the activities will be the main responsibility of the pillar leaders under the oversight of the program manager.

Beyond outputs, however, SSATP will ramp up its advocacy role. Advocacy is key to achieving and scaling up results as flagged during the midterm review of the Second Development Plan. Strategizing advocacy will be a direct responsibility of the program manager, with implementation again entrusted to the pillar leaders. The advocacy strategy will be based on a three-pronged approach:

- Work with countries directly involved in SSATP activities (such as the six countries involved in the urban transport and mobility study) to identify how they can use the work

of SSATP to move their own policy reform agendas forward.

- Collaborate and work with countries and development partners to identify opportunities for packaging policy reform and investments to ensure that the resources necessary for successful implementation of policies are available and that policies are translated by real actions on the ground.

- Broadly reach out to stakeholders to build awareness about issues, solutions, and results in the areas covered by SSATP activities. This will be done through targeted dissemination, sensitization, and communication.

The team is confident that with this approach, and with the strong support of the General Assembly, the Executive Committee, and broadly the community of stakeholders, the SSATP program will be successful.

# 7. ANNEXES

## Pillar A: Integration, Connectivity, and Cohesion

Table A.1 Pillar A: Results Framework

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

Objective/outcome	Indicators	Means of verification	Risks and mitigation
<b>Promote effective policy and strategy formulation and implementation for corridor development at the country and regional levels</b>	CFTA agreement indicators		<p><b>Risks:</b> No downstream implementation of strategies</p> <p><b>Mitigation:</b> Partnership with development partners</p>
Intermediate outcome	Indicators	Means of verification	Risks and mitigation
<ul style="list-style-type: none"> <li>▪ Consensus built on the strategic orientations for integrated corridor development</li> <li>▪ Consensus built on the strategic orientations for performance-based corridor development plans</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> <li>▪ One REC having adopted strategies for performance-based corridor development</li> </ul>	REC, country, and corridor decisions	<p><b>Risks:</b> SSATP resources will be too limited to fund application of concept of integrated corridor development.</p> <p><b>Mitigation:</b> Partnership with development partners; careful targeting of RECs/countries based on commitment and readiness</p> <p><b>Risks:</b> Lack of inclusive policy dialogue on corridor performance</p> <p><b>Mitigation:</b> Activities related to objective 2</p>
Outputs	Indicators	Means of verification	Risks and mitigation
<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>▪ Case study of integrated corridor development in Africa</li> <li>▪ Review of international good practices</li> <li>▪ Stakeholders' meetings having taken place to advocate integrated corridor development and performance-based corridor development approaches</li> </ul>	SSATP publications and progress reports	

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

Objective/outcome	Indicators	Means of verification	Risks and mitigation
<b>Develop the capacity of institutions<sup>a</sup> for an inclusive policy dialogue on regional integration</b>	One institution meeting capacity criteria (must be sustainable, inclusive, and have monitoring and diagnosis tools)	Institution charters	<b>Risks:</b> Formal existence but no real means for implementation <b>Mitigation:</b> Capacity building
Intermediate outcome	Indicators	Means of verification	Risks and mitigation
1. 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> <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>▪ Budgets of the institutions</li> <li>▪ Decisions of the institutions</li> <li>▪ Transport observatory reports</li> </ul>	<b>Risks:</b> Lack of political will, capacity of governments to contribute to institutions <b>Mitigation:</b> Advocacy
2. Continental framework for co-operation in place through the REC-TCC			
Outputs	Indicators	Means of verification	Risks and mitigation
1. Capacity review of regional integration institutions, including funding needs and ways to involve stakeholders	<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> </ul>	<ul style="list-style-type: none"> <li>▪ Study report</li> <li>▪ Decision by the institution</li> </ul>	
2. Assistance for establishment and expansion of transport observatories	<ul style="list-style-type: none"> <li>▪ Two Regional Economic Communities with unit created having corridor performance monitoring responsibility</li> </ul>	<ul style="list-style-type: none"> <li>▪ Report from RECs or corridor authorities</li> </ul>	
3. Support of regional coordination mechanism	<ul style="list-style-type: none"> <li>▪ Two REC-TCC meetings per year during four years</li> </ul>		

**Outcome 3: Promote efficient logistics services**

<b>Objective/outcome</b>	<b>Indicators</b>	<b>Means of verification</b>	<b>Risks and mitigation</b>
<b>Promote efficient logistics services</b>	Decrease in total logistics cost on selected corridors	Data collected by transport observatories	<b>Risks:</b> Increase in input costs may distort results <b>Mitigation:</b> Adjust with evolution of prices
<b>Intermediate outcome</b>	<b>Indicators</b>	<b>Means of verification</b>	<b>Risks and mitigation</b>
Regulatory framework in place per type of logistics service: <ul style="list-style-type: none"> <li>▪ Trucking services</li> <li>▪ Cost and freight (C&amp;F)</li> <li>▪ Terminal operators</li> <li>▪ Rural logistics</li> <li>▪ Railways</li> <li>▪ Inland waterways</li> <li>▪ Control agencies (customs)</li> <li>▪ Single windows</li> </ul>	Number of countries having adopted revised regulatory framework	REC country gazettes	<b>Risks:</b> Reluctance of operators/agencies to revise regulatory framework <b>Mitigation:</b> Political economy analysis assessing willingness, identifying champions to initiate reform; advocacy work on the cost of inaction
<b>Outputs</b>	<b>Indicators</b>	<b>Means of verification</b>	<b>Risks and mitigation</b>
For each type of logistics service, a case study would <ol style="list-style-type: none"> <li>1. Analyze the problems</li> <li>2. Prepare reform scenarios and review of options</li> <li>3. Quantify the cost of inaction</li> <li>4. Perform a political economy analysis</li> <li>5. Assess the capacity development and training needs for operators</li> </ol>	Three case studies carried out. Each case study covers: <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 and training needs for operators</li> </ul>	Decisions from RECs/countries	

Note. "Institutions" refers to RECs, corridor authorities, national facilitation committees (aligned on a corridor), and industry associations (national or regional federations).

**Table A.2 Pillar A: Synopsis of Regional Integration Short-Term Program of Work (2016/2017)****Outcome 1: Promote effective policy and strategy formulation and implementation for corridor development at the country and regional levels****Intermediate Outcomes**

1. Consensus built on the strategic orientations for integrated corridor development
2. Consensus built on strategic orientations for performance-based corridor development plans  
*Activity 1.1: Strengthen tripartite corridor management institutions*  
*Activity 1.1.1: Support review of MoU and strategic development plan for Maputo Corridor Logistics Initiative (MCLI)*

**Outputs**

1. Assessment of corridor development approaches in Africa and review of REC/corridor strategic development plans
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
3. Program to promote integrated corridor development and performance-based corridor development

**Objectives**

Develop a revised MoU and a new strategic development plan for the period 2017–21 for the MCLI that could address the critical issues of sustainability and relevance as well as make provisions to include Swaziland as member country, thereby creating an enabling institutional, regulatory, and operating environment for the MCLI to operate as an integrated development corridor

*Activity implementation period in FY2016/17*

	2015		2016				2017			
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Partners</b> MCLI										
<i>Status of progress</i>										
Achievements							Pending key milestones			
Launch: September 2016							Final draft of MoU (as reviewed by panel of stakeholders/experts): May 2017			
Inception report: completed							Final draft, strategic development plan, 2017–21 (as reviewed by same panel): April/May 2017 Remarks: MoU and strategic plan to be submitted for adoption by the sector ministers of the three countries (Mozambique, South Africa, Swaziland). It is hoped by September 2017)			
Interim report: completion by mid-February							SSATP support for setting up a transport observatory for the MCLI: starts by March 2017			

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

### Intermediate Outcomes

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

*Activity 2.1: Support Regional Economic Communities Transport Coordination Committee (REC-TCC)*

Outputs	Objectives																														
<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>	<ol style="list-style-type: none"> <li>1. Facilitate and strengthen the REC-TCC in its role as continental platform for policy dialogue and dissemination of best practices on regional integration</li> <li>2. Enable REC-TCC stakeholders to define and monitor implementation of the regional integration pillar work program</li> <li>3. Help the REC-TCC chair develop and conduct his visibility and coordination program of work</li> </ol>																														
<i>Activity implementation period in FY2016/17</i>																															
	<table border="1"> <thead> <tr> <th colspan="2">2015</th> <th colspan="4">2016</th> <th colspan="4">2017</th> </tr> <tr> <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 colspan="10" style="text-align: center;"> </td> </tr> </tbody> </table>	2015		2016				2017				Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4										
2015		2016				2017																									
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4																						
<p><b>Partners</b> REC-TCC stakeholders (RECs, corridor maintenance institutions (CMIs), regional industry associations, development partners)</p>																															
<i>Status of progress</i>																															
Achievements	Pending key milestones																														
First REC-TCC meeting: December 2015, Nairobi	Active participation of Pillar A team and selected core REC-TCC members in SSATP annual meeting in Marrakech, Morocco, February 2017																														
New chair elected for two years (2016–17) with extended mandate																															
Adoption of Pillar A short-term work program for second REC-TCC meeting, November 2016, Abidjan, Cote d'Ivoire	Holding a REC-TCC meeting as part of the annual meeting and adoption of Pillar A long-term work program: February 2017																														
Review of status of activity progress and adoption of a Pillar A draft extended work program (2017–18)	Preparation of next REC-TCC meetings under DP3: (two per year)																														

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

### Intermediate Outcomes

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

*Activity 2.2: Develop key port performance indicators*

### Outputs

1. Assessment of corridor development approaches in Africa, review of REC and corridor strategic development plans
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
3. Program to promote integrated corridor development and performance-based corridor development

### Objectives

Develop and make available a harmonized set of port performance indicators (PPIs) 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, Mombassa, Djibouti)

**Phase 2:** Consolidate and analyze the data and PPIs collected in the pilot ports, produce pilot PPIs for 2014/2015, and develop a comprehensive summary of the findings and recommendations as well as a policy note for ports in the form of guidelines for the collection, production, and use of port performance indicators

*Activity implementation period in FY2016/17*

	2015		2016				2017			
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Partners</b> Port Management Association of West and Central Africa (PMAWCA), Port Management Association of East and Southern Africa (PMAESA)										
	<i>Status of progress</i>									
	Achievements						Pending key milestones			
	IT systems in 10 pilot ports: completed by October 2016						Adoption of final consolidated summary and guidelines: February/March 2017			
	Synthesis report on findings and analysis of the status of the 10 ports: adopted and presented to the two port associations in November 2016						Publication of the guidelines and pilot PPIs (hard format and posting on SSATP website): May/June 2017			
	Draft of consolidated document, pilot PPIs, and guidelines on PPIs: under review since December 2016 and to be completed by mid-February and presented at the SSATP annual meeting in Marrakech, Morocco						<i>Remarks</i> Capacity building of the ports and the associations: starts by March/April 2017			

### Outcome 3: Promote efficient logistics services

#### Intermediate Outcomes

1. Regulatory framework in place per type of logistic service:

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

*Activity 3.1: Guidelines on container terminal concessions and PPIs in African ports*

*Activity 3.1.1: Guidelines on container terminal concessions*

#### Outputs

For each type of logistics service, a case study:

1. Analysis of the problems
2. Preparation of reform scenarios and review of options
3. Quantification of the cost of inaction
4. Political economy analysis
5. Assessment of capacity development and training needs for operators

#### Objectives

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 authority executive staff better prepare for the concession process, the design of the contract, and the subsequent management of the concession

*Activity implementation period in FY2016/17*

	2015		2016				2017			
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Partners</b>										
Port Management Association of West and Central Africa (PMAWCA), Port Management Association of East and Southern Africa (PMAESA), regional shippers' organizations										
	<i>Status of progress</i>									
Achievements	Pending key milestones									
Launch: April 2016	Presentation of the final draft at the next SSATP annual meeting									
Review and adoption of extended outlines: October 2016	Conduct of ownership and advocacy activities by port associations and regional shippers' organizations									
Draft guidelines developed and reviewed: November–December 2016	Publication and posting of the guidelines: May/June 2017									
Final draft of the guidelines: under review since December to be adopted by mid-February 2017										

### Outcome 3: Promote efficient logistics services (cont.)

#### Intermediate Outcomes

1. Regulatory framework in place per type of logistic service:

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

*Activity 3.2. One Stop Border Post (OSBP) and integrated border management*

*Activity 3.2.1. Advocacy on OSBP Source Book 2 and promotion of integrated border management*

#### Outputs

For each type of logistics service, a case study:

1. Analysis of the problems
2. Preparation of reform scenarios and review of options
3. Quantification of the cost of inaction
4. Political economy analysis
5. Assessment of capacity development and training needs for operators

#### Objectives

Provide policy advice on OSBP version 2 (more focus on reform and soft issues than on physical facilities) and promote a better approach to coordinated border management

*Activity implementation period in FY2016/17*

2015		2016				2017			
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

#### Partners

JICA, AfDB, UEMOA, COMESA, EAC, SADC, ECOWAS, CMIs, IRU/AACE

*Status of progress*

Achievements

Pillar A contributions and inputs to the review of OSBP Source Book 1 and the development of OSBP Source Book 2 (mid-2015 to mid-2016)

Contribution to the advocacy on OSBP Source Book 2 during TICAD VI in Nairobi, August 16, 2016

Pending key milestones

Develop sensitization modules and organize webinars/VC sessions for task team leaders (TTLs) from the World Bank and AfDB

Partnership with JICA for the identification and design of other advocacy campaigns to be conducted at the REC/CMI level, depending on the needs expressed

Partnership with JICA for regional / corridor launching event of OSBP Source Book 2

Dissemination of best practices and capacity building for integrated border management

**Outcome 3: Promote efficient logistics services (cont.)**

**Intermediate Outcomes**

1. Regulatory framework in place per type of logistic service:
  - Trucking services
  - C&F
  - Terminal operators
  - Rural logistics
  - Railways
  - Inland waterways
  - Control agencies (Customs)
  - Single windows

*Activity 3.2.2. Corridor performance monitoring in East and Southern Africa*

**Outputs**

For each type of logistics service, a case study:

1. Analysis of the problems
2. Preparation of reform scenarios and review of options
3. Quantification of the cost of inaction
4. Political economy analysis
5. Assessment of capacity development and training needs for operators

**Objectives**

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 East and southern Africa using GPS data obtained from the truck fleet management systems and customs tracking systems

*Activity implementation period in FY2016/17*

	2015		2016				2017			
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Partners</b> SADC, COMESA, EAC, CMI in East and southern Africa, USAID Southern Africa, FESARTA										
<i>Status of progress</i>										
	Achievements						Pending key milestones			
	Proposed routes, type and format of data, indicators, geofenced areas, and website format under review to align with SSATP needs since November 2016						Pilot website to be presented during the SSATP Morocco annual meeting  Inception report: by end February 2017  CPMS development to be finalized and data feed to be continued by June 2017  SSATP to host CPMS until 2018 pending identification of a permanent host institution (industry association, group of CMIs)  Conduct capacity building of the said host			

**Table A.3 Pillar A: Short-Term Work Program and Related Outcomes**


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


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<i>Support the tripartite (SADC–EAC–COMESA) corridor management institutions</i>	Aimed at promoting corridor management institutions (CMIs) that include integrated development and performance-based management in their driving principles	Component 1: Promote the concept of integrated corridor development  Component 2: Promote policies to improve corridor performance: establish a performance-based monitoring mechanism within the Maputo Corridor Logistics Initiative
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**Outcome 2: Develop the capacity of institutions for an inclusive policy dialogue on regional integration**


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<i>Capacity development for trade facilitation for West Africa Monetary Zone (WAMZ) countries</i>	Aimed at strengthening the capacity of the West African Monetary Institute (WAMI) and the national transit and transport facilitation communities for an enhanced policy dialogue among stakeholders at the national and regional levels, with a view toward opening up the Economic Community of West African States (ECOWAS) space to WAMZ countries through trade facilitation and dialogue
<i>Support of the Regional Economic Communities Transport Coordination Committee (REC-TTC)</i>	Aimed at ensuring that the REC-TCC operates as a streamlined continental framework for cooperation on regional integration and will facilitate the monitoring of Pillar A activities
<i>Support of RECs for trucking industry regulatory framework (West and Central Africa)</i>	Aimed at providing support of the Regional Economic Communities and countries in Africa so they can set up legal and regulatory frameworks to improve the performance of logistics operators

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**Outcome 3: Promote efficient logistics services**


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<i>Tripartite (SADC–EAC–COMESA) regional standards for road transport</i>	Aimed at creating the conditions for a tripartite-wide market for tracking services through harmonized standards, thereby eliminating barriers to entry and promoting a competitive and efficient regional trucking industry
<i>Guidelines on container terminal concessions and port performance indicators in African ports</i>	Provide technical assistance to ports in PMAWCA and PMAESA member states for container terminal concessions and port performance indicators in order to yield better outcomes from the container terminal concessions
<i>One-Stop Border Posts (OSBPs) and integrated border management</i>	Provide advocacy and policy advice on OSBP Source Book 2 and subsequent dissemination among stakeholders to ensure the promotion of second-generation OSBPs within RECs, corridor management institutions, and countries, as well as among development partners, for a better design of border crossing interventions that reduce delays
<i>Dry ports and corridor efficiency</i>	Provide policy advice on the development and management of dry port facilities along corridors with a view toward enhancing corridor performance and reducing costs

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## Pillar B: Urban Transport and Mobility

Table B.1 Pillar B: Results Framework

Objective/outcome	Indicators	Means of verification	Risks & mitigation
<b>Secure universal access by sustainable transport for urban populations by 2030</b>	As defined in the SDGs	UN report on progress in achieving the SDGs	
Intermediate outcome	Indicators	Means of verification	Risks & mitigation
<p><i>ENABLE.</i> National and urban decision makers and technical staff aim at adopting and putting in place sustainable urban transport planning, monitoring, coordination, and financing mechanisms</p> <p><i>AVOID.</i> 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 nonmotorized transport</p> <p><i>SHIFT.</i> Urban decision makers and technical staff have knowledge of and have competently completed the preliminary steps toward adopting and implementing sound integrated multimodal urban mobility plans with a particular emphasis on the promotion of nonmotorized transport modes and the restructuring of informal public transport services</p> <p><i>IMPROVE.</i> Urban decision makers and technical staff have knowledge of and have competently completed the preliminary steps toward adopting and implementing the key measures needed to improve traffic conditions in African cities</p>	<ul style="list-style-type: none"> <li>▪ Number of references to SSATP best practice standards in official documents regarding the creation of an urban transport lead agency; the establishment of financing mechanisms for urban transport; the adoption of urban forms that minimize the need for motorized transport; the preparation of integrated multimodal urban mobility plans; the improvement of nonmotorized transport modes; the restructuring and modernization of informal public transport operators; and the adoption of sound traffic and parking policies. <i>Baseline: 0; Target: 15 references (one for any of the six topics of DP3)</i></li> <li>▪ Number of urban areas where the preparation of strategies for the creation of an urban transport planning, monitoring, and coordination agency in a major urban area; or the establishment of financing mechanisms for urban transport; or better integration of land use and transport; or the elaboration of an integrated multimodal urban mobility plan; or the design of a program for improving nonmotorized transport modes; or the restructuring and modernization of informal public transport operators; or the improvement of traffic and parking conditions has been initiated and SSATP best practice standards have been used. <i>Baseline: 0; Target: 10 urban areas</i></li> <li>▪ Number of urban areas where sound programs exist for the creation of an urban transport planning, monitoring, and coordination agency; or financing mechanisms for urban transport have been established; or the nonmotorized transport modes have been improved; or the restructuring and modernization of informal public transport operators have been drafted with support from SSATP best practice standards and submitted to the highest decision-making authorities; or where the elaboration of an integrated multimodal urban mobility plan or a traffic and parking management program has started with support from SSATP best practice standards. <i>Baseline: 0; Target: 3 urban areas</i></li> </ul>	<p>Official documents provided by SSATP coordinators and members of SSATP urban mobility and accessibility working groups</p> <p>Strategy documents provided by SSATP coordinators and members of SSATP urban mobility and accessibility working groups</p> <p>Program documents provided by SSATP coordinators and members of SSATP urban mobility and accessibility working groups</p>	

Outputs	Indicators	Means of verification	Risks & mitigation
<b>Knowledge creation and dissemination</b>	Number of working groups. <i>Baseline: 0; Target: 20</i>	Recommendations of meetings	
1. Best practice standards	Publication of best practice standards. <i>Baseline: 0; Target: 6</i>	Best practices documents published by SSATP and made available on SSATP website	
	Publication of research papers and strategy notes on urban form and land use. <i>Baseline: 0; Target: 4</i>	Research papers and strategy notes published by SSATP and made available on SSATP website	
2. Advocacy and dissemination workshops	Number of decision makers and technical staff who have attended SSATP workshops. <i>Baseline: 0; Target: 400</i>	Proceedings of workshops	
3. SSATP e-platform	Number of entries on urban mobility CoP (community of practices). <i>Baseline: 0; Target: 100</i>	Participants registered in the CoP	
<hr/>			
<b>Capacity building</b>	Implementation documents completed. <i>Baseline: 0; Target: 5</i>	Implementation documents available on SSATP website	
1. Implementation documents adapted to the specific context for the establishment of urban transport agencies, the setting up of financial systems, and the restructuring of informal public transport services			
2. Strategy notes presenting issues related to, and key features of, sound integrated multimodal urban mobility plans and traffic management plans, as well as the terms of reference to prepare these plans	Strategy notes completed. <i>Baseline: 0; Target: 4</i>	Strategy notes available on SSATP website	
3. Increased capability of technical staff on these subjects	Number of decision makers and technical staff who have been actively involved. <i>Baseline: 0; Target: 100</i>	Proceedings of workshops	
4. Training events	Number of decision makers and technical staff who have attended SSATP workshops. <i>Baseline: 0; Target: 150</i>	Proceedings of workshops	

Table B.1 Pillar B: Results Framework

<b>Objective/outcome</b>	Secure universal access by sustainable transport for urban populations by 2030		
<b>Indicators/means of verification</b>	As defined in the Sustainable Development Goals (SDGs) of United Nations report on progress in achieving the SDGs		
<b>Intermediate outcomes 1 and 2</b>			
<b>ENABLE</b> - 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>Activity 1: Institutional</b>	Focuses on 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		
	Objectives	To enable national and urban decision makers and technical staff to adopt and put in place sustainable urban transport planning, monitoring, coordination, and financing mechanisms  Relates to the “Enable” aspect of the intermediate outcome of the results framework by creating a long-term instrument to support the establishment of entities in charge of urban transport planning; can be regularly updated or upgraded	
	Task/activity name	Develop and publish guidelines to serve as roadmap to support the establishment of an entity in charge of urban transport planning, management, and coordination with all stakeholders	
	Scope of work	<ul style="list-style-type: none"> <li>▪ Review of emerging issues and existing country case situations</li> <li>▪ Review of experience in Africa and good practice countries for adoption</li> <li>▪ Identification and analysis of current good practices</li> <li>▪ Definition of objectives, results, and key success factors for such entities</li> <li>▪ Preparation of roadmaps as best practice standards to adopt</li> </ul>	
	Deliverables	Best practice standards for establishment of urban transport agencies (detailed responsibilities of agency, standard decree for creation of agency, organizational chart, job description for key positions, indicative budget and financing options)  * Best practice standards will include detailed documentation presenting country situation, international experience, and specific African constraints and opportunities	
	Stakeholders and role	SSATP pilot countries with specific role in rolling over the concept for replication  Pilot countries providing support as host with designated lead agency for the study and best practice standards	
	Pilot activities (first phase)	First phase of eight pilot countries for the integrated program for institutional entity in charge of urban transport planning	
	Expected outputs	Establishment of a clearly defined entity in charge of urban transport management and coordination	Ensuring that key responsibilities are properly assigned and carried out
	Indicators	Number of countries setting up an entity in charge of urban transport planning, guiding, and coordinating public transport aimed at provision of a multi-modal urban transport system	Number of countries ensuring that main urban public transport responsibilities at the urban/metropolitan level are clearly assigned and carried out

<b>Activity 1: Institutional</b>	<i>Means of verification</i>	References to SSATP best practice standards in official documents regarding the creation of an urban transport planning, monitoring, and coordination agency	Official strategy and program documents provided by SSATP coordinators and members of SSATP urban mobility and accessibility working groups
	<i>SSATP DP3 period UTM implementation plan</i>	Investigate the specific country cases, focusing on those considered most successful in terms of the institutional matrix in order to identify the critical factors necessary to improve institutional coverage and coordination	
	<i>Outcomes</i>	<p>Technical support provided in using knowledge-based approach to enable national and urban decision makers and technical staff to adopt and put in place sustainable urban transport planning, monitoring, coordination, and financing mechanisms</p> <p>Develop the strategic interventions required for sustainable urban transport management approaches to creating an enabling institutional arrangement</p> <p>Develop and publish guidelines to support the establishment of an entity in charge of urban transport planning, management, and coordination with all stakeholders</p> <p>Provide roadmap to serve as guidance in setting up a metropolitan entity in charge of urban transport planning</p>	
	<i>EASI institutional DP3 deliverable</i>	Best practice standards for the UTM pilot countries in the form of guidelines to serve as a roadmap for the establishment of urban transport agencies (detailed responsibilities of agency, standard decree for creation of agency, organizational chart, job description for key positions, indicative budget and financing options)	
Activity schedule	2016/17	2017/18	2018/19
	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4

<b>Objective/outcome</b>	Secure universal access by sustainable transport for urban populations by 2030
<b>Indicators/means of verification</b>	As defined in the Sustainable Development Goals (SDGs) of United Nations report on progress in achieving the SDGs

**Intermediate outcomes 1 and 2**

**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>Strengthening of the financial framework for urban transport management in African cities by developing and publishing guidelines to support the establishment of a sustainable financing mechanism</b>	
<b>Objectives</b>	<p>To enable national and urban decision makers and technical staff to adopt and put in place sustainable urban transport planning, monitoring, coordination, and financing mechanisms</p> <p>Relates to the “Enable” aspect of the intermediate outcome of the results framework by creating a long-term instrument to support the implementation of sustainable financing mechanisms that can be regularly updated or upgraded</p>
<b>Task/activity name</b>	Develop and publish guidelines to serve as a roadmap to support the establishment of sustainable financing mechanisms for urban transport systems in cities
<b>Scope of work</b>	<p>Review of existing country conditions and case studies for adoption</p> <p>Review of experience in Africa and in emerging countries with urban transport financing mechanisms</p> <p>In-depth analysis of financing mechanisms and opportunities in urban areas in Africa (eight pilot countries)</p> <p>Identification and analysis of current best practices for replication</p> <p>Definition of objectives, results, and key success factors for sustainable financing</p> <p>Preparation of best practice standards and roadmap for program implementation</p>
<b>Deliverables</b>	Best practice standards for the design and implementation of sustainable financing mechanisms for urban transport systems of pilot countries
<b>Stakeholders and role</b>	<p>SSATP member countries with specific role prepared to roll over the financing concept for replication</p> <p>Pilot countries providing championship support as host with designated lead agency for best practice standards applications</p>
<b>Pilot activities</b>	Proposed pilot countries (champions) for the development of guidance on setting up sustainable financing mechanisms for urban transport system
<b>Potential partners/donors</b>	AfDB, PPIAF, ITDP and UN-Habitat
<b>Outputs</b>	Investigate urban financing mechanisms and approaches to follow (such as the applicability of road fund experience) in cities in order to move toward the establishment of sustainable financial resources for urban transport programs

**ACTIVITY 2 : FINANCING**



**Intermediate outcome 3**

**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 nonmotorized transport.*

Presenting guidelines with respect to effective public participation for both a specific sector initiative (projects/policy) and a general discussion/exploration of the situation in the urban transport as an initial step toward establishing a national strategy		
<b>ACTIVITY 3: PUBLIC TRANSPORT ASPECTS</b>	Objectives	<p>Urban decision makers and technical staff have knowledge of and have competently completed the preliminary steps toward adopting and implementing sound integrated multimodal urban mobility plans with a particular emphasis on the promotion of nonmotorized transport modes and restructuring of informal public transport services</p> <p>The enable/shift long-term instrument can support implementation of the multimodal approach and pro-pedestrian measures that can regularly be updated or upgraded</p>
	Task/activity name	Develop and publish guidelines to support a multimodal approach to the development and management of urban transport systems and promote nonmotorized transport modes
	Scope of work	<ul style="list-style-type: none"> <li>▪ Review of existing and emerging situations for the development of public transport</li> <li>▪ Review of experience in Africa and in emerging countries for adopted practices and lessons</li> <li>▪ Identification and analysis of current best practices</li> <li>▪ Definition of objectives, results, and key success factors for multimodal planning and promotion of nonmotorized modes</li> <li>▪ Preparation of best practice business standards</li> </ul>
	Deliverables	<p>Best practice standards for the preparation and adoption of integrated multimodal urban transport plans and for the promotion of nonmotorized transport modes</p> <p>*All best practice standards will include a detailed roadmap adopting international experience and specific African constraints and opportunities</p>
	Stakeholders and role	<p>SSATP client pilot countries with specific role of rolling over the concept for replication</p> <p>Pilot countries providing support as host with designated lead agency for the study and best practice case applications</p>
	Pilot activities	Proposed pilot countries (champions) for the development of roadmaps for the introduction of an integrated public transport approach
	Indicators	Number of urban areas where policy decisions and strategies have been drafted with support from SSATP best practice standards and submitted to the highest decision-making authorities, or where the elaboration of an integrated multimodal urban mobility plan has started with support from SSATP best practice standards

<b>ACTIVITY 3: PUBLIC TRANSPORT ASPECTS</b>	Potential partners/donors	GIZ/SUTP, UNEP, UN-Habitat, CODATU											
	Outputs	Adoption of urban forms that minimize the need for motorized transport Creation of the preconditions for continued civil society participation in the development of urban transport systems											
	Indicators	Number of urban areas in which the preparation of strategies for better integration of land use and transport developed											
	Means of verification	Number of countries developing an integrated urban public transport strategy											
	SSATP DP3 period UTM implementation plan	Focus on helping cities determine how to best improve public transport with a view toward developing environmentally friendly public transport means that can address the climate change agenda											
	Outcomes	Develop and publish guidelines to support restructuring and modernization of informal public transport operators and their full integration in the transport system											
	EASI public transport DP3 UTM deliverable	Primarily addressing paratransit due to its significant role in providing basic mobility, offering options ranging from incremental improvements to ambitious initiatives, based mainly on the African experience											
Activity schedule	2016/17				2017/18				2018/19				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	

**Intermediate outcome 4:**

**SHIFT** - *Urban decision makers and technical staff have knowledge of and have competently completed the preliminary steps toward adopting and implementing sound integrated multimodal urban mobility plans with a particular emphasis on the promotion of nonmotorized transport modes and the restructuring of informal public transport services.*

Focuses on multimodal planning and operations in city centers, seeking how to best improve nonmotorized transportation and traffic management and highlighting the critical need to improve these modes within city centers. As a crucial way to combat urban sprawl, improve the safety of the movement of both people and goods and enhance the appropriateness and use of nonmotorized transport modes

<b>MU</b>	Objective	To enable urban decision makers and technical staff to apply urban forms that minimize the need for motorized transport and favor public and nonmotorized transport
	Task/activity name	Foster Africa-based research works about urban forms as a potential main lever for reducing travel needs in urban areas
	Scope of work	<ul style="list-style-type: none"> <li>▪ Analysis of urban forms and impacts on accessibility and mobility</li> <li>▪ Development of policy-driven scenarios of urban planning and urban transport development over a 30- to 40-year time horizon in cities</li> <li>▪ Identification of effective action levers in land-use management for short-, middle-, and long-term orientations</li> <li>▪ General recommendations to decision makers and stakeholders for more sustainable urban forms and land use</li> <li>▪ Specific recommendations to decision makers and stakeholders for more sustainable urban forms and land use in cities of the pilot countries</li> </ul>
	Deliverables	Recommendations for urban forms and land-use plans in Africa that promote accessibility and ways to overcome barriers to land use and transport integration
	Stakeholders and role	SSATP member countries and regional institutions working on urban forms
	Activities	Proposed pilot countries (eight countries on the first phase) for the development of an integrated urban transport study
	Potential partnerships/donors	National research institutes in different countries, Urbanization Review, UN Habitat, UNEP
	Outputs	<p>Develop and publish guidelines to support a multimodal approach for the management of urban transport systems and promote nonmotorized transport modes</p> <p>Foster Africa-based research works about urban forms in Africa as a potential main lever for reducing travel needs in urban areas</p>
	Indicators	<p>Number of urban areas where sound programs for urban transport, or the improvement of nonmotorized transport modes, or the restructuring and modernization of informal public transport operators have been drafted</p> <p>Number of countries with best practice standards where the elaboration of an integrated multimodal urban mobility plan was drafted or a traffic and parking management program implementation started</p>

<b>MU</b>	Means of verification	Reports and reference documents using guidelines developed with support from SSATP best practice standards											
	SSATP DP3 period UTM pillar implementation plan	<p>Study the planning and operations aspects in city centers to best improve nonmotorized transportation and traffic management, highlighting the critical need to improve these modes within city centers</p> <p>As a crucial way to combat urban sprawl, improve the safety of the movement of both people and goods and enhance the appropriateness of use of nonmotorized transport modes</p>											
	Outcomes	<p>Develop and publish guidelines to support a multimodal approach to the development and management of urban transport systems and promote nonmotorized transport modes</p> <p>Provide analytical assessment and technical input to foster research works about urban forms in cities as a potential main lever for reducing travel needs in urban areas</p>											
	EASI multimodal DP3 UTM deliverable	<p>Best practice standards, in the form of guidelines to serve as a roadmap for implementation, for the development of multimodal planning and operations for city centers (execution of nonmotorized transport and traffic management improvement programs)</p> <p>Provide the roadmap to address issues related to promoting urban forms that minimize the demand for private motor vehicle use, introduce a multimodal approach to transport system management, and develop networks of pedestrian infrastructure that are continuous and safe</p>											
Activity schedule	2016/17			2017/18				2018/19					
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q4	Q2	Q3	Q4	

**Intermediate outcomes 5 and 6:**

**IMPROVE** - Urban decision makers and technical staff have knowledge and have competently completed the preliminary steps toward adopting and implementing the key measures needed to improve traffic conditions in African cities.

Activity 5: Focuses on helping cities determine how to best improve public transport with an eye toward developing environmentally friendly mass transport that can address the climate change agenda, primarily addressing paratransit due to its significant role in providing basic mobility and offering options ranging from incremental improvements to ambitious initiatives based on the African experience.

Activity 6: Focuses on activities mainly related to secondary cities and their transport challenges. National government practitioners must be made more aware of the importance of the problems in secondary cities. These cities are taken into account as cross-cutting cases in the other activities of the urban transport pillar.

**TRAFFIC MANAGEMENT AND URBAN FORMS IN CITIES & SECONDARY CITIES**

Objectives	Urban decision makers and technical staff have knowledge of and have competently completed the preliminary steps toward adopting and implementing implementation of efficient traffic and parking management, sound integrated multimodal urban mobility plans with an emphasis on the promotion of nonmotorized transport modes, and restructuring of informal public transport services.
Task/activity name	Develop and publish guidelines to support the restructuring and modernization of informal public transport operators, implementation of efficient traffic and parking management, and their full integration in the transport system
Scope of work	<ul style="list-style-type: none"> <li>▪ Review of the existing literature on this topic</li> <li>▪ Review of the existing and emerging experience of countries</li> <li>▪ Identification and analysis of current best practices for adoption</li> <li>▪ Definition of objectives, results, and key success factors for restructuring, modernization, and integration of paratransit in formal public transport systems</li> <li>▪ Preparation of best practice standards and a roadmap to serve as an action plan</li> </ul>
Deliverables	Best practice standards for restructuring and modernizing informal public transport operators *All best practice standards will include a detailed paper presenting international experience and specific African constraints and opportunities
Stakeholders and role	SSATP member countries with specific role of rolling over the concept for replication Pilot countries providing championship support as host with designated lead agency for the study and best practice case analysis
Pilot activities	<p>Proposed pilot countries (champions) for the development of guidance on the restructuring and modernization of informal public transport operators</p> <p>Development and publication of guidelines to support planning and implementation of efficient traffic and parking management</p> <p>Programs supporting secondary cities in urban transport aimed at establishing and disseminating guidelines, collaborating in pilot projects, and promoting replication of these successful experiences</p>

Indicator	<p>Number of countries with an elaboration of an integrated multimodal urban mobility plan or the design of a program for improving nonmotorized transport modes</p> <p>Restructuring and modernization of the informal public transport operator where improvement of traffic and parking conditions has been initiated and SSATP best practice standards have been used</p> <p>Number of countries focusing on nonmotorized transport/traffic management and public transport, addressing the situation of secondary cities in their diagnostic and guidelines</p>											
Means of verification	<p>Reports and reference documents using guidelines developed with support from SSATP best practice standards</p>											
SSATP DP3 UTM pillar implementation plan	<p>Focus on nonmotorized transport/traffic management and public transport, which mainly focuses on primary cities, will also address the situation of secondary cities in their diagnostic and guidelines</p>											
Outcomes	<p>Broader focus to allow for illuminating comparison and highlight that primary cities represent what could well happen to secondary cities if corrective actions are not taken in a timely manner</p>											
EASI multimodal DP3 UTM deliverable	<p>Best practice standards, in the form of guidelines, for the development of a national urban transport strategy (to mainly serve secondary cities). This relates to defining, adopting, and implementing, at the central government level, a national urban transport strategy that ensures the sustained development and management of urban transport systems in secondary cities.</p>											
Activity schedule	2016/17				2017/18				2018/19			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

<b>Knowledge creation and capacity building</b>																																					
Objectives	This cross-cutting activity contributes to all outcomes of the urban transport and mobility pillar activities: development of a professional community at the continental level																																				
Task/activity name	Organize a conference and workshop cycle to build ownership of policy measures and support dissemination of the guidelines and the results of research projects																																				
Scope of work	<ul style="list-style-type: none"> <li>▪ Define and organize a conference cycle to disseminate SSATP documents and increase the knowledge of decision makers and key technical staff about urban mobility issues and policy-driven development</li> <li>▪ Create and animate an e-platform to share among all concerned all documents of SSATP and of other partners</li> <li>▪ Establish and moderate a professional network on urban mobility in Africa</li> </ul>																																				
<b>Knowledge creation &amp; dissemination</b>	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top;">Best practice standards</td> <td style="vertical-align: top;"><i>Indicators</i></td> <td style="vertical-align: top;"><i>Number of virtual meetings of work groups</i></td> </tr> <tr> <td></td> <td> <ul style="list-style-type: none"> <li>▪ Means of verification</li> <li>▪ Minutes of meetings</li> <li>▪ Publication of best practice standards</li> </ul> </td> <td> <ul style="list-style-type: none"> <li>▪ Publication of research papers (attached to MoUs with specialized universities and centers of excellence) on urban transport studies and strategy notes on urban form and land use</li> <li>▪ Research papers and strategy notes published by SSATP and made available on SSATP website</li> </ul> </td> </tr> </table>	Best practice standards	<i>Indicators</i>	<i>Number of virtual meetings of work groups</i>		<ul style="list-style-type: none"> <li>▪ Means of verification</li> <li>▪ Minutes of meetings</li> <li>▪ Publication of best practice standards</li> </ul>	<ul style="list-style-type: none"> <li>▪ Publication of research papers (attached to MoUs with specialized universities and centers of excellence) on urban transport studies and strategy notes on urban form and land use</li> <li>▪ Research papers and strategy notes published by SSATP and made available on SSATP website</li> </ul>																														
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Advocacy and dissemination workshops	Number of decision makers and technical staff who have attended SSATP workshops Proceedings of workshops																																				
SSATP e-platform	Number of entries on urban mobility CoP (community of practices) Participants registered in the CoP																																				
<b>Capacity building</b>	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top;">Increased capability of technical staff on these subjects</td> <td>Number of decision makers and technical staff that have been actively involved Proceedings of workshops</td> </tr> <tr> <td style="vertical-align: top;">Training events</td> <td> <ul style="list-style-type: none"> <li>▪ Number of decision makers and technical staff who have attended specialized training and tailor-made programs organized by SSATP in partnership organizations such as LUTP and UNITAR with MoUs for partnerships and series of training</li> <li>▪ Proceeding reports of training sessions and certification/accreditation of participation</li> </ul> </td> </tr> </table>	Increased capability of technical staff on these subjects	Number of decision makers and technical staff that have been actively involved Proceedings of workshops	Training events	<ul style="list-style-type: none"> <li>▪ Number of decision makers and technical staff who have attended specialized training and tailor-made programs organized by SSATP in partnership organizations such as LUTP and UNITAR with MoUs for partnerships and series of training</li> <li>▪ Proceeding reports of training sessions and certification/accreditation of participation</li> </ul>																																
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Activity schedule	<table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th colspan="4">2016/17</th> <th colspan="4">2017/18</th> <th colspan="4">2018/19</th> </tr> <tr> <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 style="height: 20px;"> </td> <td> </td> </tr> </tbody> </table>	2016/17				2017/18				2018/19				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4												
2016/17				2017/18				2018/19																													
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4																										

Table B.3 Pillar B: Synopsis of UTM Pillar Activities and Related Outcomes

*Fostering knowledge and institutional strengthening for sustainable urban transport and mobility strategies in cities*

**Contribute toward achieving the SDG goal “Secure universal access by sustainable transport for urban populations by 2030**

Intermediate outcome	Objectives	Outcome indicators	Accomplishments / activities
<p>1. 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</p> <p>2. Urban decision makers and technical staffs have knowledge of and start to apply urban forms that minimize the need for motorized transport and favor public and nonmotorized transport</p> <p>3. Urban decision makers and technical staff have knowledge of and have competently completed preliminary steps toward adopting and implementing sound integrated multimodal urban mobility plans, with a particular focus on the promotion of nonmotorized transport modes and the restructuring of informal public transport services</p> <p>4. Urban decision makers and technical staff have knowledge of and have completed preliminary steps toward adopting and implementing key measures needed to improve traffic conditions cities</p>	<p>The objective of the ongoing integrated study in pilot countries and cities is to develop and publish guidelines that support</p> <ul style="list-style-type: none"> <li>▪ Establishing a clearly defined entity in charge of urban transport management and coordination, as well as ensuring that key responsibilities are properly assigned and executed</li> <li>▪ Strengthening the financial framework for urban transport management in Africa to support the establishment of sustainable financing mechanisms</li> <li>▪ Promoting effective public participation, both for a specific sector initiative (projects/policy) and a general discussion / exploration of the situation in urban transport as an initial step toward establishment of a national strategy</li> <li>▪ Improving nonmotorized transportation and traffic management, highlighting the critical need to improve these modes within city centers</li> <li>▪ Improving public transport with a view to develop environmentally friendly mass transport that can address the climate change agenda</li> <li>▪ Focusing on activities mainly related to secondary cities on urban transport challenges</li> </ul>	<ul style="list-style-type: none"> <li>▪ The pilot country case studies for integrated urban transport will provide a roadmap for the implementation of programs</li> <li>▪ Priority investment projects selected and a roadmap for program implementation presented for the consideration of countries</li> <li>▪ Technical inputs provided for policy decision to make informed decision on the urban transport and mobility needs for cities in Africa</li> <li>▪ Overall, enable cities in Africa to make informed decisions and to enable experts to flag policy issues and implementation challenges to be considered in the pillar structure</li> <li>▪ Capturing and adapting regional good practice cases and lessons to give clear perceptions about the concerns and prioritization and sequencing of urban transport policy measures that can inform program design</li> <li>▪ Informing and familiarization of the possible interventions for quick project implementation arrangements</li> <li>▪ Consensus on broad outcomes and action plan for the way forward</li> </ul>	<ul style="list-style-type: none"> <li>▪ Development of a generic terms of reference (TOR) for a comprehensively integrated UTM study</li> <li>▪ UTM concept framework prepared and processed following the operational working system</li> <li>▪ TOR specifying the component activities prepared and reviewed by working teams</li> <li>▪ TOR shared with stakeholders and partners to comment on study relevance and complementarity to other initiatives and country situation</li> <li>▪ General guideline note prepared for users on the SSATP DP3 UTM pillar program components</li> <li>▪ During the SSATP team mission, a consultation and sensitization were conducted in the pilot countries to confirm their readiness, relevance, and preparedness as implementing partners through the task team leaders.</li> <li>▪ Conducted complementarity check of the TOR against other initiatives for urban transport study for cities in Africa</li> <li>▪ Prepare bidding document calling for submission of technical proposals for evaluation which is under evaluation to award of contracts by March, 2017</li> <li>▪ Way forward: Launch the integrated study for the eight pilot countries, follow up on delivery of preliminary reports, and prepare draft urban transport policy documents to serve as a roadmap</li> </ul>

*Capacity building and knowledge creation*

**Present knowledge-based conceptual framework, international experience of urban transport, and transport system development issues and assess the urban transport situation in African cities based on domestic practices**

Intermediate outcome	Objectives	Expected outcomes	Accomplishments / activities
Partnership with home-based African universities and academic institutions	Objective is to enhance research and studies to support UTM activities for sustainable urban transport management	The proposed components for the partnership suggested will include: <ul style="list-style-type: none"> <li>Curriculum development</li> <li>UTM mid-career training</li> <li>Forum networking of African universities for the creation of urban transport think-tank grouping</li> <li>ICT-based information and database center laying the ground for the establishment of a Transport Institute</li> <li>Dissemination of publications of research products to forums and program</li> </ul>	<ul style="list-style-type: none"> <li>UTM pillar undertook series of consultative discussions with the Institute of Development Research at the University of Nairobi as a pilot initiative to partner with regional networks</li> <li>Developed the concept proposal and MoU for next steps, and final draft is being reviewed before initiating the process for clearance and signing of MoU</li> <li>Way forward: Following the East African experience, the intention is to initiate networking with other African universities in West and southern Africa. The aim is to replicate the MoU with universities, centers of excellence, and research centers in Africa</li> </ul>
Midcareer training on UTM components	Conduct the Leaders in Urban Transport Training Program (LUTP)	Planning two regional training series for anglophone and francophone countries (March–June 2017) to run in parallel with the study	<ul style="list-style-type: none"> <li>Mobilize required resources to invite client countries to nominate participants</li> <li>Nominate participants related to the UTM tasks in countries and conduct the online course, which will proceed to the face-to-face training</li> <li>Way forward: Conduct country-based LUTP training based on the availability of resources</li> </ul>
Call for proposals to universities and centers of excellence (Transforming Transportation Forum at the World Bank)	Objective is to create a partnership of universities and SSATP to collaborate on implementation of the components of the SSATP in Africa	Intends to help regional transport capacity building program by framing research and studies from selected Africa-based universities  Take part in forums such as Transforming Transportation to network for partnerships with Western universities	<ul style="list-style-type: none"> <li>Four proposals, in response to the Call for proposals (CFP), submitted and the proposals were noncompliant, or nonresponsive, to the original intent of the CFP</li> <li>Way forward: Review the resources and topics for research proposals focusing on the six UTM focus areas in African cities</li> </ul>
Knowledge and information sharing	Present the conceptual framework, international experience in urban transport, and transport system development issues and assess the urban transport situation in African cities based on domestic practices	Disseminate knowledge-based information and study outcomes to enable countries to make informed decision	<ul style="list-style-type: none"> <li>High-level awareness creation, ownership, and partnership in the program development cycles of the SSATP DP3 urban transport and mobility pillar</li> </ul>

**Pillar C: Road Safety**

*Table C.1 Pillar C: Short – Term Work Program 2016 / 2017: Synopsis of Progress Report*

**Outcome 1: Enable AUC and UNECA to inspire countries to achieve the UN Decade of Action for Road Safety 2011–2020 and Africa Road Safety Action Plan 2011–2020 road safety goals (improved capacity for African countries to manage and monitor performance)**

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**Intermediate Outcomes**

1. Knowledge and understanding of status and prospects of attaining road safety goals in Africa strengthened
2. Framework in place for monitoring progress of UN Decade of Action and Africa Road Safety Action Plan

*Activity 1.1: Support the AUC and UNECA in assisting countries adequately measure their performance to achieve the UN Decade of Action goals and the Africa Road Safety Action Plan*

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<b>Outputs</b>	<b>Objectives</b>
<ol style="list-style-type: none"> <li>1. Progress monitored at the continental, regional, and country levels in the implementation of the Africa Road Safety Action Plan</li> <li>2. Country analysis of reporting status, actions, and progress</li> <li>3. Road safety data that observatories need were identified</li> <li>4. Road safety data, management capacity, and needs assessed at the country, regional, and continental levels</li> <li>5. Road safety data are harmonized</li> </ol>	<ul style="list-style-type: none"> <li>Facilitate and support the UNECA and AUC in their roles as continental platform for a policy dialogue and dissemination of best practices on road safety</li> <li>Enable African stakeholders to define and monitor the implementation of the road safety pillar work program</li> </ul>

*Activity implementation period in FY2016/17*

	<b>2015</b>		<b>2016</b>				<b>2017</b>			
<b>Partners</b> AUC, UNECA, African countries	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

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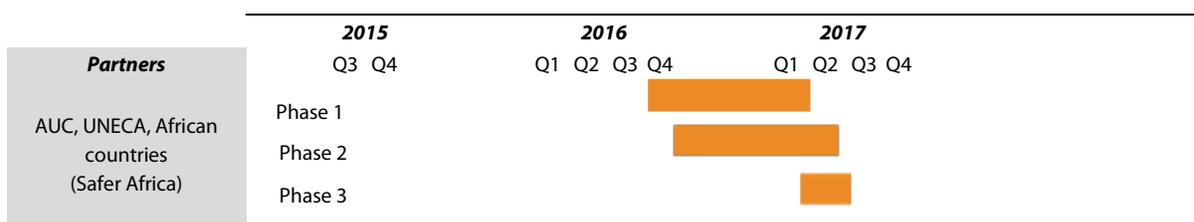
**Intermediate Outcomes**

1. Knowledge and understanding of status and prospects of attaining road safety goals in Africa strengthened
2. Framework in place for monitoring progress of UN Decade of Action and Africa Road Safety Action Plan

*Activity 1.2: Harmonization of road safety data indicators*

Outputs	Objectives
1. Progress monitored at the continental, regional, and country levels in the implementation of the Africa Road Safety Action Plan	Propose and agree on a harmonized set of road safety performance indicators that can be produced and published in a sustainable way in all African countries
2. Country analysis of reporting status, actions, and progress	<b>Phase 1:</b> Hold a series of workshops on data management with the objective of building capacity to manage data
3. Road safety data that observatories need were identified	<b>Phase 2:</b> Conduct a needs assessment and identify challenges for data management as well as propose a set of indicators to be utilized
4. Road safety data, management capacity, and needs assessed at the country, regional, and continental levels	<b>Phase 3:</b> Consolidate and agree on indicators to be measured
5. Road safety data are harmonized	

*Activity implementation period in FY2016/17*



**Intermediate Outcomes**

1. Knowledge and understanding of status and prospects of attaining road safety goals in Africa strengthened
2. Framework in place for monitoring progress of UN Decade of Action and Africa Road Safety Action Plan

*Activity 1.3: Develop sub regional and regional observatories*

Outputs	Objectives
1. Progress monitored at the continental, regional, and country levels in the implementation of the Africa Road Safety Action Plan	To develop sub regional and regional observatories
2. Country analysis of reporting status, actions, and progress	<b>Phase 1:</b> Bring together all interested partners
3. Road safety data that observatories need were identified	
4. Road safety data, management capacity, and needs assessed at the country, regional, and continental levels	
5. Road safety data are harmonized	

*Activity implementation period in FY2016/17*

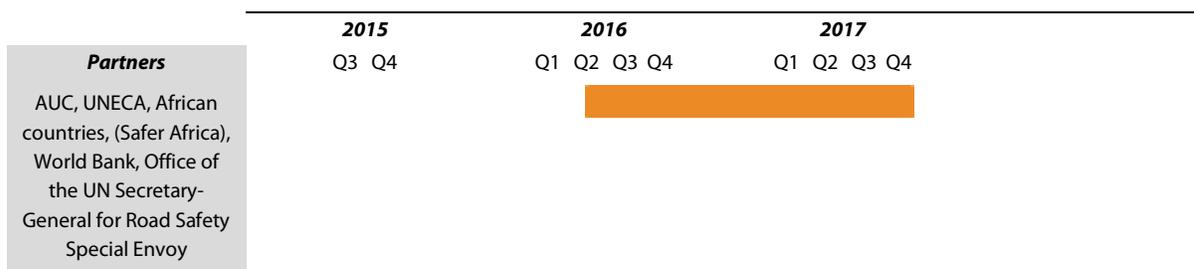










Table C.2 Pillar C: Results Framework

Objective/outcome	Indicators	Means of verification	Risks & mitigation
<b>Enable AUC and UNECA to inspire countries to achieve the UN Decade of Action for Road Safety 2011–2020 and Africa Road Safety Action Plan 2011–2020 goals</b>	Indicators of UN Decade of Action and African Road Safety Action Plan as they exist	AUC reports to the Conference of African Ministers of Transport, 2015 and beyond	<b>Risks:</b> Lack of intermediate indicators to measure progress toward objectives <b>Mitigation:</b> SSATP to propose intermediate indicators
Intermediate outcome	Indicators	Means of verification	Risks & mitigation
Knowledge and understanding of status and prospects of attaining road safety goals in Africa strengthened	Africa Road Safety Action Plan reviewed by the African ministers of transport to achieve the objectives of the UN Decade of Action	Decisions at conferences of African ministers of transport	<b>Risks:</b> Timing of conferences and reports not coinciding <b>Mitigation:</b> SSATP to organize workshops of key stakeholders including AUC and UNECA
Outputs	Indicators	Means of verification	Risks & mitigation
<ol 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> </ol>	<ul style="list-style-type: none"> <li>Continental, regional and country reports</li> <li>Number of country assessments</li> <li>Action plans adopted to collect indicators</li> </ul>	<ul style="list-style-type: none"> <li>Country reports and their analysis are available</li> <li>Governments decisions</li> </ul>	<b>Risks:</b> Not enough information available from countries <b>Mitigation</b> (from Objective 2): SSATP to work closely with the national road safety coordination structures in each country to develop and implement road safety data management systems
Intermediate outcome	Indicators	Means of verification	Risks & mitigation
Framework in place for monitoring progress of UN Decade of Action and Africa Road Safety Plan of Action 2011–2020	<ul style="list-style-type: none"> <li>Africa Road safety observatory should be operational</li> <li>Regional road safety observatory operational in one REC</li> <li>Road safety monitoring and evaluation strategies and systems available in six countries</li> </ul>	<p>Decisions to create continental and regional observatories</p> <p>Annual reports prepared at continental, regional, and country levels</p>	
Outputs	Indicators	Means of verification	Risks & mitigation
<ol style="list-style-type: none"> <li>Road safety data that observatories need were identified</li> <li>Harmonization of Road safety data</li> <li>Road safety data management capacity and needs assessed at the country, regional, and continental levels</li> </ol>	<ul style="list-style-type: none"> <li>Assessment of road safety data management and monitoring and evaluation system at the continental level, for one REC, and in three countries</li> <li>Guidelines for establishment of a country-wide road safety M&amp;E system</li> </ul>	<p>Assessment reports</p> <p>Guidelines published by SSATP</p>	

Objective/outcome	Indicators	Means of verification	Risks & mitigation
<b>Promote effective policy and strategy formulation and implementation at the country level</b>	Recorded stabilization of road crashes in three countries	Country reports	<b>Risks:</b> Countries and agencies lack the capacity to implement the recommended changes <b>Mitigation:</b> SSATP to prepare specific country capacity development programs
Intermediate outcome	Indicators	Means of verification	Risks & mitigation
1. Country road safety policies and strategies better aligned to the UN Decade of Action and Africa Road Safety Action Plan goals 2. Effective high-impact road safety interventions implemented	<ul style="list-style-type: none"> <li>▪ Three countries adopt strategies that are revised to reflect the Africa Road Safety Action Plan</li> <li>▪ Five countries report actions on high-impact road safety interventions</li> </ul>	Country reports	<b>Risks:</b> Country road safety strategy cycles are different. Some may be current for most of DP3 period <b>Mitigation:</b> SSATP will recommend that such strategies be reviewed to confirm that they are well aligned
Outputs	Indicators	Means of verification	Risks & mitigation
1. Existing countries' policies and strategies reviewed and required changes identified to better align them with the UN Decade of Action 2. Road safety capacity and institutional strengths assessed and needs for policy and strategy development identified in selected cities to advance urban road safety strategies 3. Road safety capacity for policy and strategy development strengthened in cities	<ul style="list-style-type: none"> <li>▪ Three countries/cities have prepared road safety strategies</li> <li>▪ Guidelines for road safety policy in urban areas</li> </ul>	<ul style="list-style-type: none"> <li>▪ SSATP quarterly report</li> <li>▪ Strategy reports from participating countries/cities</li> <li>▪ Guidelines published by SSATP</li> </ul>	<b>Risks:</b> Inadequate resources to include three additional countries Cities lack capacity to prepare road safety strategies <b>Mitigation:</b> Capacity development and knowledge sharing to be initiated by SSATP

## Financial Status

*Table D.1 Disbursements by Expense Category as of December 31, 2016*

<b>Disbursements by expense category</b>	<b>Amount (US\$)</b>
Staff costs	840,340.88
Consultant fees	284,848.39
Associated overhead costs	42,209.00
Travel expenses	374,800.39
Media workshop	35,435.32
Contractual services	54,799.35
Total program disbursements	1,632,433.33
Administration fee	217,276.00
<b>Total</b>	<b>1,849,709.33</b>

Table D.2 Disbursements by Pillar and Activity

<b>Disbursements by pillar and activity</b>	<b>Expenses (US\$)</b>
<i>Pillar A</i>	<i>688,640.52</i>
Support of REC-TCC	350,565.70
One-Stop Border Post	1,860.95
Container Terminal Concessions and Port Performance Indicators in African Ports	249,183.35
Tripartite (SADC–EAC–COMESA) regional standards for road transport	23,659.77
Tripartite (SADC–EAC–COMESA) corridor management institutions	63,370.75
<i>Pillar B</i>	<i>339,621.67</i>
Urban Mobility and Accessibility Policies in African Primary Cities: Knowledge Creation and Dissemination	307,552.39
Urban Transport and Mobility: Knowledge and Institutional Capacity Building for Sustainability	32,069.28
<i>Pillar C</i>	<i>272,565.20</i>
Mainstreaming Road Safety	17,620.40
Road Safety—Activity 1	170,569.77
Road Safety Management	22,138.17
Road Safety Policy and Strategy Development	12,931.10
Support AUC and UNECA in UN Decade of Action and Africa Road Safety Action Plan	49,305.76
<i>SSATP outreach and website</i>	<i>4,100.00</i>
<i>DP3—2016 annual meeting</i>	<i>60,048.01</i>
<i>Implementation support</i>	<i>267,457.93</i>
<b>TOTAL</b>	<b>1,632,433.33</b>

## Status of Key Committee Recommendations

The following is an update on the status of the implementation of recommendations from the January 2016 Executive Committee retreat.

1. *Independent panel of experts.* The Executive Committee retreat agreed to recruit by the time of the midterm review one expert with the profile of a generalist transport practitioner. The committee will assess the need for an independent panel of experts. SSATP submitted a list of four experts to the Executive Committee in a separate communication in early August 2016 for consideration.

2. *Communications specialist.* The Executive Committee retreat agreed that communications is an essential component of the SSATP program and its work. SSATP should therefore re-

cruit a communications specialist to advise the team and help implement the communications strategy. The team is happy to report that selection of the consultant has been completed. He is expected to be on board before March 2017.

3. *Improving working relationships with the African Union.* The SSATP team visited the director of infrastructure and energy of the African Union Commission (AUC) in October 2016. The new director is clearly in favor of working with SSATP as he believes the Third Development Plan is supporting the African development agenda. Meanwhile, he is joining the Executive Committee. The SSATP team will maintain communications with the AUC and engage it in the implementation of its agenda and vice versa.

## Summaries of Two Recent SSATP Publications

### *Policies for Sustainable Accessibility and Mobility in Urban Areas of Africa*

Africa is urbanizing at a very high pace, and both large and intermediate African cities are experiencing rapid and often unplanned growth. As a result, policy and decision makers are facing numerous challenges in the planning, development, and management of their cities.

Based on growing concerns about mobility and accessibility in urban areas of Africa, SSATP commissioned this working paper to assist African policy and decision makers in transforming their urban areas from obstacles to growth to engines of economic development and poverty alleviation.

This working paper proposes a set of policy recommendations, structured using the Enable//Avoid/Shift/Improve (EASI) conceptual framework. The EASI concept can be applied to any decision influencing urban mobility conditions and on all scales. The objective is to set African cities on the path to better mobility, better accessibility, and a better quality of life for all.

### *Managing Road Safety in Africa: A Framework for National Lead Agencies*

Africa is currently experiencing the highest per capita rate of road fatalities in the world. WHO estimates the rate of road traffic deaths in Africa at 24.1 per 100,000 persons. By comparison, this rate is 18.5 in Asia and 10.3 in Europe. The problem is set to worsen. According to projections by WHO, road fatalities in Sub-Saharan

Africa will increase by 112 percent, from approximately 243,000 in 2015 to 514,000 in 2030. This expected escalation comes as some improvement is being projected for the two diseases that are the focus of the Millennium Development Goals—malaria and HIV/AIDS.

The establishment and strengthening of road agencies were a key institutional reform of the African transport landscape in the late 20th century. Today, the lead agencies for road safety are at the frontline of a public health epidemic in Africa and need considerable investment and support from national governments and the international community alike in order to effectively tackle this crisis. This framework for road safety management has been prepared to help countries and the Regional Economic Communities recognize and address the significant deficits in the capacity to manage road safety. For those with functional and efficient agencies, the goal is to significantly strengthen them and to take agency leadership forward as we collectively build a safer and more prosperous future for Africa. This framework is not a comprehensive step-by-step guide, as such material already exists and is well referenced here. Rather, it is a framework that, in addition to addressing generic concerns, is customized to the peculiarities and circumstances faced by many African road safety institutions. It urges countries to candidly accept that road safety management gaps exist and to use this framework as an instrument to pinpoint and close those gaps. The lives of millions of Africans depend on us continuing to improve our road safety management efforts.

