



SSATP
Africa Transport
Policy Program



SSATP Annual Meeting

2014
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SSATP Annual Meeting 2014

SSATP Annual Meeting 2014

Proceedings

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

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

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The SSATP is a partnership of

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

8 Regional Economic Communities: CEEAC, CEMAC, COMESA, EAC, ECOWAS, IGAD, SADC & UEMOA

2 African institutions: UNECA, AU/NEPAD

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

Many public and private national and regional organizations

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

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ABBREVIATIONS

AFD	French Development Agency
AfDB	African Development Bank
ASTF	Africa Sustainable Transport Forum
AUC	African Union Commission
CMA	Corridor management authorities
CoP	Community of practice
DP2	SSATP Second Development Plan (2008-2011)
DP3	SSATP Third Development Plan (2014-2018)
DRC	Democratic Republic of Congo
EAC	East African Community
ECOWAS	Economic Community of West African States
FESARTA	Federation of Eastern and Southern African Road Transport Associations
GA	General Assembly
GIZ	German International Development Agency
ICA	Infrastructure Consortium for Africa
IGAD	Intergovernmental Authority on Development
JICA	Japan International Cooperation Agency
MDG	Millennium Development Goal
NCTTCA	Northern Corridor Transit Transport Coordination Committee
OSBP	One-stop border post
PPP	Public Private Partnership
REC	Regional economic community
REC-TCC	Transport Coordination Committee of the Regional Economic Communities
RTC	Regional Trade corridors
SDG	Sustainable Development Goal
SECO	Swiss State Secretariat for Economic Affairs
SSA	Sub-Saharan Africa
SSATP	Africa Transport Policy Program
TFF	Trade Facilitation Facility
UNECA	United Nations Economic Commission for Africa
UNEP	United Nations Environment Programme
UN Habitat	United Nations Human Settlement Programme
WAEMU	West Africa Economic and Monetary Union

1. INTRODUCTION

1.1. Context and Objectives

The General Assembly of the Africa Transport Policy Program (SSATP) was held in Nairobi, Kenya, on October 31, 2014. It was preceded by meetings of the SSATP working groups on urban mobility and on integration, connectivity and cohesion together with the Transport Coordination Committee of the Regional Economic Communities (REC-TCC) on October 27, 2014.

These events took place around the first Conference of the Africa Sustainable Transport Forum (ASTF) on October 28 to 30. The Conference was sponsored by the SSATP together with the Government of Kenya through the Ministry of Infrastructure and Transport, the United Nations Environment Programme (UNEP), the World Bank and the United Nations Human Settlement Programme (UN-Habitat). The proceedings of the ASTF are the subject of a separate document.



The objectives of the meetings on October 27 were:

- Urban mobility working group: validate the urban mobility and accessibility policy paper prepared by the SSATP;
- REC-TCC: Reach a consensus among stakeholders on its role and institutional framework; and review the lessons learnt through the regional

integration activities of the current SSATP Second Development Plan (DP2), notably on the trucking industry and the transport observatories;

- Urban mobility and integration, connectivity and cohesion working groups: define the work program of the SSATP Third Development Plan (DP3) for 2015; and review the governance of the SSATP during the DP3.

The road safety pillar of the DP3 was discussed in Addis Ababa in June 2014 prior to the October meetings. The outcomes of the discussions were presented during the General Assembly and are included in the proceedings.

The objectives of the SSATP General Assembly on October 31 were:

- Endorse the annual report of the DP2;
- Endorse the statutes and the governance framework of the SSATP for the DP3;
- Endorse the 2015 work program of the SSATP DP3;
- Illustrate the need to proactively drive the sustainable transport agenda and point out the critical roles of SSATP and its key stakeholders: the ministers of transport.



1.2. Participation in the Annual Meeting

Overall, 25 ministers and delegates from 42 countries, three regional economic communities, one African organization, the private sector, seven development partners and representatives from academia, civil society and NGOs attended the events during the week including the Africa Sustainable Transport Forum. Participants in the ASTF represented both the transport and the environment sectors. Participants in the SSATP events represented the transport sector with experts attending the working groups and the ministers and other members in accordance with the SSATP statutes attending the SSATP General Assembly. The list of participants is attached in Annex F.

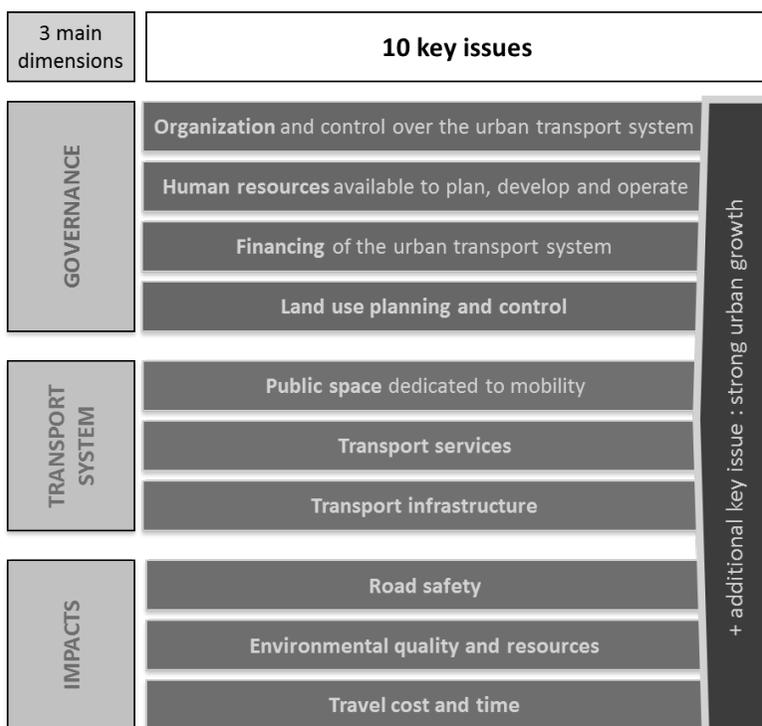
2. SSATP WORKING GROUPS AND REC-TCC

2.1. Urban Mobility and Accessibility Working Group

Urban Mobility and Accessibility Policy Paper

The working group reviewed the urban mobility and accessibility policy paper prepared by the SSATP based on literature review, data collection in 20 cities, field visits in eight cities and stakeholder consultation. A first version of the paper was discussed during the stakeholders' workshop organized by the SSATP in Dakar in December 2013. After the workshop, significant work was done in particular to structure the recommendations into a clear understandable and easy to use framework.

The paper identified ten key issues that impact on accessibility and mobility in the context of strong growth of urban areas in Africa.



Recommendations to address these issues aim at achieving a vision of sustainable mobility and accessibility with well-performing transport systems in urban areas providing all inhabitants adequate access to essential services and social and economic opportunities, a key contribution to decent living conditions:

- *Users* and *economic stakeholders* have universal access to an efficient transport system, are aware of their rights and obligations when using public space, are conscious of the risks and effects of their travelling, especially those related to public health and the environment, and are provided with the possibility to participate/contribute to the development of the transport system.
- The *urban territory* is laid out in such a way as to bolster accessibility, quality of life, economic competitiveness and social inclusion, while at the same time preserving natural resources. Urban form and land use minimize the number of passenger and commercial trips, travel distances; as well as all costs associated with transport infrastructure and transport services.
- *Public space allocated to mobility* is equitably shared among the various transport modes, with particular care given to pedestrians and public transport services. In the developing areas of the agglomeration, enough public space is allocated for predictable increase in traffic volumes for all transport modes, and for parking needs.
- *Transport infrastructure* (roads, streets, railways, bus-exclusive infrastructure, waterways, transport interchanges, etc.) allows for safe and efficient travel (continuity and fluidity), while at the same time preserving the surrounding living environment. Transport infrastructure is resilient to climate change.
- *Transport services* are efficient and financially viable, and provide access for all to the entire urbanized territory, in particular for the most vulnerable users.
- *Safe and clean vehicles* display low energy consumption and low carbon emissions, and reduce road safety-related risks to vehicle occupants and to all other users.
- All above mentioned components maximize positive social and economic impacts while minimizing negative impacts, thanks to coherent, efficient and well-funded interventions and regulation ensured by knowledgeable and accountable *public institutions* serving the general interest.

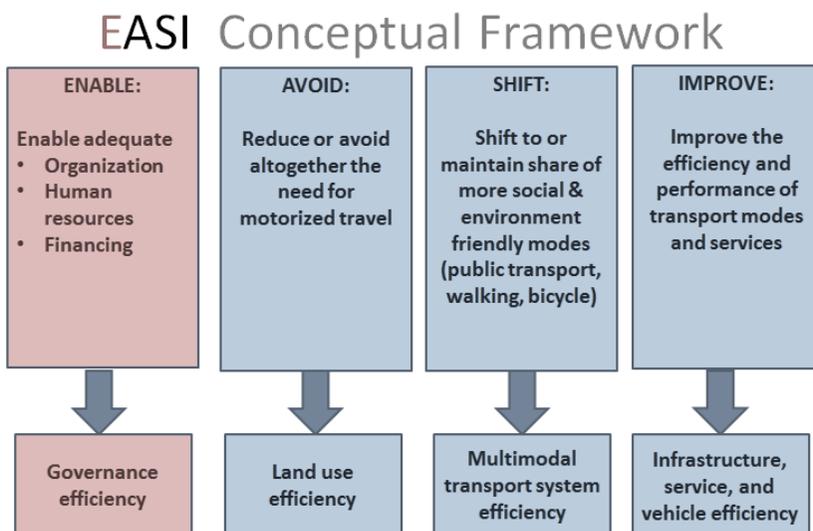
In order to give effect to this vision, the EASI conceptual framework for action has been developed to ground and guide public action towards enhanced accessibility and sustainable mobility in African urban areas. The framework integrates two main dimensions: the governance system and the urban transport system itself. Synthetized by the verb “*Enable*”, the first component of the framework focuses on the enabling environment for a sound urban transport governance system. The other three elements of the framework are “*Avoid*”, “*Shift*” and “*Improve*”, and they refer to the main levers of intervention on the urban transport system.

The four elements are associated to the following set of objectives:

- *ENABLE* - To establish an efficient and responsible governance system, capable of anticipating needs, guiding action and ensuring integrated management and development of the urban transport system.
- *AVOID* - To minimize the need for individual motorized travel and promote public transport and non-motorized mobility through better urban forms and land use.
- *SHIFT* - To increase or maintain the modal shares of public transport and non-motorized transport modes, such as walking and cycling.
- *IMPROVE* - To improve the efficiency and safety of transport modes while minimizing their environmental footprint.

The EASI conceptual framework is schematically presented below.

Figure 1: EASI, a conceptual framework to steer public action towards sustainable accessibility and mobility in African urban areas



A set of 20 policy recommendations has been then developed associated to the framework aimed at policy and decision-makers in charge of urban areas and transport systems in Africa.

With more than 40 participants, the working group confirmed the pertinence of the EASI concept and its applicability to urban areas in Africa. SSATP will now finalize the paper and disseminate it to stakeholders. The proposed work program for the Third Development Plan of the SSATP will focus on the policy recommendations proposed in support of the EASI concept.

2015 Work Program

The working group identified priorities for 2015 within the 4-year program developed around the EASI concept. The program is built around a sub-set of seven policy recommendations selected based on their consistence with the vision underpinning the DP3, the mission of the SSATP, the field of interventions of the SSATP in the policy development cycle, and their relevance and added value in terms of most effective outcomes, best complementarity with other programs/initiatives and visible impact within the limited timeframe of the DP3. Reviewing the 4-year program, the working group commented that it may be overambitious and that it should be reviewed regularly and adjusted as necessary.

The working group recognized that the four aspects of the EASI framework are important for SSATP but that the “Enable” component should be given priority in the early years of the DP3. In particular there is a strong demand for activities which strengthen management capacity. The following five activities were recommended as priority for 2015:



- Develop and publish guidelines to support the establishment of an entity in charge of urban transport planning, management and coordination with all stakeholders.
- Develop and publish guidelines to support the establishment of sustainable financing mechanisms for urban transport systems.
- Develop and publish guidelines to support planning and implementation of efficient traffic and parking management.

- Guidance on the establishment of a multimodal approach to the development and management of urban transport systems (1-2 cities).

- Organize a conference and workshop cycle to build ownership of policy measures and support the dissemination of the guidelines and the results of research projects.

2.2. Integration, Connectivity, Cohesion Working Group

The integration, connectivity, cohesion Pillar of the DP3 has three objectives: (i) promote effective policy and strategy formulation and implementation for corridor development at country and regional levels; (ii) develop capacity among institutions (RECs, countries, corridors, industry associations, etc.) for inclusive policy dialogue on regional integration; and (iii) promote efficient logistics services. The activities will consist of assessments and case studies, reviews of capacity building needs and capacity building support, dissemination of best practices and advocacy and support to knowledge application.

The working group prioritized the work program for 2015 starting from the programs of the RECs and the corridor management authorities (CMAs), to ensure that policies developed under the DP3 will be then actually implemented through the ongoing programs. The second parameter in the choice of priority activities was the geographical coverage and the need to involve all regions of Africa to ensure sustained interest of regional economic communities (RECs) and CMAs. In particular, more consultation is needed with West and North Africa. The meeting also suggested targeting implementation of the pillar during a 2-year rather than a 3-year period.

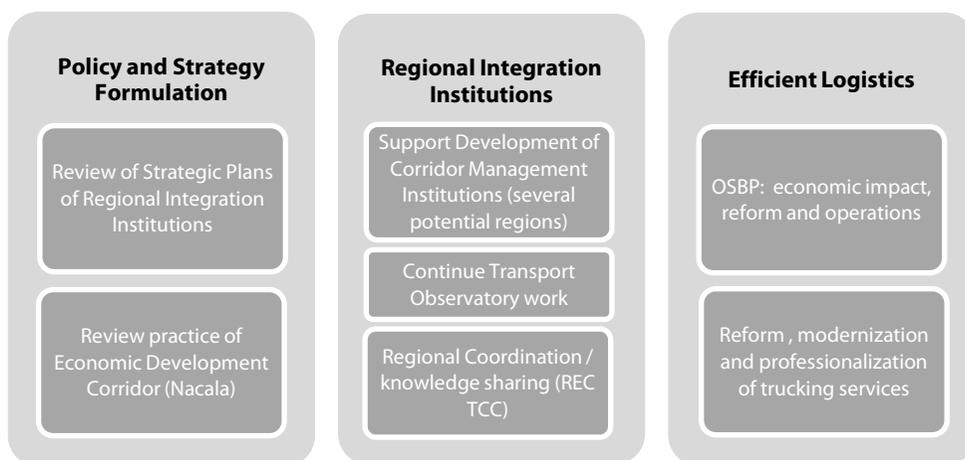
The following expressions of interest were received during the meeting:

- The East African Community (EAC) has identified the need to evaluate the impact of the construction of the one-stop border post (OSBP) at Rusumo and Namanga funded by Japan International Cooperation Agency (JICA). The evaluation ex-ante could be based on assumptions of improvements in terms of traffic and time and cost of cross-border movements. A more comprehensive methodology would be proposed including monitoring requirements to evaluate the impact ex-post when actual data become available after construction.
- The Intergovernmental Authority on development (IGAD) reminded that SSATP had included support to the Djibouti corridor under the current Second Development Plan but no work was carried out. SSATP will contact IGAD to identify the specific needs and the support that can be provided under the DP3.
- The Northern Corridor Transit Transport Coordination Authority (NCTTCA) would like support to integrate the load control charter outcomes into its observatory, and in its Strategic Plan. This is a continuation of the support provided to EAC and NCTTCA under the current Second Development Plan.

- EAC requested assistance in managing public private partnerships (PPPs) for road infrastructure development and also for performance-based contracting for roads. This type of activity is not included under the DP3, but the African Development Bank indicated that this is an area where it could provide support.

While more work is needed to finalize the work program, the following guiding structure was agreed:

The meeting designated a task force¹ to finalize the work program in consultation with the RECs, CMAs, AUC, Infrastructure Consortium for Africa (ICA) and regional organizations by mid-December.

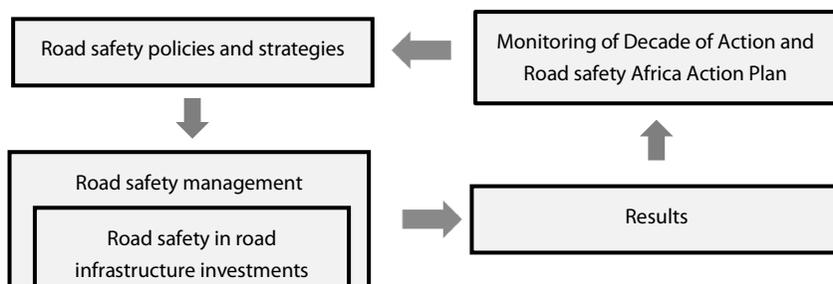


2.3. Road Safety Working Group

The objectives of the road safety pillar of the DP3 are to: (i) enable the African Union Commission (AUC) and United Nations Economic Commission for Africa (UNECA) to encourage countries to achieve the goals of the UN Decade of Action for Road Safety and Africa Road Safety Plan of Action 2011-2020; (ii) promote effective policy and strategy formulation and implementation at country level; (iii) stimulate good practice in Road Safety Management (Pillar one of the UN Decade of action) by promoting systematic implementation of the Africa Plan of Action; and (iv) better integrate road safety policy and pillar-based interventions in locally and externally funded road developments.

¹ Barney Curtis (FESARTA), Stefan Atchia and Tapio Naula (African Development Bank), Olivier Hartmann (SSATP)

The activities will be concentrated in the following four main areas that are necessary to achieve results.



The 2015 work program will focus on creating knowledge, advocacy and building capacity to prepare knowledge application the subsequent years. The following table presents the 2015 work program based on the priorities expressed by stakeholders during the June 2014 meeting in Addis Ababa.

Objective				
Enable AUC & UNECA to inspire countries to achieve UN Decade of Action and Africa Plan of Action 2011-2020 Road Safety goals;				
Results				
(i) Africa road safety action plan reviewed by the African Ministers of Transport to achieve the objectives of the Decade of Action				
(ii) African road safety observatory operational				
(iii) Regional road safety observatory operational in one REC				
(iv) Road safety monitoring and evaluation strategies and systems prepared in six countries				
Activities	Outputs			
	Knowledge Creation	Advocacy / Dissemination	Knowledge Application	Capacity Building
. Prepare continental monitoring reports on progress in the implementation of the Africa road safety Action Plan	Country analysis of reporting status, actions, and progress			
. Prepare regional reports from observatories	Observatory reporting system	Observatory reporting system adopted		
Prepare community of practice (COP) reports	COP reporting system			

Activities	Outputs			
	Knowledge Creation	Advocacy / Dissemination	Knowledge Application	Capacity Building
Establish a continental monitoring and evaluation system	Identification of data observatory needs Analysis and resolution of issue of data harmonization	Consultation with stakeholders on the terms OR, structure and sustainability of the observatory		
Establish regional monitoring and evaluation system	Consultations with AUC, UNECA and others on choice of regions, host, role, structure and sustainability of observatory	Prepare guidelines for establishment of a country-wide road safety monitoring and evaluation system		
Prepare guidelines for establishment of a country-wide road safety monitoring and evaluation system	.Assessment of road safety data management capacity of candidate countries Guidelines for establishment of a country-wide road safety monitoring and evaluation system	Dissemination		
Objective				
Promote effective policy and strategy formulation and implementation at country level				
Results				
Three countries (including at least one city) adopt policies and strategies that are prepared or revised to reflect the aspirations of the Africa road safety action plan				
Activities	Outputs			
	Knowledge Creation	Advocacy / Dissemination	Knowledge Application	Capacity Building
Road safety management capacity review	Road safety management capacity review for three candidate countries/cities			
Draft road safety policy and strategy	Observatory reporting system	Reviews of road safety policy and strategy for three candidate countries/cities		

Objective				
Stimulate good practice in Road Safety Management (Pillar one of UN Decade of Action) by promoting systematic implementation of the Africa Plan of Action				
Results				
<i>Increase in the number of African countries with fully empowered cross-sectoral lead agencies. Creation of a regional association of lead agencies</i>				
Activities	Outputs			
	Knowledge Creation	Advocacy / Dissemination	Knowledge Application	Capacity Building
Prepare capacity development plan for road safety lead agencies	Review of the status on the creation of road safety lead agencies by countries Study to develop criteria for gauging the effectiveness of existing lead agencies Prepare policy notes on the creation of lead agencies	Consultation and dissemination		
Prepare guidance note on creation of a lead agencies regional association o		Stakeholder consultations		
Assist three countries create lead agencies		Stakeholder consultations		
Assist three countries raise the profile of existing lead agency to cross-sectoral level		Stakeholder consultations		Assistance to countries to raise profile of their agencies
Objective				
Better integration of road safety policy and pillar-based interventions in locally and externally funded road developments				
Results				
Internal guidelines issued by development partners on inclusion of road safety interventions in regional corridors projects. Guidelines issued by ARMFA to member countries on support towards road safety Guidelines adopted by Road Funds Guidelines issued by municipalities on support towards road safety				
Activities	Outputs			
	Knowledge Creation	Advocacy / Dissemination	Knowledge Application	Capacity Building
Review of the road safety content of the transport pipeline projects	Report on the review of pipeline projects (development partners)	Field visits and beneficiary consultations		
Preparation of operational guidelines Development cooperation partners ARMFA and cities		Stakeholder consultations		

2.4. REC-TCC

The session reviewed the lessons from the recent SSATP work on corridor observatories and trucking services. The session also discussed the role and structure of the REC-TCC.

Institutionalization of the REC-TCC

The REC-TCC was created in 2005 with two objectives: knowledge sharing and coordination of regional integration programs. The meeting in Nairobi discussed the achievements in those two areas. It found that knowledge sharing was successful and beneficial although resource constraints forced to reduce over the years the amount of time allocated to sharing of knowledge in the meetings. On the other side, regional coordination was less successful because of the uneven participation of the RECs themselves in the REC-TCC, the meetings being more regularly attended by corridor management authorities, the private sector, representatives from regional programs and development partners.

The meeting recommended in the future to strengthen the knowledge sharing aspects of the REC-TCC by disseminating information on regional integration programs and good practices across the stakeholders. Rather than organizing costly bi-annual meetings, it was suggested to use ICT to organize more frequent meetings based on the demand (webinars, virtual meetings, etc.)

The following needs for further exchange of experiences were identified:

- tools for the transport observatories (SSATP Transport Observatory Guidelines notably); and
- experience of corridors and industry organizations in using the information from observatories in the policy dialogue.

The form of webinars targeting a wider audience will be experimented for these exchanges.

The meeting recognized the need for coordination, and distinguished two levels of coordination: regional, and continental. The RECs may give priority to the coordination within their own regions and not among RECs. Some RECs have developed successful coordination mechanisms, notably the EAC with MoUs with Corridor Management Institutions. At continental level, coordination exists through the Program for Infrastructure Development in Africa of the African Union Commission. The Chair of the REC-TCC was mandated to approach all RECs to discuss their views on the coordinating role of the REC-TCC, taking into

consideration that in itself, exchange and sharing of experience plays an important role in the coordination of the nature of the response to regional integration challenges across RECs.

Corridor observatories

Corridor performance monitoring is important to guide the policy dialogue and to improve corridor efficiency. Setting up corridor observatories provides the monitoring capacity but using the results of the observatories to further the policy dialogue requires in general the existence of corridor management institutions, which are not yet in place in some regions or for some corridors.

Monitoring data can be obtained from two main sources. Data provided by public agencies such as ports and customs, or by private logistics operators are available continuously and can be used to analyze trends, to benchmark performance and identify issues. Dedicated surveys provide the additional information that is necessary for a deepened analysis and a detailed understanding of specific issues. This emerging dual model of monitoring is used by the NCTTCA.

Reporting mechanisms can be used as instruments to engage with regulatory institutions as practiced for road blocks and delays by IRTG in West Africa or for non-tariffs barriers by FESARTA and Borderless Alliance. They can also feed into operational entities such as for the weekly meetings of the port community in Kenya or into policy agencies (Regional Economic Communities or corridor management authorities).

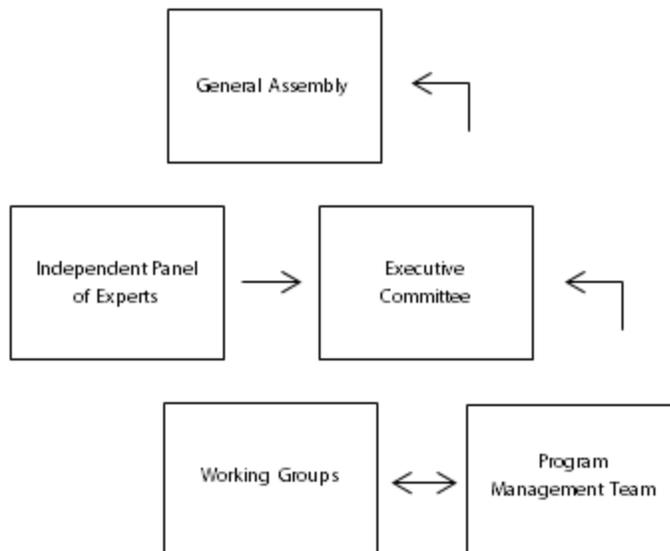
Trucking Services

The session illustrated how surveys are useful as an entry point for the development of trucking policies. Surveys enable a better understanding of the constraints for the operators, and the impact on their profitability, and therefore on costs and prices. In East Africa, the surveys carried out by the Corridor Management Authorities with the support of TFF-SSATP became the foundation for a dialogue between the East African Community, the Northern Corridor Transportation and Transit Coordination Authority, the government of Kenya and the trucking industry. The dialogue culminated in the signing of a self-regulatory axle load charter for Kenya with efforts underway to replicate the charter in other countries along the Northern corridor and other EAC countries. Similar surveys in West Africa are used to underpin the dialogue on the professionalization of the trucking industry in support of the programs developed by the West Africa Economic and Monetary Union (WAEMU) and the Economic Community of West African States (ECOWAS).

2.5. Joint Session

The joint session with both working groups reviewed the new governance framework proposed for the DP3. The framework has been designed based on the lessons learned from the mid-term review of the current development plan and reflects six guiding principles: ownership and inclusiveness, demand-driven program, focus on results, sustainability, transparency and accountability. In particular, as practiced since 2012, the representation of countries in the governance framework of the SSATP has been elevated at the level of Permanent Secretaries or equivalent in the Ministries in charge of transport. This allows inputs into the program from representatives who have the mandate and the authority to decide on policies and strategies in the transport sector in Africa and also provides a relay for the program to feed into policies and strategies developed by the countries. Other changes in the governance framework compared to the current development plan are an increased number of African representatives in the Executive Committee of the SSATP, an independent panel of experts to assess the performance of the program and the actual achievements compared to the objectives of the results framework, and the creation of thematic working groups to be the working counterpart to the SSATP team. The governance structure is detailed in the statutes of the program and is summarized in the following figure.

Figure 2: Governance structure of the DP3



The roles of the various components of the governance structure will be:

- **General Assembly:** approve the statutes, endorse SSATP members, endorse development plans, work programs and annual reports. Outside the General Assembly, its members will also have an important role to champion the SSATP products as inputs into the development of policies and strategies. Members of the General Assembly will designate their representatives in the working groups.
- **Executive Committee:** approve development plans, annual work programs and budgets, oversee DP3 implementation and report to the General Assembly on activities of the committee and achievements of the SSATP. The members of the Executive Committee are expected to be the champion of the SSATP within their constituencies and also with other potential financiers of the program.
- **Independent Panel of Experts:** evaluate the results of the DP3 compared to the results framework and advise the Executive Committee on consistency between the vision, mission, strategic orientations and actual activities and results. The members of the panel report to the Executive Committee.
- **Working groups:** identify annual work programs, advise the SSATP Program Management Team at all stages of product developments from planning until completion, convene in-country/region events to present and discuss knowledge generated by the SSATP.

The session also discussed the proposed changes in the definition of SSATP membership. Under the previous development plans, membership was based on the expression of support to the declaration adopted by the Ministers of Transport during the 2005 SSATP annual meeting. Under the DP3, membership is proposed to become the expression of an interest in the themes of the DP3 and a commitment to act at some level (from awareness creation to implementation of policies) in the policy areas developed by the SSATP. Membership means the right to vote in the SSATP General Assembly, to be a core member of the SSATP working groups, to benefit from SSATP support through the activities of the program and in particular during knowledge application and capacity development activities, and to attend SSATP events as sponsored participant.

Parties interested in becoming members of SSATP (and eligible in accordance with the SSATP statutes) would express their commitment covering the following areas:

- confirm knowledge of SSATP mission and support to its mission;
- confirm knowledge of the DP3 and understanding of its goal: “efficient, safe and sustainable transport for the people in Africa”;
- identify specific areas of interest in the DP3;
- confirm understanding of the terms of reference of the working groups and commitment to contribute;
- agree to have an advocacy role or make use of SSATP products; and
- agree to define annually how the commitment is implemented in the area(s) of interest

3. GENERAL ASSEMBLY

The General Assembly (GA) was a critical milestone for both the DP2 and the DP3 with the presence of 12 ministers and 25 countries. This was the first opportunity since the Bamako meeting in 2005 to have the ministers of transport around a table discussing the SSATP, countries being represented usually at the level of Permanent Secretaries or equivalent. The interest shown by the ministers and the pertinence of the comments and recommendations, similarly to the high level of discussions during the Africa Sustainable Transport Forum during the week, bode well with regard to the support from the countries to the policy agenda of the DP3 and their commitment to act and achieve results in the focus areas of the program.

The GA reviewed the progress in the implementation of the DP2 during the past year since the 2013 annual meeting in Dakar, the governance framework and the statutes for the DP3 and the proposed work program for the DP3 in 2015.

3.1. DP2 Progress

The GA endorsed the progress report of the DP2 with the following comments:

- The progress should be presented in comparison to the results framework of the program. This has been done in the 6-months progress reports and will be added in the annual reporting.
- SSATP should consider disseminating among its members products in the focus areas of the SSATP but originating outside the program. This would be indeed the objective of the SSATP Community of Practice launched prior to the October annual meeting.
- The islands members of the Indian Ocean Commission requested a better integration with the SSATP. SSATP will explore with the members of the commission how to respond to this request.

- SSATP should provide support to SSATP representatives in the General Assembly and the working groups to carry out country/regional activities which result from being members of the SSATP. SSATP should consider playing a role in the monitoring and evaluation of results of policies promoted by the SSATP. Results are indeed the measure of the relevance of the SSATP and the policies it promotes. Implementation of the recommendation will be discussed within the working groups.

3.2. DP3 Governance

The GA endorsed the proposed governance framework for the DP3 and the SSATP statutes with the following comments:

- Ownership of the SSATP is critical for the success of the program. SSATP should work with the countries to increase the institutional anchorage of the program in the countries. Linking this recommendation to the sustainability guiding principle of the SSATP, this institutional anchorage should use as much as possible coordination mechanisms which may exist already in the focus areas of the SSATP. This is the case in many countries with trade facilitation committees which could become the coordination committee for the integration, connectivity and cohesion pillar of the DP3. In the road safety area, many countries have also such coordination mechanisms. In the urban mobility area, an objective of the DP3 is to strengthen coordination which is often weak. This recommendation will be included in the agenda of the SSATP working groups.
- Answering to a question from one country, the SSATP team clarified that each member of the General Assembly designates her or his representatives in the working groups.

3.3. DP3 and 2015 Work Program

The GA endorsed the preliminary work program for the DP3 during 2015. Some additional work is required and the SSATP team will consult with the working groups in the coming months to finalize the list of activities. One participant commented on the importance of Monitoring and Evaluation, in particular the progress in the policy areas of the DP3 beyond the countries or regions where SSATP is directly involved, and recommended to replicate the M&E activities of the road safety pillar in the two other pillars of the DP3. In response to other comments, the SSATP management team confirmed that the integration, connectivity and cohesion pillar includes

activities to promote efficient logistics in addition to the work on the management and institutional aspects of corridors. One participant commented that the countries are experiencing capacity constraints at policy level following road sector reforms in the past and that SSATP could advise countries on how to rebuild this capacity. The team also confirmed that the geographic scope of the pillar will be established based on the demands received from the countries and regional institutions.

The relationship between the Africa Sustainable Transport Forum (ASTF) and the SSATP should be clarified as both cover similar areas. The institutional framework for the ASTF is being finalized and this should help clarify the role that SSATP can play in support of the forum.

Participants requested to receive the final version of the results framework of the DP3 as elements were still discussed during the working groups at the beginning of the week. The framework is provided in Annex D to the proceedings.

Box 1: Road management and rural transport

The question was asked about the absence of road management and rural transport in the DP3, two areas where SSATP has been heavily involved in the past. The SSATP Program Manager explained that the decision had been taken during the DP2 to give the leadership to the African organizations in these sectors. As the policy principles in both areas are well defined, the added value for continuing SSATP involvement in policy development in road management and rural transport is relatively low compared to the focus areas of the DP3 where SSATP can have a greater transformational impact.

However, the SSATP Program Manager recognized that the institutional memory of the road management reforms is starting to disappear, that some countries are questioning the rationale for the institutional framework that resulted from the reforms and that a new advocacy effort should take place to avoid a reversal of the reforms. This should be accompanied by efforts to build capacity in the Ministries in charge of roads in the area of policy development as this has often been ignored at the time reforms were implemented. Similarly, the road management institutions should start a new round of reforms to improve their performance as some may be gradually operating in a routine mode closer to the bureaucracies that they were supposed to replace. The time has come to modernize these institutions with a greater emphasis on good governance, transparency and accountability, and more modern management methods.

The SSATP Program Manager expressed the concern that the rural transport policy principles developed by the SSATP have been adopted in a few countries only in Africa. As a result, most countries don't have appropriate rural transport policies and poor rural accessibility remains a critical obstacle to economic development, touching the poorest populations in the countries and in particular women. There is a need to understand why these policy principles are not adopted and what actions need to be taken to make actual progress in the rural transport policy area. SSATP would be interested to contribute to the reflection if countries are willing to launch an initiative in this area. The Second Africa Access Program being launched by DFID may be the opportunity for such initiative.

In terms of timetable, the DP3 is expected to be launched during the second quarter of 2015 after the closing of the DP2 and implementation to start mid-2015.

Several participants confirmed their support to the SSATP and expressed their intention to capitalize on the SSATP work at country or regional level. As a demonstration of this commitment, five countries volunteered to become champions in the following two areas of the DP3:

- Urban mobility: Senegal, Nigeria and Côte d'Ivoire;
- Road safety: Lesotho and Cameroon.

The SSATP management team will contact the champions and coordinate with them the launching of the DP3. Further contacts will be taken with the members of the integration, connectivity, cohesion working group as part of the process to finalize the work program of this pillar.

3.4. Miscellaneous

The General Assembly welcomed Tunisia as the 40th member of the SSATP.

The SSATP Program Manager explained that the decision to hold the General Assembly in Kenya was taken to have a synergy with the ASTF in addition to reducing costs. This gave the opportunity to members of the SSATP working groups to attend the ASTF and at the same time to the ASTF to reach a larger community of transport practitioners. This is the reason why the General Assembly did not take place in Nigeria who, in 2013 in Dakar, volunteered to host the GA in 2014 and confirmed their expression of interest later. For 2015, no decision on the location of the General Assembly has been taken. This will be coordinated with the ASTF, potential other events with the option also of being organized separately.

ANNEXES

Annex A. Program of the Urban Mobility & Accessibility Workshop

MONDAY OCTOBER 27

9 :30 am	Introduction and Welcome Plenary Session <i>Jean-Noel Guillossou, SSATP Program Manager</i>
9:45am	Session 1: Presentation of the policy paper on urban mobility and accessibility in urban areas in Africa <i>Martin Stucki, Transitec</i>
10 :15am	Session 2: Introduction to the discussions <i>Roger Gorham, World Bank</i>
10 :30am	Session 3: Plenary Session: Policy recommendations and strategic options (four half hour sessions) <i>Roger Gorham, World Bank</i> <i>Martin Stucki, Transitec</i>
12:30pm	Lunch break
2:00pm	Session 4: Strategy for the urban mobility and accessibility pillar of the DP3 <i>Roger Gorham, World Bank</i> Session 5: Identification of priorities for 2015 – Designation of pillar champion(s) <i>Roger Gorham, World Bank</i> Plenary session with the Transport Coordination Committee of the Regional Economic Communities
3:30pm	Session 6: DP3 governance terms of reference of working groups and countries ‘ commitment <i>Jean-Noel Guillossou, SSATP Program Manager</i>
4:15pm	Closing and conclusions <i>Jean-Noel Guillossou, SSATP Program Manager</i>

Annex B. Program of the REC-TCC Meeting

9 :30 am	Introduction and Welcome Plenary Session <i>Jean-Noel Guillosoou, SSATP Program Manager</i>
9:45am	Session 1: Role of the REC-TCC <i>Stefan Atchia, African Development Bank</i>
10 :45am	Session 2: Transport Observatories <i>Aloys Rusagara, , Northern Corridor Transit and Transport Coordination Authority (NCTTCA)</i>
11 :45am	Session 3: Trucking Services <i>Edy Kokouvi Anthony, Abidjan-Lagos Coordination Organization</i> <i>Barney Curtis, FESARTA</i> <i>Aloys Rusagara, NCTTA</i> <i>Olivier Hartmann, SSATP</i>
12:30pm	Lunch break
2:00pm	Session 4: Strategy for the integration, connectivity, cohesion pillar of the DP3 <i>Olivier Hartmann, SSATP</i> Session 5: Identification of priorities for 2015 – Designation of pillar champion(s) <i>Olivier Hartmann, World Bank</i> Plenary session with SSATP Urban Mobility and Accessibility Working Group
3:30pm	Session 6: Governance of DP3 REC's Commitment <i>Jean-Noel Guillosoou, SSATP Program Manager</i>
4:15pm	Closing and conclusions <i>Jean-Noel Guillosoou, SSATP Program Manager</i>

Annex C. Program of the General Assembly

9 :30 am	<p>Introduction and Welcome <i>Mr. Nduva Muli, Principal Secretary, State Department for Transport, Ministry of Transport, Kenya</i> <i>Jean Kizito Kabanguka, Acting Chair of the SSATP Board, Manager of the Transport Department (Central & West Africa), African Development Bank</i> <i>Paolo Cicarelli, Representative of SSATP donors</i> <i>Head of Unit – Water, Energy, Infrastructure, European Commission</i> <i>Supee Teravaninthorn, World Bank Representative, Host of the SSATP Practice Manager, Transport and ICT Global Practice, World Bank</i></p>
10:00am	<p>Presentation of DP2 Annual Report <i>Jean-Noel Guillosoou, SSATP Program Manager</i></p>
10 :30am	<p>SSATP Statutes and Governance Framework for the DP3 <i>Jean-Noel Guillosoou, SSATP Program Manager</i></p>
11 :30am	<p>SSATP Work Program Rapporteurs</p> <ul style="list-style-type: none"> ▪ <i>Transport Coordination Committee of the Regional Economic communities</i> ▪ <i>SSATP Working Group on Road Safety</i> ▪ <i>SSATP Working Group on Urban Mobility and Accessibility</i>
12:30pm	<p>Lunch break</p>
2:00pm	<p>Ministerial Session: The Path to Success <i>H.E. Engineer Michael Kamau, Cabinet Secretary for Transport and Infrastructure, Ministry of Transport, Kenya</i></p>
3:00pm	<p>Closing and conclusions</p> <ul style="list-style-type: none"> ▪ Tour de table from donors ▪ Next General Assembly <p><i>H.E. Engineer Michael Kamau, Cabinet Secretary for Transport and Infrastructure, Ministry of Transport, Kenya</i></p>

Annex D. DP3 Results Framework

Pillar A – Integration, Connectivity and Cohesion

Objective/Outcome		
Promote effective policy and strategy formulation and implementation for corridor development at country and regional levels		
Indicators	Means of Verification	Risks and Mitigation
Continental Free Trade Agreements (CFTA) Indicators		<p>Risk: No downstream implementation of strategies</p> <p>Mitigation: partnership with development partners</p>
Intermediate Outcome		
<ol style="list-style-type: none"> 1 Consensus built on the strategic orientations for integrated corridor development 2 Consensus built on strategic orientations for performance based corridor development plans 		
Indicators	Means of Verification	Risks and Mitigation
<ol style="list-style-type: none"> 3 One REC having adopted a holistic and multimodal approach in planning and executing integrated corridor development 4 One REC having adopted strategies for performance-based corridor development 	RECs, Countries and Corridor decisions	<p>Risk: SSATP resources will be too limited to fund application of concept of integrated corridor development.</p> <p>Mitigation: Partnership with development partners; careful targeting of RECs/countries based on commitment and readiness</p> <p>Risk: Lack of inclusive policy dialogue on corridor performance</p> <p>Mitigation: Activities related to objective 2</p>
Outputs		
<ul style="list-style-type: none"> ▪ Assessment of corridor development approaches in Africa/review of REC/corridor strategic development plans ▪ Preparation of technical notes on knowledge gaps, assessment and dissemination of experience and good practices and promotion of integrated corridor development and performance-based corridor development ▪ Program to promote integrated corridor development and performance-based corridor development 		
Indicators	Means of Verification	Risks and Mitigation
<ul style="list-style-type: none"> ▪ Assessment of strategic plans in RECs and corridor authorities carried out ▪ Case study of integrated corridor development in Africa ▪ Review of international good practices ▪ Stakeholders' meetings to advocate integrated corridor development and performance-based corridor development approaches 	SSATP Publications and progress reports	

Objective/Outcome		
Promote effective policy and strategy formulation and implementation for corridor development at country and regional levels		
Indicators	Means of Verification	Risks and Mitigation
Continental Free Trade Agreements (CFTA) Indicators		Risk: No downstream implementation of strategies Mitigation: partnership with development partners
Intermediate Outcome		
5 Consensus built on the strategic orientations for integrated corridor development		
6 Consensus built on strategic orientations for performance based corridor development plans		
Indicators	Means of Verification	Risks and Mitigation
7 One REC having adopted a holistic and multimodal approach in planning and executing integrated corridor development 8 One REC having adopted strategies for performance-based corridor development	RECs, Countries and Corridor decisions	Risk: SSATP resources will be too limited to fund application of concept of integrated corridor development. Mitigation: Partnership with development partners; careful targeting of RECs/countries based on commitment and readiness Risk: Lack of inclusive policy dialogue on corridor performance Mitigation: Activities related to objective 2
Outputs		
<ul style="list-style-type: none"> ▪ Assessment of corridor development approaches in Africa/review of REC/corridor strategic development plans ▪ Preparation of technical notes on knowledge gaps, assessment and dissemination of experience and good practices and promotion of integrated corridor development and performance-based corridor development ▪ Program to promote integrated corridor development and performance-based corridor development 		
Indicators	Means of Verification	Risks and Mitigation
<ul style="list-style-type: none"> ▪ Assessment of strategic plans in RECs and corridor authorities carried out ▪ Case study of integrated corridor development in Africa ▪ Review of international good practices ▪ Stakeholders' meetings to advocate integrated corridor development and performance-based corridor development approaches 	SSATP Publications and progress reports	

Objective/Outcome		
Promote efficient logistics services		
<i>Indicators</i>	<i>Means of Verification</i>	<i>Risks and Mitigation</i>
Decrease of total logistic cost on selected corridors	Data collected by Transport Observatories	Risk: Increase in input costs may distort the results Mitigation: adjust with evolution of prices
Intermediate Outcome		
Regulatory framework in place per type of logistic service: <ul style="list-style-type: none"> ▪ Trucking services ▪ C&F ▪ Terminal operators ▪ Rural logistics ▪ Railways ▪ Inland waterways ▪ Control agencies (Customs) ▪ Single Windows 		
<i>Indicators</i>	<i>Means of Verification</i>	<i>Risks and Mitigation</i>
Number of countries having adopted revised regulatory framework	RECs / Countries gazettes	Risk: Reluctance of operators / agencies to revise regulatory framework Mitigation: Political economy analysis assessing willingness / identifying champions to initiate reform Advocacy work on the cost of inaction
Outputs		
A case study for each type of logistics service:: <ol style="list-style-type: none"> 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 / training needs for operators 		
<i>Indicators</i>	<i>Means of Verification</i>	<i>Risks and Mitigation</i>
Three case studies carried out. Each case study covers: <ul style="list-style-type: none"> ▪ Analysis of the problems ▪ Preparation of reform scenarios and review of options ▪ Quantification of the cost of inaction ▪ Political Economy analysis ▪ Assessment of capacity development/training needs for operators 	Decisions from REC/countries	

Pillar B – Urban Transport and Mobility

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

Objective/Outcome		
Secure universal access by sustainable transport for urban populations by 2030		
Indicators	Means of Verification	Risks and Mitigation
As defined in the SDGs	United Nations report on progress in achieving the SDGs	
Intermediate Outcome		
<p>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</p> <p>AVOID - Urban decision makers and technical staff have knowledge of and start to apply urban forms that minimize the need for motorized transport and favor public and non-motorized transport</p> <p>SHIFT - Urban decision makers and technical staff have knowledge of and have competently completed preliminary steps towards adopting and implementing sound integrated multimodal urban mobility plans with particular emphasis on the promotion of non-motorized transport modes and the restructuring of informal public transport services</p> <p>IMPROVE - Urban decision makers and technical staff have knowledge of and have competently completed preliminary steps towards adopting and implementing key measures needed to improve traffic conditions in African cities</p>		

Indicators	Means of Verification	Risks and Mitigation
<ul style="list-style-type: none"> <li data-bbox="170 287 655 658">▪ Number of references to SSATP best practice standards in official documents regarding the creation of an urban transport planning, monitoring and coordination 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 non-motorized 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</i> (one for any of the seven topics of the DP3) <li data-bbox="170 668 655 1070">▪ Number of urban areas where the preparation of strategies for either 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 non-motorized transport modes, or the restructuring and modernization of informal public transport operator, 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 data-bbox="170 1079 655 1489">▪ Number of urban areas where sound programs for either the creation of an urban transport planning, monitoring, and coordination agency, or the establishment of financing mechanisms for urban transport, or the improvement of non-motorized transport modes, 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> 	<p data-bbox="683 287 924 430">Official documents provided by SSATP coordinators and members of SSATP urban mobility and accessibility working groups</p> <p data-bbox="683 668 934 807">Strategy documents provided by SSATP coordinators and members of SSATP urban mobility and accessibility working groups</p> <p data-bbox="683 1079 938 1219">Program documents provided by SSATP coordinators and members of SSATP urban mobility and accessibility working groups</p>	

Outputs		
Knowledge creation & dissemination: 1 Best practices standards		
Indicators	Means of Verification	Risks and Mitigation
<ul style="list-style-type: none"> ▪ Number of virtual meetings of work groups. <i>Baseline : 0; Target : 20</i> ▪ Publication of best practice standards. <i>Baseline : 0; Target : 6</i> ▪ Publication of research papers and strategy notes on urban form and land use. <i>Baseline : 0; Target : 4</i> 	Minutes of meetings Best practices documents published by SSATP and available on its website Research papers and strategy notes published by SSATP and available on its website	
Knowledge creation & dissemination: 2 Advocacy and dissemination workshops		
Indicators	Means of Verification	Risk and Mitigation
Number of decision makers and technical staff that have attended SSATP workshops. <i>Baseline : 0; Target : 400</i>	Proceedings of workshops	
Knowledge creation & dissemination: 3 SSATP e-platform		
Indicators	Means of Verification	Risk and Mitigation
Number of entries on urban mobility CoP (community of practices). <i>Baseline : 0; Target : 100</i>	Participants registered in the CoP	
Capacity Building: 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		
Indicators	Means of Verification	Risk and Mitigation
Implementation documents completed. <i>Baseline : 0; Target : 5</i>	Implementation documents available on SSATP website	
Capacity Building: 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		
Indicators	Means of Verification	Risk and Mitigation
Strategy notes completed. <i>Baseline : 0; Target : 4</i>	Strategy notes available on SSATP website	
Capacity Building: 3 Increased capability of technical staff on these subjects		
Indicators	Means of Verification	Risk and Mitigation
Number of decision makers and technical staff that have been actively involved. <i>Baseline : 0; Target : 100</i>	Proceedings of workshops	
Capacity Building: 4 Training events		
Indicators	Means of Verification	Risk and Mitigation
Number of decision makers and technical staff that have attended SSATP workshops. <i>Baseline : 0; Target : 150</i>	Proceedings of workshops	

Pillar C – Road Safety

Objective / Outcome		
Enable AUC & UNECA to inspire countries to achieve UN Decade of Action and Africa Plan of Action 2011-2020 Road Safety goals		
Indicators	Means of Verification	Risks and Mitigation
Indicators of UN Decade of Action and African road safety action plan as they exist	AUC reports to Conference of African Ministers of Transport 2015 and beyond	Risk: Lack of intermediate indicators to measure progress towards objectives. Mitigation: SSATP will propose appropriate intermediate indicators.
Intermediate Outcome		
Knowledge and understanding of status and prospects of attaining road safety goals in Africa strengthened		
Indicators	Means of Verification	Risks and Mitigation
Africa road safety action plan reviewed by the African Ministers of Transport to achieve the objectives of the Decade of Action	Decisions at Conferences of African Ministers of Transport	Risk: Timing of conferences and reports not coinciding. Mitigation: SSATP will organize workshops of key stakeholders including AUC and UNECA.
Outputs		
<ul style="list-style-type: none"> ▪ Progress monitored at continental, regional and country levels in the implementation of the Africa road safety Action Plan ▪ Country analysis of reporting status, actions, and progress 		
Indicators	Means of Verification	Risks and Mitigation
<ul style="list-style-type: none"> ▪ Continental, regional and country reports ▪ Number of country assessments ▪ Action plans adopted to collect indicators 	<ul style="list-style-type: none"> ▪ Country reports and their analysis is available ▪ Government decisions 	Risk: Not enough information available from countries. Mitigation: (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		
Framework in place for monitoring progress of UN Decade of Action and Africa Plan of Action 2011-2020		
Indicators	Means of Verification	Risks and Mitigation
<ul style="list-style-type: none"> ▪ African road safety observatory operational ▪ Regional road safety observatory operational in one REC ▪ Road safety monitoring and evaluation strategies and systems available in six countries 	Decisions to create continental and regional observatories Annual reports prepared at continental, regional and country levels	

Outputs		
<ul style="list-style-type: none"> ▪ Road safety data that observatories need have been identified ▪ Road safety data are harmonized ▪ Road safety data management capacity and needs assessed at country, regional and continental level 		
<i>Indicators</i>	<i>Means of Verification</i>	<i>Risks and Mitigation</i>
<ul style="list-style-type: none"> ▪ Assessment of road safety data management and monitoring and evaluation system at continental level, for one REC and in three countries ▪ Guidelines for establishment of a country-wide road safety monitoring and evaluation system 	<ul style="list-style-type: none"> ▪ Assessment reports ▪ Guidelines published by SSATP 	
Objective / Outcome		
Promote effective policy and strategy formulation and implementation at country level		
<i>Indicators</i>	<i>Means of Verification</i>	<i>Risks and Mitigation</i>
Recorded stabilization of road crashes in three countries	Country reports	<p>Risk: Countries and agencies may lack the capacity to implement the recommended changes</p> <p>Mitigation: SSATP to prepare specific country capacity development programs</p>
Intermediate Outcome		
<ul style="list-style-type: none"> ▪ Country road safety policies and strategies better aligned to the UN Decade and Africa Action Plans and goals ▪ Effective high impact road safety interventions implemented 		
<i>Indicators</i>	<i>Means of Verification</i>	<i>Risks and Mitigation</i>
<ul style="list-style-type: none"> ▪ Three countries adopt strategies that are revised to reflect the Africa Plan of Action ▪ Five countries report actions on high impact road safety interventions 	Country reports	<p>Risk: Country road safety strategy cycles are different. Some may be current for most of DP3 period.</p> <p>Mitigation: SSATP will recommend that such strategies be reviewed to confirm that they are well aligned.</p>
Outputs		
<ul style="list-style-type: none"> ▪ Existing countries' policies and strategies reviewed and required changes identified to better align them with Decade of Action ▪ Road safety capacity and institutional assessed and needs for policy and strategy development identified in selected cities to advance urban road safety strategies ▪ Road safety capacity for policy and strategy development strengthened in cities 		
<i>Indicators</i>	<i>Means of Verification</i>	<i>Risks and Mitigation</i>
<ul style="list-style-type: none"> ▪ Three countries/cities have prepared road safety strategies ▪ Guidelines for road safety policy in urban areas 	<ul style="list-style-type: none"> ▪ SSATP quarterly reports ▪ Strategy reports from participating countries/cities ▪ Guidelines published by SSATP 	<p>Risk: There may not be adequate resources to include three additional countries</p> <p>Cities may not have the capacity to prepare road safety strategies</p> <p>Mitigation: Capacity development and knowledge sharing work to be initiated by SSATP</p>

Objective / Outcome		
Stimulate good practice in Road Safety Management (Pillar one of UN Decade of Action) by promoting systematic implementation of the Africa Plan of Action		
Indicators	Means of Verification	Risks and Mitigation
Increase in the number of Sub-Saharan African countries with fully empowered cross-sectoral lead agencies	SSATP report that shows the baseline and end of DP3 headcount of number and types of lead agencies in Sub-Saharan Africa	Risk: Countries and RECs may be slow or resist adoption of policy changes. Mitigation: SSATP to work with AUC and to use country data and decisions of African Ministers of Transport to urge countries to act.
Intermediate Outcome		
<ul style="list-style-type: none"> ▪ Countries create road safety lead agencies where none existed before ▪ Countries raise profile of existing lead agencies from one sector focused agencies to cross-sectoral status ▪ Countries improve financing of lead agencies ▪ REC's decision to create regional organizations to lead agencies 		
Indicators	Means of Verification	Risks and Mitigation
<ul style="list-style-type: none"> ▪ Three new countries decide to create lead agencies ▪ Three countries decide to raise profile of lead agencies ▪ Ten countries improve funding arrangements for lead agencies ▪ Organization of lead agencies created in one region 	<ul style="list-style-type: none"> ▪ Government decisions ▪ Stakeholder conferences and workshops ▪ SSATP quarterly reports ▪ Procedures are adopted ▪ Funding plans exit 	Risk: Decision making process is outside of the control of SSATP Mitigation: SSATP will play its advocacy role
Outputs		
<ul style="list-style-type: none"> ▪ Operational guidelines for road safety lead agencies including review of the status on the creation of road safety lead agencies by African countries and criteria for gauging their effectiveness ▪ Capacity development plan prepared for road safety lead agencies ▪ Policy notes on the creation of lead agencies and on raising profile of lead agencies and funding lead agencies ▪ Guidance note on the creation of a regional organization of lead agencies 		
Indicators	Means of Verification	Risks and Mitigation
<ul style="list-style-type: none"> ▪ Guidelines produced ▪ Capacity development plan prepared for three agencies ▪ Policy notes prepared ▪ Capacity assessment done to identify three candidate countries with potential to raise profile of their lead agencies ▪ Identification of one secretariat for a regional organization of lead agencies 	<ul style="list-style-type: none"> ▪ Country reports ▪ Stakeholder conferences and workshops ▪ SSATP reports 	Risk: Advancement from identification of secretariat to creation of a regional organization will take a long time Mitigation: SSATP will plat its advocacy role

Objective / Outcome		
Better integration of road safety policy and pillar-based interventions in locally and externally funded road developments		
Indicators	Means of Verification	Risks and Mitigation
Effective use by development partners, road funds and municipalities of guidelines to improve effectiveness of their support towards road safety	Field visits of projects funded by development partners, by road funds and by municipalities	Risk: This is an added function for the SSATP that could be pushed back or just ignored. Mitigation: SSATP will demonstrate the effects of past interventions with poor articulation of road safety components
Intermediate Outcome		
Capacity of development partners, road funds and municipalities strengthened to improve effectiveness of their support towards road safety		
Indicators	Means of Verification	Risks and Mitigation
Use of SSATP guidelines confirmed in projects prepared by development partners, three road funds and two municipalities	Road safety aspects in project documents of development partners, road funds and municipalities	Risk: SSATP has no control over decisions taken by the funding institutions Mitigation: SSATP to escalate matter to AUC if necessary
Outputs		
Guidelines on how development partners can improve support towards road safety through investments, how local funding of road safety could be made more effective and how to mainstream road safety in urban road projects		
Indicators	Means of Verification	Risks and Mitigation
Guidelines prepared	Guidelines published by SSATP	

Annex E. List of Participants to the Urban Mobility Workshop

Country	First Name	Last Name	Title / Organisation
Burkina Faso	Serge Peghwende	Bela	Secrétaire Permanent - Ministère des Infrastructures, du Désenclavement et des Transports
Burkina Faso	Traore	Ibrahima	Directeur des études et de la législation - Ministère des Infrastructures, du Désenclavement et des Transports
Burundi	Edouard	Nyandwi	Road Transport Advisor - Ministry of Transport, Public Works
Cameroon	Zacharie	Ngoumbe	Inspector General – Ministry of Transport
Central African Republic	Paul	Gondamovo	Inspecteur Central en matière des transports de surface - Ministre des Transports et de l'Aviation Civile
Chad	Noitora	Francis	DG Adjoint des Transports de Surface - Ministère des Infrastructures, des Transports et de l'Aviation Civile
Chad	Ahmat Nene	Tassy	Expert - Ministère des Infrastructures, des Transports et de l'Aviation Civile
China	Cornie	Huizenga	Secretary Manager – Partnership on Sustainable Low Carbon Transport (SLoCaT)
Comoros	Said Housseini	Aboubakar	Directeur Général des Routes et des Transports Routiers - Vice-Présidence en charge du Ministère de l'Aménagement du Territoire, des Infrastructures, de l'Urbanisme et de l'Habitat
Côte D'Ivoire	Yao Godefroy	Konan	Directeur des Etudes et de la Prospective - Agence des Transports Urbains
Côte D'Ivoire	Romain Kouakou	Kouakou	Expert - Ministère des Transports
Côte D'Ivoire	Cisse	Yssoufou	Civil Engineer – Transport Economist – African Association of Public Transports (UATP)
Côte D'Ivoire	Bi Nagone	Zoro	Secretary General - African Association of Public Transports (UATP)
DRC	Roger	Te-Biasu	Expert - Ministre des Transports et Voies de Communication
Ethiopia	Tilahun Yimer	Tassew	Expert – Ministry of Transport
Ethiopia	Ato Robel	Meseret	Strategic Planning and Managing Expert – Ministry of Transport
Gambia	Ramatoulie	Ceesay	Expert - Ministry of Transport, Works and Infrastructure
Ghana	Daniel	Essel	Ministry of Transport
Ghana	Randolf	Wilson	Head of Transport Department - Kumasi Metropolitan Assembly
Ghana	Samson Nketia	Gyamera	Ministry of Local Government and Rural Development
Kenya	Christine Adongo	Ogut	Manager - Nairobi City Council
Kenya	Risper Awiti	Orero	Senior Lecturer - Kenya Methodist University
Lesotho	Lehlomla	Mahlaha	Senior Planner – Maseru City council
Lesotho	Karabo Thomas	Marite	Director of Planning - Ministry of Public Works and Transport
Madagascar	Camille Anasyle	Tovondrazane	Expert - Ministry of Transport and Meteorology

Malawi	James	Chakwera	Expert - Ministry of Transport and Public Works
Mozambique	Pedro Miguel	Murerua	National Director of Transport and Logistics - Ministry of Transport and Communications
Nigeria	Violet Ngozi	Emeka Aneke	Deputy Director Mass Transit – Federal Ministry of Transport
Republic of Congo	Placide	Mpan	Director General of Land Transport - - Ministry of Transport, Civil Aviation and Merchant Marine
Republic of Congo	Gabriel	Tsemi Goma	Advisor in Charge of Land Transport – Ministry of Transport, Civil Aviation and Merchant Marine
Senegal	Thierno Birahim	Aw	Expert - Ministère des Infrastructures des Transports Terrestres et du Désenclavement
Senegal	Allioune	Thiam	General Manager – Urban Transport Development Center
South Africa	Daisy	Dwango	Expert – City of Johannesburg – Transport Department
South Sudan	Emmanuel Roy Longo	Milla	Expert - Ministry of Transport, Roads and Bridges
Switzerland	Mattia Stefano	Celio	Program Manager - SECO
Switzerland	Martin	Stucki	TRANSITEC Ingénieurs-Conseils
Tanzania	Ismail Mbwana	Kassim	Assistant to Deputy Minister – Ministry of Transport
Tanzania	Camilla	Lema	SSATP Consultant
Tanzania	Asteria Leon	Mlambo	Executive Director – DART Rapid Transit Agency
Tanzania	David Alfred	Mfinanga	University of Dar es Salaam; Department of Transportation and Geotechnical Engineering
Tunisia	Samir Salem	Abid	In charge of DG of Policies, Institutions and Public Enterprises – Ministry of Transport
Uganda	Benon Mwebaze	Kajuna	Commissioner – Policy and Planning – Ministry of Works and Transport
Uganda	Peter	Kabanda	Expert – Ministry of Transport
Uganda	Mubiru Andrew	Kitaka	Director Engineering and Technical Services - Kampala Capital City Authority
Uganda	Rogers	Kisambira	BRTCoordinator / PMU Member – Ministry of works and Transport
United States	Roger	Gorham	Transport Economist - World Bank
United States	Jean-Noel	Guillossou	SSATP Program Manager
United States	Inje	Oueslati	SSATP Program Assistant
United States	Justin	Runji	Sr. Transport Specialist – World Bank
United States	Zeina	Samara	SSATP Trust Fund Administrator - World Bank
United States	Kavita	Sethi	Senior Transport Economist - World Bank
Zimbabwe	Simbarashe	Gomo	Provincial Roads Engineer - Ministry of Transport and Infrastructural Development
Zimbabwe	M.H.	Ruwende	Ministry of Transport and Infrastructural Development

Annex F. List of Participants to the REC-TCC Meeting

Country	First Name	Last Name	Title / Organization
Benin	Edy Kokouvi	Anthony	Transport Specialist - ALCO
Benin	Idrissa	Kone	Executive Secretary - ALCO
Benin	Jules Venance	Kouassi	Environmental Specialist - ALCO
Cote d'Ivoire	Stefan	Atchia	Principal Transport Policy Specialist – African Development Bank
Djibouti	Azhari	Fadol Abdelkarim	Acting Program Manager for Transport - IGAD
Gabon	Jean-Paul Momboyo Kukuta	Libebele	Chef de Service Infrastructures - CEEAC
Ghana	Justin Baya	Bayili	Executive Secretary – Borderless Alliance
Kenya	Donat Mugangu	Bagula	Executive Secretary - Northern Corridor-Transit Transport Coordination Authority (NCTTCA)
Kenya	Aloys Rusagara	Bayiro	Head of Program, Transport Policy and Planning - Northern Corridor-Transit Transport Coordination Authority (NCTTCA)
Kenya	Mathieu	Bizimana	Federation of East African Freight Forwarders Associations (FEAFFA)
Kenya	Daniel Antony	Murithi	Consultant - Northern Corridor-Transit Transport Coordination Authority (NCTTCA)
Kenya	Franklin	Mziray	Secretary General - Port Management Association of Eastern & Southern Africa (PMAESA)
Kenya	Eric	Sirali	IT Specialist - Northern Corridor-Transit Transport Coordination Authority (NCTTCA)
South Africa	Barney	Curtis	Executive Director - Federation of East and Southern African Road Transport Associations (FESARTA)
Tanzania	Peter	Masi	Executive Director – Dar es Salaam Corridor
Tanzania	Hosea Yimbo	Nyangweso	Principal Civil Engineer – East African Community (EAC)
United States	Olivier	Hartmann	Senior Trade Facilitation Specialist – World Bank
Zimbabwe	Emmanuel Mukuka	Mutale	Vice President – Federation of clearing & Forwarding Associations of Southern Africa (FCFASA)

Annex G. List of Participants to the SSATP General Assembly

Country	First Name	Last Name	Title / Organisation
Belgium	Paolo	Ciccarelli	Head of Unit Infrastructure and Networks – European Commission - EuropeAid
Belgium	Marc	Stalmans	Program Manager for Transport– European Commission - EuropeAid
Burkina Faso	Serge Peghwende	Bela	Secrétaire Permanent - Ministère des Infrastructures, du Désenclavement et des Transports
Burundi	Virginie	Ciza	Minister - Ministry of Transport, Public Works
Burundi	Edouard	Nyandwi	Road Transport Advisor - Ministry of Transport, Public Works
Cameroon	Zacharie	Ngoumbe	Inspector General – Ministry of Transport
Central African Republic	Paul	Gondamovo	Inspecteur Central en matière des transports de surface - Ministre des Transports et de l'Aviation Civile
Chad	Haoua	Acyl	Secrétaire d'Etat - Ministère des Infrastructures, des Transports et de l'Aviation Civile
Chad	Noitora	Francis	DG Adjoint des Transports de Surface - Ministère des Infrastructures, des Transports et de l'Aviation Civile
Chad	Ahmat Nene	Tassy	Expert - Ministère des Infrastructures, des Transports et de l'Aviation Civile
Comoros	Said Housseini	Aboubakar	Directeur Général des Routes et des Transports Routiers - Vice-Présidence en charge du Ministère de l'Aménagement du Territoire, des Infrastructures, de l'Urbanisme et de l'Habitat
Côte D'Ivoire	Stefan	Atchia	Principal Transport Policy Specialist – African Development Bank
Côte D'Ivoire	Jean Kizito	Kabanguka	Head of Unit - African Development Bank
Côte D'Ivoire	Tapio	Naula	Specialist in Transport Facilitation Trade - African Development Bank
Côte D'Ivoire	Romain Kouakou	Kouakou	Expert - Ministère des Transports
Côte D'Ivoire	Cisse	Yssoufou	Civil Engineer – Transport Economist - African Association of Public Transports (UATP)
DRC	Roger	Te-Biasu	Expert - Ministre des Transports et Voies de Communication
Ethiopia	Ato Getachew	Mengistie	Minister - Ministry of Transport
Ethiopia	Ato Robel	Meseret	Strategic Planning and Managing Expert – Ministry of Transport
Ethiopia	Tilahun Yimer	Tassew	Expert – Ministry of Transport
France	Arnaud	Desmarchelier	Senior Engineer – Agence Française de Développement
Gabon	Jean-Paul Mom-boyo Kukuta	Libebele	Chef de Service Infrastructures - CEEAC
Germany	Nicolai	Bader	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

Germany	Armin	Wagner	Team Leader - Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
Ghana	Daniel	Essel	Expert - Ministry of Transport
Kenya	Donat Mugangu	Bagula	Executive Secretary - Northern Corridor-Transit Transport Coordination Authority (NCTTCA)
Kenya	Aloys Rusagara	Bayiro	Head of Program, Transport Policy and Planning - Northern Corridor-Transit Transport Coordination Authority (NCTTCA)
Kenya	Debashish	Bhuttarchajee	Human Settlements Officer, Lead Urban Mobility - UN Habitat
Kenya	Rob	De Jong	Head Transport Unit - UNEP
Kenya	Michael S. M.	Kamau	Minister – Ministry of Transport and Infrastructure
Kenya	Nduva	Muli	Principal Secretary - Ministry of Transport and Infrastructure
Lesotho	Lebesa	Maloi	Minister - Ministry of Public Works and Transport
Lesotho	Karabo Thomas	Marite	Director of Planning - Ministry of Public Works and Transport
Madagascar	Camille Anasyle	Tovondrazane	Expert - Ministry of Transport and Meteorology
Malawi	James	Chakwera	Expert - Ministry of Transport and Public Works
Malawi	Francis	Kasaila	Minister - Ministry of Transport and Public Works
Mozambique	Pedro Miguel	Murerua	National Director of Transport and Logistics - Ministry of Transport and Communications
Mozambique	Manuela Joaquim	Rebelo	Deputy Minister - Ministry of Transport and Communications
Nigeria	Violet Ngozi	Emeka Aneke	Deputy Director Mass Transit - Federal Ministry of Transport
Republic of Congo	Rodolphe	Adada	Minister – Ministry of Transport, Civil Aviation and Merchant Marine
Republic of Congo	Gabriel	Tsemi Goma	Advisor in charge of Land Transport - Ministry of Transport, Civil Aviation and Merchant Marine
Republic of Congo	Placide	Mpan	Director General of Land Transport – Ministry of Transport, Civil Aviation and Merchant Marine
Republic of Congo	Vivien	Nyanga	Attaché to the Office of the Senior Minister - Ministry of Transport, Civil Aviation and Merchant Marine
Senegal	Thierno Birahim	Aw	Expert - Ministère des Infrastructures, des Transports Terrestres et du Désenclavement
Senegal	Marieme Ndoye	Decraene	Directeur des Routes - Ministère des Infrastructures des Transports Terrestres et du Désenclavement
South Africa	Barney	Curtis	Executive Director - Federation of East and Southern African Road Transport Associations (FESARTA)

South Sudan	Kwong Dhier	Gatluak	Minister - Ministry of Transport, Roads and Bridges
South Sudan	Emmanuel Roy Longo	Milla	Expert - Ministry of Transport, Roads and Bridges
Switzerland	Mattia Stefano	Celio	Program Manager - SECO
Switzerland	Martin	Stucki	TRANSITEC Ingénieurs-Conseils
Tanzania	Ismail Mbwana	Kassim	Assistant to Deputy Minister – Ministry of Transport
Tanzania	Camilla	Lema	SSATP Consultant
Tanzania	Charles John	Tizeba	Deputy Minister – Ministry of Transport
Tunisia	Samir Salem	Abid	In charge of DG of Policies, Institutions and Public Enterprises – Ministry of Transport
Uganda	Benon Mwebaze	Kajuna	Commissioner – Policy and Planning – Ministry of Works and Transport
Uganda	Peter	Kabanda	Expert – Ministry of Transport
Uganda	Rogers	Kisambira	BRT Coordinator / PMU Member – Ministry of works and Transport
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United States	Jean-Noel	Guillossou	SSATP Program Manager
United States	Olivier	Hartmann	Senior Trade Facilitation Specialist – World Bank
United States	Jose Luis	Irigoyen	Director, Transport and ICT– World Bank
United States	Inje	Oueslati	SSATP Program Assistant
United States	Justin	Runji	Sr. Transport Specialist – World Bank
United States	Zeina	Samara	SSATP Trust Fund Administrator - World Bank
United States	Supee	Teravaninthorn	Practice Manager, Transport and ICT– World Bank
Zimbabwe	Simbarashe	Gomo	Provincial Roads Engineer - Ministry of Transport and Infrastructural Development
Zimbabwe	M.H.	Ruwende	Ministry of Transport and Infrastructural Development

