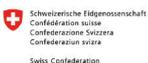




Mainstreaming decarbonization and digital technologies in transport policies

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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.

* * * * *

The SSATP is a partnership of:

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

8 Regional Economic Communities (RECs)

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

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ACRONYMS

ACFTA	African Continental Free Trade Area
AFCAC:	African Civil Aviation Commission
AFD:	<i>Agence Française de Développement</i>
AGEPAR	<i>Road Agencies Association</i>
ARMFA	<i>African Road Maintenance Fund Association</i>
ARSO	African Road Safety Observatory
AUC	Africa Union Commission
BIGRS	Bloomberg Initiative for Global Road Safety
BRT	Bus Rapid Transit
CCT	Council of Municipal Authorities
CEMAC	Central African Economic and Monetary Community
CETUD	<i>Conseil Exécutif des Transports Urbains à Dakar</i>
CITA	International Motor Vehicle Inspection Committee
CMI	Corridor Management Institutions
COP	Conference of Parties
CY	Calendar Year
DP3	SSATP Third Development Plan
DP4	SSATP Fourth Development Plan
DPCG	Development Partners Coordination Group
EASI	Enable-Avoid- Shift- Improve
EC	European Commission / Executive Committee
ESA	Eastern and Southern Africa
EU	European Union
FDTU	Urban Transport Development Fund

FESARTA	Federation of Eastern and Southern Africa Transport Associations
FIA	<i>Fédération Internationale de l'Automobile</i>
FSUMA	Framework for Sustainable Urban Mobility Assessment
FY	Fiscal Year
GHG	Green House Gas
GPS	Global Positioning System
ICT	Information Communications Technology
ITF	International Transport Forum
JICA	Japan International Cooperation Agency
LUTP	Leaders in Urban Transport Planning
MoU	Memorandum of Understanding
MTR	Mid-Term Review
MYC	Mobilize Your City
NCAAs	National Civil Aviation Authorities
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organization
NMT	Non-Motorized Transport
NTBs	Non-Tariff Barriers
OBSPs	One Stop Border Posts
OD	Operational Directives
ORO	Ownership, Results and Outcomes
PAP2	Second Priority Action Plan
PIDA	Program for Infrastructure Development in Africa
PPP	Public-Private Partnerships
RCEI	Regional Connectivity and Economic Integration

REC	Regional Economic Communities
REC TCC	Regional Economic Communities Transport Coordination Committee
<i>RF</i>	Results Framework
RI	Regional Integration
RRAM	Resilient Road Asset Management
RS	Road Safety
RSOOs	Regional Safety Oversight Organizations
RTF	Road Traffic Fatalities
SAATM	Single African Air Transport Market
SDG	Sustainable Development Goals
SSA	Safe System Approach
SSATP	Africa Transport Policy Program
SUMA	Sustainable Urban Mobility and Accessibility
SW	Single Window
TMS	Truck Monitoring System
UITP	International Association of Public Transport
UN	United Nations
UNECA	United Nations Economic Commission for Africa
US	United States
UTM	Urban Transport and Mobility
WB	World Bank
WBG	World Bank Group
WCO	World Customs Organization
WHO	World Health Organization



EXECUTIVE SUMMARY

Africa faces major socio-economic, urbanization, mobility and climate change challenges. With a population of over 1.3 billion people and an area of 30.4 million square kilometers, it is both the second most populous and second largest continent. Its population is expected to double within the next 40 years to approximately 2.5 billion people, while its urban population is expected to double within the next 25 years. Africa remains home to well over half of the world's poor and has the youngest population of any continent.

Africa's economy is expected to grow rapidly for decades, with fast rising rates of motorization and carbon emissions. However, the relatively high economic growth rate (nearing 5 percent annually) over the last two decades has not translated into rapidly falling poverty levels. Furthermore, intra and inter-continental trade levels remain the lowest of any continent, hampered by the world's highest transport costs, Non-Tariff Barriers (NTBs) to trade, and high road fatality rates. In addition, greenhouse gas emissions continue to increase, and extreme weather events resulting from climate change are negatively impacting transport infrastructure. Despite the rapid economic and demographic growth of African cities, which have led to an increased demand for safe and affordable transport services, existing urban mobility challenges are still not adequately addressed.

The substantial challenges that Africa faces continue to disproportionately affect vulnerable populations suffering from high levels of poverty and income inequality. At the same time, deep-rooted structural issues continue to hamper the developmental potential of major economic drivers such as the transport sector. To harness the transport sector's potential to support economic growth, trade competitiveness, poverty reduction, and gender empowerment, developing and implementing sound and sustainable transport policies is critical. In this regard, sustainable transport is expected to make a significant contribution to achieving the United Nations Sustainable Development Goals (Agenda 2030) in Africa.

The Africa Transport Policy Program (SSATP) is the main source of evidence-based policies for addressing Africa's unique transport challenges. Within this context, SSATP directly supports the Africa Union Commission's (AUC) continental vision, Agenda 2063, and the continental transport agenda while also supporting over 40 member countries by addressing their specific transport policy challenges. SSATP's mission is also fully aligned with continental and international sustainable policy initiatives, specifically the AUC's Programme for Infrastructure Development in Africa (PIDA), the G20's Quality Infrastructure Principles, and the European Commission's Green Deal. Since its inception in 1987, SSATP has contributed significantly to improving the effectiveness

of Africa's transport sector, while becoming the premier pan-African forum for transport policy and strategy development. With the aim of shaping the future of transport in Africa, SSATP plays a key role as a convener and leader in transport policy advocacy, serving as continental platform for sector policy dialogue and knowledge exchange. Development partners involved in Africa's transport sector leverage SSATP's knowledge to formulate sectoral assistance strategies that respond to the challenges on the ground. Meanwhile, African countries benefit from SSATP's technical knowledge and assistance to inform, prioritize and ensure the sustainability of their transport investment strategies.

SSATP is in the process of completing its Third Development Plan (DP3, covering the 2015-2020 period), which focused on the development and implementation of policies critical to creating a more efficient and sustainable African transport sector. Following comprehensive stakeholder consultations, Regional Integration (RI), Urban Transport and Mobility (UTM), and Road Safety (RS) were selected as DP3's main thematic areas.

Going forward, through its Fourth Development Plan (DP4, covering the 2021-2025 calendar period), SSATP expects to play a central role in supporting the development and implementation of national, regional, and continental strategic priorities in the African transport sector. The DP4 will not only define SSATP's strategic priorities and the resources needed to address transport policy challenges in Africa, but also build on what has already been achieved under past development plans. To better align resources with priorities, and increase flexibility, the

DP4 will utilize a two-phased approach for primary and secondary thematic areas. Secondary thematic areas will be implemented when funds and resources are made available.

Finally, it is important to note that the preparation of the DP4 involved a fully participatory and consultative approach and incorporated the feedback of all SSATP stakeholders. This ensured a strong consensus on the strategic focus, governance structure, staffing, and operational model of the program, and will help mobilize the resources needed for SSATP to pave the way for developing safe, sustainable, inclusive, innovative and efficient transport systems in Africa.

CHALLENGES FACED BY THE TRANSPORT SECTOR IN AFRICA.

The African transport sector faces major challenges including poor connectivity at the continental, regional and national levels, especially in rural areas; rapidly increasing motorization and private vehicle ownership rates leading to more congestion, pollution, and road traffic crashes; lack of sustainable transport infrastructure and associated services that support socioeconomic activities and inclusion; increasingly unsustainable capital, emergency and recurrent transport infrastructure maintenance costs; high vulnerability and extensive exposure to climate change; and lag in introducing disruptive technologies that could transform the transport sector. More recently, the COVID-19 pandemic has disproportionately impacted the transport sector due to its potential to act as a vector of disease transmission. As a matter of fact, government decisions to lockdown countries, close borders, and interrupt public transport services have resulted in

a critical financial crisis for logistics chains and mass transit modes that have seen a significant drop in ridership.

DP4'S PROPOSED APPROACH. DP4 plans to build on SSATP's extensive experience and comparative advantage. Consistent with previous strategy cycles, SSATP through the DP4 will continue to:

- Generate knowledge through analytical work;
- Share and disseminate experiences and knowledge in the transport sector;
- Use its strong convening power for transport policy advocacy;
- Provide timely and relevant transport policy advice to the AUC; and
- Function as the premier reference and repository for transport policies on the continent.

Through the above axes of intervention, SSATP plans to pilot effective, customized policy solutions in several member countries and Regional Economic Communities (RECs) under one or more of the proposed DP4 thematic areas.

SSATP plans to form stakeholder and development partner groups that will be involved throughout the activity implementation cycle to ensure coordinated planning, ownership and results. These partnerships will leverage the skills, knowledge and comparative advantages of all stakeholders and development partners to deliver effective and sustainable results. SSATP will formalize and reinforce collaboration mechanisms with development partner representatives working in the field to enhance in-country

dissemination and advocacy activities. Within this context, it is proposed that development partners develop a structured and transparent process enabling their operational staff on the ground to allocate part of their work program to supporting DP4 activities.

More than in previous strategy cycles, under the DP4, SSATP will put more emphasis on capacity building aimed at improving the delivery of high-quality transport infrastructure and services. With an increased focus on institutional strengthening, the new strategy intends to strengthen the capacity of transport professionals on the continent by partnering with African academia and other relevant partners. Furthermore, capacity building activities will have a 'demonstration effect,' and can be scaled up with support from RECs, member states and development partners. Lastly, under the DP4, SSATP will develop an enhanced communication strategy that focuses on collaborating with key development partners and stakeholders to maximize outreach and dissemination.

The DP4 staffing plan will be designed to match the strategic objectives, activities, and principles laid out in this document. For more details on the DP4 staffing plan, see the supporting Operational Framework document.

DP4 STRATEGIC OBJECTIVES AND THEMATIC AREAS.

Based on the recommendations stemming from the DP3 Mid Term Review (MTR), consultations with key stakeholders, AUC strategic priorities, and SSATP's comparative advantage, the agreed thematic areas for the DP4 are as follows:

Primary Thematic Areas:

- **Thematic Area 1:** Regional Connectivity and Economic Integration (RCEI)
- **Thematic Area 2:** Sustainable Urban Mobility and Accessibility (SUMA)
- **Thematic Area 3:** Road Safety (RS)

Secondary Thematic Area:

Thematic Area 4: Resilient Road Asset Management (RRAM)

The DP4 is expected to focus on Primary Thematic Areas 1, 2 and 3. Depending on the availability of funding, stakeholder interest and progress towards implementing the Primary Thematic Areas, Thematic Area 4 may or may not be fully implemented under DP4. A final decision on the matter will be made by the MTR of the DP4.

To help the transport sector achieve its full potential, the DP4 will also address the following cross-cutting issues: the COVID-19 pandemic and other communicable diseases, human capital development, women empowerment in transport, social inclusion, climate change, and using digital technologies to transform the transport sector.



INTRODUCTION

SSATP is an international partnership covering 42 African member countries, the AUC, United Nations Economic Commission for Africa (UNECA), RECs, public and private sector organizations, and multilateral development partners. Since its inception in 1987, SSATP has established itself as the premier transport policy platform for Africa, utilizing a broad network of specialists, researchers, operators, and consultants to inform and advocate for sustainable transport policies. Although substantial progress has been made to develop more efficient transport infrastructure and services in Africa, significant challenges remain with regards to growing urbanization, unequal access to transport systems, disruptive technologies, and the effects of climate change. Many of these challenges require more holistic and sustained responses at the policy level. The DP4 presents an opportunity for SSATP to more effectively respond to the growing challenges that the African transport sector is facing.

Within this context, the DP4 focuses on the most pressing strategic and institutional challenges faced by Africa's transport sector. By focusing on strategic transport areas and supporting the development and implementation of high-quality policies, the DP4 aims to address the main issues hindering Africa's transport sector. SSATP's mission is fully aligned with international sustainable policy initiatives evidenced through its support to the AUC's Programme for Infrastructure Development in Africa (PIDA), the G20's Quality Infrastructure Principles and the European Commission's Green Deal. Building on the achievements of past strategy cycles, the DP4 will continue working on areas where challenges remain and SSATP continues to have a comparative advantage. The 2019 MTR concluded that the DP3 Pillars – Regional Integration (RI), Urban Transport and Mobility (UTM) and Road Safety (RS) – remain fully relevant and a priority for the continent. SSATP stakeholders strongly agreed that the DP4 should broadly focus on the same



areas covered by the DP3. Accordingly, the DP4 will build on past achievements and lessons learned while taking into account adjustments to both the scope and operational model.

The DP4 will provide the necessary continuity for sustaining the objectives and achievements of the DP3. However, there will be an additional focus on: (a) mitigating and adapting to climate change; (b) enhancing the role of women in transport; and (c) improving inclusion and access to transport services for vulnerable groups. Depending on resource availability, the DP4 may also include support for strengthening road asset management and improving the continent's air transport system.

Provided enough resources are made available, the DP3's MTR recommended that the DP4 should:

- Maintain the program management team in the World Bank Group to take advantage of its centralized governance structure, vast experience in managing trust funds, and global knowledge;
- Reinforce the staff decentralization model to deliver more effective results on the ground and expand the geographic coverage of the Continent;
- Mobilize more financial resources to meet the growing demand for transport policy services;
- Better align and integrate SSATP's work with that of development partners active on the ground while simultaneously increasing awareness and ownership in countries;
- Embed the climate change agenda in Africa's transport policies to drive the green transition and meet the Sustainable Development Goals;
- Include civil aviation policy work to support the implementation of the Single African Air Transport Market (SAATM) initiative, which is a continental priority for accelerating regional integration, and strengthening air transport safety and security;
- Assess how relevant digital solutions could help advance the African transport sector to meet the growing demand for sustainable, inclusive, and clean transport infrastructure and services.

The DP4 will work closely with partners and member states to improve the dissemination of research outputs, case studies, and good practices, with the goal of fostering human capital development, knowledge management, and learning in the transport sector. In addition, SSATP will continue to work with partners to assess the potential and applicability of using emerging and disruptive digital technologies to modernize Africa's transport sector. Such innovations have the potential to substantially increase the efficiency of Africa's transport systems and services by reducing greenhouse gas emissions and improving access to services and opportunities for women and vulnerable groups.

This document outlines SSATP's strategic direction for the DP4, providing insights into, and solutions for, Africa's transport challenges while detailing the financial resources required for effective and efficient implementation. A separate Operational Framework document complements the DP4 Strategy and presents the operational structure, procedures and staffing required to implement the DP4.

CHALLENGES FACED BY THE TRANSPORT SECTOR IN AFRICA

The African transport sector faces the following major challenges:

- Inefficient regional connectivity and burdensome cross-border procedures that hamper trade competitiveness;
- Limited and inequitable access to transport services in rural and urban areas;
- Unprecedented rate of urbanization growth coupled with an increasing motorization rate leading to major negative externalities;
- The world's highest rate of road crash fatalities;
- Lack of quality and sustainable transport services to support social and economic activities, especially in public transport;
- Increasingly unsustainable transport infrastructure capital and maintenance costs caused by inadequate management, maintenance and funding practices;
- High vulnerability to climate change and extreme weather conditions that demand increased resilience of transport networks;
- Inadequate adoption of digital solutions and emerging technologies which could have major positive socio-economic impacts on transport sector stakeholders;
- Weak technical, planning and policy development capacity to manage effective, efficient and resilient transport systems;

On top of the existing structural issues, the impacts of COVID-19 pandemic have exposed the fragility of the system. As a result of the pandemic, most countries have imposed lockdowns, closed borders, and halted the domestic services of both urban and inter-city transport systems. The lack of movement of goods and passengers has had a substantial economic impact at both the macro and micro levels. For almost all transport operators, this activity was the only source of revenue.

SSATP ACHIEVEMENTS

With more than 30 years since its establishment, SSATP has been instrumental in supporting the development, implementation and adoption of sound transport policies in Africa. This has been achieved through the implementation of a wide range of activities/initiatives/policies focusing on critical areas of the transport

sector, such as road asset management, regional integration, urban and rural mobility, road safety, resilience, and access to transport infrastructure and services by vulnerable populations. Refer to Annex II for more information on select DP3 activities, achievements and good practices.

First Africa Road Safety Forum - Morocco

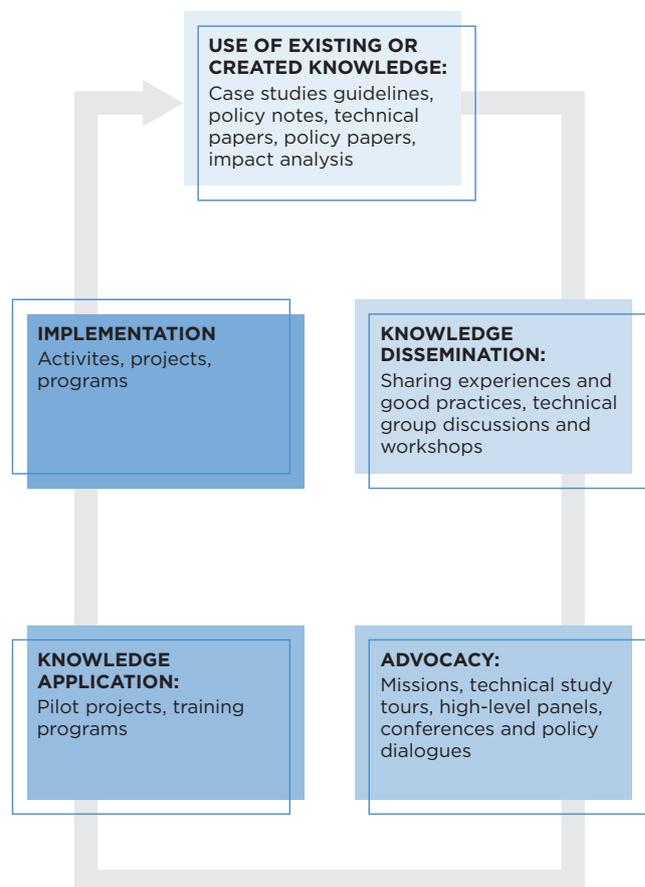


GUIDING PRINCIPLES AND OPERATIONAL DIRECTIVES FOR THE DESIGN OF THE DP4

The core values of SSATP are ownership, partnership and sustainability. In addition to these core values, DP4 will continue to build on DP3's five guiding principles: (i) African ownership, (ii) inclusiveness, (iii) accountability, (iv) transparency, and (v) objectivity. The DP4 adheres to 10 Operational Directives (ODs) for program implementation. These are found in the *DP4 Operational Framework*, which outlines the modus operandi of the DP4 and forms an integral part of its strategy and governance structure. To support member countries, SSATP will not only continue to leverage new and existing knowledge developed during its earlier cycles, but also that of development partners. An effective coordination mechanism will be established to plan and coordinate in-country activities, support knowledge application, promote capacity building, disseminate knowledge and best practices, and implement advocacy campaigns. Activities will be selected based on their potential for achieving thematic area objectives and their linkages with projected outcomes. These will be tailored to specific country contexts and local capacities.

The DP4 aims to strengthen SSATP's collaboration with the AUC, the main representative of African stakeholders. Having recognized SSATP as a key policy partner, AUC's collaboration will support

sectoral reforms that contribute to the overall continental transport policy agenda. At the same time, SSATP will continue to engage with RECs, as well as national and local governments to address the most pressing issues. This collaboration will allow for strengthened ownership at the country level, a strong buy-in from member countries. New forums will be put in place and collaborative approaches will be explored.



The following are the key recommendations that were taken into consideration when designing the DP4 and its Operational Framework:

- Closely collaborating with the AUC and aligning the Program with its Agenda 2063 objectives;
- Partnering with donor representatives on the field;
- Ensuring continuity of DP3 policy objectives by transitioning to downstream implementation;
- Building on SSATP's comparative advantage;
- Coordinating with all relevant stakeholders;
- Developing a communication and stakeholder engagement strategy;
- Improving knowledge management and dissemination practices;
- Enhancing ownership of SSATP results and outcomes; and
- Expanding partnership and empowering stakeholders.

BUILDING ON SSATP'S COMPARATIVE ADVANTAGE. Since its inception in 1987, SSATP has consistently demonstrated its comparative advantage in its key focus areas. Additionally, based on its important transport policy work, SSATP has a unique pan-African 'brand' that serves as the foundation for a strong convening, networking and advocacy platform in Africa. SSATP's comparative advantage can be found in previously developed and implemented transport policy areas in Africa, such as road asset management, regional integration, road safety, and urban mobility. Furthermore, SSATP's

recommendations have had substantial success in influencing the policy debate in the transport sector. However, despite SSATP's many past achievements, more work remains to be done to unlock the potential of Africa's transport sector to further contribute to economic growth and poverty reduction. Under the DP4, SSATP will build on its comparative advantage in supporting the development of policy solutions to address Africa's transport sector priorities.

ENSURING CONTINUITY OF DP3 POLICY OBJECTIVES BY TRANSITIONING TO DOWNSTREAM IMPLEMENTATION.

The DP4 builds on what has already been achieved in the transport sector under previous SSATP strategy cycles, and key recommendations from the DP3 MTR. However, when compared to previous strategy cycles, the DP4 will focus on low carbon public transport options and emerging technologies in transport. Also, to improve the effectiveness of downstream implementation, a formal coordination mechanism to engage with key development partners will be developed. In this regard, SSATP plans to leverage the presence of development partners' in-country transport staff to enhance coordination on the ground and facilitate the adoption and mainstreaming of SSATP's policy-focused products in their project preparation and implementation.

COORDINATING WITH ALL RELEVANT STAKEHOLDERS. To achieve the proposed objectives of the DP4, SSATP's core principles of partnership, ownership, and sustainability remain fundamental. Structured coordination mechanisms will be proposed to relevant stakeholders, and SSATP's partners will have new



opportunities to engage at a technical level in the planning, development, and outputs of the Program. To foster greater collaboration, the team will share a calendar of events and upcoming missions with all relevant parties.

DEVELOPING A COMMUNICATION AND STAKEHOLDER ENGAGEMENT STRATEGY.

The DP3 made significant progress towards improving communication and coordination with development partners. However, the DP4 will scale-up communications and stakeholder engagement to ensure the Program is fully owned, disseminated and implemented by all development partners in Africa. As the leading forum for transport policy development in Africa, during the DP4 strategy cycle, SSATP will enhance its role as an enabler, aggregator and disseminator of transport policies by actively communicating and partnering with all relevant stakeholders to form a common approach on specific transport related topics and issues.

As proposed in the *Operational Framework*, a Development Partners Coordination Group (DPCG) will be established to formalize interactions with partners and stakeholders. This will provide an opportunity for development partners to identify communication focal points tasked with liaising with SSATP and its Communications Officer. This community of practice will be essential for conveying a coordinated vision of transport policy in Africa and ensuring 'one voice' across all the communication channels of SSATP and its partners. To establish a strong and visible partnership, it will be essential to strengthen and enhance collaboration between SSATP and its donor community.

SSATP's regionally based Thematic Area Leaders will be responsible for coordinating with development partners on the ground and ensuring that DP4 policy recommendations are fully integrated in the transport policy dialogues of development partners and member countries. To achieve sustainable transport outcomes,

SSATP activities will also be designed to complement the strategies and programs of development partners to avoid duplication and enhance collaboration.

IMPROVING KNOWLEDGE MANAGEMENT AND DISSEMINATION PRACTICES.

As part of the DP4, SSATP has revised its Operational Framework to effectively respond to the DP4's strategic objectives. Given that knowledge generation is a key element of the Program, a comprehensive knowledge management approach was put in place to disseminate transport strategies, good practices and lessons learned. Innovative approaches will be encouraged to identify and influence decision makers to embrace and implement sound transport policies in Africa. The Program will actively pursue the support of local, national and pan-African champions to promote the adoption of sustainable transport policies recommended by SSATP's analytical studies, knowledge exchanges and training workshops.

ENHANCING OWNERSHIP OF SSATP RESULTS AND OUTCOMES.

The DP4 will be structured around the concept of Ownership, Results and Outcomes (ORO). These will be achieved by involving relevant stakeholders throughout the entire lifecycle of DP4 activities, ranging from planning and implementation through to completion and reporting on results and outcomes. Priority will be given to member countries that demonstrate financial and in-kind support for Program activities; long-term partnerships will be essential for the sustainability of results. A Mid-Term Review will closely evaluate the effectiveness of Program activities and the Operational Framework put in place to deliver.

EXPANDING PARTNERSHIPS AND EMPOWERING STAKEHOLDERS.

In addition to collaborating with existing financing partners, SSATP will reach out to new donors interested in Africa's transport agenda. By widening the DP4's donor community, SSATP aims to increase its synergies and effectiveness. It will also empower local beneficiaries to achieve stronger ownership among key African stakeholders. The DP4 will focus on partnering and collaborating with the:

- African Union Commission (AUC)
- World Bank's Transforming Transportation Forum
- African Universities Network
- Council of Municipal Authorities (CCT)
- Partnership dialogue on the Joint Africa-European Union Transport Strategy
- World Customs Organization (WCO) to enhance One Stop Border Posts (OBSPs) operations and support the adoption of the Single Window (SW)
- Japan International Cooperation Agency (JICA) and New Partnership for Africa's Development (NEPAD) Agency for efficient OSBP operations
- African Road Maintenance Fund Association (ARMFA)
- UN-Habitat and/or Transforming Urban Mobility Initiative (TUMI) to improve urban transport planning and mobility
- Agence Française de Développement (AFD) Digital Platform Initiative
- International Association of Public Transport (UITP)
- International Motor Vehicle Inspection Committee (CITA)

DP4 STRATEGIC OBJECTIVES AND THEMATIC AREAS

The DP4's overarching strategic objectives focus on the major transport challenges that Africa faces. They support key infrastructure policy initiatives – namely the AUC's continental transport strategy and the G20's Quality Infrastructure Principles – that contribute to the global development agenda as encapsulated in the relevant UN Sustainable Development Goals (SDGs).

In formulating the DP4's strategic objectives, emphasis was placed on SSATP's added value and a comparative advantage for responding to new challenges, such as the impacts of technology and climate change on the transport sector.

Compounded by its rapidly growing urban population, Africa is increasingly vulnerable to climate change impacts due to a lack of financial resources and capacity to effectively adapt and mitigate. Prerequisites for a successful climate resilience policy include understanding the benefits of mitigation and mobilizing appropriate levels of funding for the adaptation of transport infrastructure and services. The DP4 will support the dissemination of good practices on climate change mitigation and adaptation, including that of rising sea levels.

Based on extensive consultations with key stakeholders, the agreed DP4 strategic objectives are as follows:

- Developing a more efficient multi-modal transport network to enhance

Africa's economic growth and trade competitiveness.

- Supporting the development of low-carbon, resource-efficient and climate resilient urban transport systems for the creation of sustainable and liveable cities.
- Improving road safety to reduce deaths and serious injuries from road traffic crashes.
- Strengthening road management institutions and practices to enable climate resilient road systems.
- Leveraging private sector resources to develop financially sustainable road maintenance options.

The overarching strategic objectives will be addressed by the following thematic areas:

IMPROVED REGIONAL CONNECTIVITY.

Regional integration and cross continental transport connectivity remain a key priority for SSATP given that Africa remains the least economically integrated continent, with intra-regional trade amounting to only 15 percent of the overall trade volume. Furthermore, regional integration is important for inter-country relationships, trade, tourism and economic growth. Greater regional integration is expected to increase intra-African trade and Africa's competitiveness in the global economy. However, many constraints continue to affect regional transport connectivity in Africa, which suffers

from significant productivity losses and high costs due to poor infrastructure, obsolete procedures, transport market restrictions, lack of security, inadequate implementation of transit agreements, Non-Tariff Barriers (NTBs) and cumbersome border procedures.

To achieve the objectives of the DP4's Thematic Area 1, special focus will be placed on making economic corridors more competitive by improving their operational efficiency. This will be achieved by building on activities already supported under the DP3, such as the development of digital monitoring, green logistics and governance systems. By focusing on corridors and regional integration, the DP4 will also support the overarching AUC objective of realizing the African Continental Free Trade Area (ACFTA). In this regard, the DP4 will enhance coordination and be fully aligned with the Programme for Infrastructure Development in Africa, Second Priority Action Plan (PIDA-PAP2).

Lastly, due to the strategic importance that air transport plays in regional integration, the DP4 plans to support the implementation of the Single African Air Transport Market (SAATM), which is being implemented by the African Civil Aviation Commission (AFCAC). Within this context, the Program will support the development of best practices in terms of taxation, charging, air transport safety and security in Africa. This activity will be included based on the availability of additional resources.

SUSTAINABLE URBANIZATION AND MOBILITY. Africa is urbanizing at a rate of

approximately 4 percent per year, which will lead to an annual increase of 15 million people in urban areas. By 2030, the total African population living in urban centers is expected to exceed 50 percent for the first time ever. Private vehicle ownership, which remains very low by international standards, is also increasing rapidly, contributing to the increased congestion and pollution of urban areas. As most African cities lack well-developed public transport systems, the rapid growth in motorization is a major threat to the sustainability of transport infrastructure and services, and a leading cause of CO2 emissions in Africa. This results in severe traffic congestion, with growing negative externalities such as air pollution, health hazards, lower productivity, and reduced access to employment opportunities, especially for vulnerable populations.

The sustainable economic development and urbanization of cities is critically dependant on good urban spatial planning, and public transport systems that prioritize mass transportation. Several rapidly growing mega-cities in Africa, such as Lagos, Cairo, Kinshasa, and Greater Johannesburg, will put increasing pressure on the quality of urban transport and related services. If cities are to become Africa's 'engines of growth,' they must be productive and economically viable. Furthermore, economies of scale supported by efficient and sustainable transport systems will enable urban areas in Africa to achieve their economic potential and reduce poverty. Finally, some of the fastest growing cities in Africa¹ are also major port cities. This reflects the need to

1 (Nairobi – 79%, Kinshasa – 70%, Luanda – 68%, Addis – 61%, Abidjan – 55%, Dakar – 50%, Dar es Salaam – 85% as per 2010-2025 projected increase)

properly address port-city integration in urban mobility design plans.

IMPROVING ROAD SAFETY. In October 2019, the Fourth African Road Safety Conference that took place in Addis Ababa, Ethiopia recognized that while African countries have made efforts to deliver on the African Road Safety Action Plan during the UN Decade of Action for Road Safety, a lot more has to be done. The meeting identified a lack of political leadership, among other issues, and emphasized the importance of strengthening data management as a basis for evidence-based decision making and performance monitoring. The meeting also recognized that digitalization could provide new opportunities for road safety management in Africa, and that capacity building is key to improving road safety outcomes.

In February 2020, the Global Ministerial Road Safety Conference taking place in Sweden culminated in the forward-looking “Stockholm Declaration.” It calls for a new global target to reduce road traffic deaths and injuries by 50% by 2030 and encourages adherence to 12 Global Road Safety Performance Targets. In addition, it advocated for strengthening efforts on activities in all five pillars of the Global Plan for the Decade of Action, and speeding up the shift to safe, affordable, accessible and sustainable modes of transport, such as walking, cycling and public transport.

To improve road safety outcomes across the continent, the DP4 will build on SSATP’s strengths in facilitating, coordinating, and organizing multi-sectoral road safety stakeholder meetings at the country level, and connecting them to African and global stakeholders. Partners such

as the AUC, RECs, UN and the European Commission will be mobilized to support member states with adhering to the Africa Road Safety Charter, UN conventions, and the new global targets set out in the UN SDGs. Under the DP4, a more systematic and structured focus on the Safe System Approach will be pursued to achieve effective road safety outcomes.

The African Road Safety Observatory will be operationalized to provide necessary information on the status of Africa’s road safety and serve as the focal forum for discussing and disseminating the road safety agenda across the continent. At the national level, the DP4 will continue to support countries on the fundamental building blocks of road safety, including: (a) adequate road safety policies; (b) appropriate legislative and regulatory frameworks; (c) effective institutions; (d) strong and sustainable data collection and analysis; and (e) strong political commitment to change and implement appropriate policies, consistent with evidenced-based recommendations.

RESILIENT ROAD ASSET MANAGEMENT.

In most African countries, the management of the road transport sub-sector continues to be hampered by weak technical, institutional, and financial capacity, and major governance issues. Together with inadequate support from governments, these factors have resulted in poor road agency performance, inadequate resource allocation to road funds, and poor governance structures in existing road agencies and funds. Therefore, the management and governance structure of the road sector needs to be revisited and updated to substantially improve road asset management and ensure the efficient



use of scarce budgetary resources. This will also require a more comprehensive engagement and leveraging private sector involvement and resources. In addition, it will require systematically incorporating climate mitigation and adaptation issues when developing updated policies on road asset management to ensure the resilience of transport infrastructure systems.

In light of the interest expressed by key stakeholders to address the deteriorating performance of African road management institutions, it is proposed that SSATP renew its commitment to strengthening road management institutions as a strategic priority area of the DP4. However, full re-

engagement will depend on the availability of funding. This thematic area will be launched as a standalone activity only if sufficient resources are secured. In the event of insufficient funds, the Program will focus on the three main thematic areas and core activities. Road asset management will be implemented as a cross-cutting theme across the main thematic areas based on actual opportunities. A final decision on whether or not to re-engage in road asset management will be made by the DP4's MTR, and the strategy document will be amended accordingly.

SCOPE AND ACTIVITIES UNDER THEMATIC AREAS



THEMATIC AREA 1 – REGIONAL CONNECTIVITY AND ECONOMIC INTEGRATION (RCEI)

Regional integration remains a key priority for SSATP since it is a critical element for supporting inter-country connectivity, trade, tourism and economic integration. Furthermore, to establish a continental free trade area, transit and trade facilitation measures will need to be fully and consistently implemented together with the provision of adequate infrastructure and efficient logistics services. The AUC has requested SSATP's assistance to achieve its high-level objectives of delivering a sustainable transport system that is safe, secure, efficient and environmentally sound through improved regional and continental integration and seamless multimodal connectivity.

Although the DP3 made significant contributions to improve the efficiency and sustainability of selected transport corridors in Africa, more work is required due to the remaining challenges posed by both the scale of, and distances involved in, the continent. These challenges are

compounded by Africa's fragmentation into many small countries, having the highest number of landlocked countries in the world and many isolated hinterland areas. Furthermore, past improvements in regional connectivity have often been reversed due to political economy factors and vested interests, including those of the trucking industry. Through the DP4, a substantially stronger commitment is envisaged from the AUC, RECs, member states and development partners to put in place a more effective enabling environment for regional connectivity.

Within this context, the planned activities of the DP4 are designed to address some of the key issues that continue to negatively impact transport connectivity in Africa, including: (a) significant higher transport costs than the rest of the world; (b) persistent NTBs along all the major transport corridors; (c) time consuming and changing customs procedures at borders; (d) inadequate and in some cases obsolete logistics and transport infrastructure; (e) surging emissions and climate impacts; (f) weak sector governance and institutional capacity of key stakeholders; and (g) inadequate political support and appreciation of the socio-economic benefits of greater regional integration. Most recently, as a result of country lockdowns due to COVID-19, freight forwarding, logistics, and other wholesale and retail sectors have suffered significant

economic losses, and some might not recover. COVID-19 has caused severe hardships, especially to landlocked and least developed countries, as well as poor and vulnerable communities.

The DP4 will continue to promote best practices in multi-modal transport, where each mode of transport is optimized to develop the most efficient transport network that includes modal transfer hubs and functioning transport corridors. Also, under the DP4, the development of policies and procedures needed to create freight logistics systems that are fuel efficient and more environmentally friendly will be prioritized under a green freight policy initiative. In addition, the DP4 will support engagement with private sector service providers to formulate good practices in vehicle fleet management and green logistics to maximize freight movement efficiency.

The DP4 will also continue to support the development of efficient corridor management organizations together with the harmonization of trade-related transport standards, regulations, laws and policies that are consistent with internationally recognized standards. As with the DP3, the DP4 will continue to focus on regional connectivity and economic integration in alignment with the EU-Africa dialogue on transport connectivity. Furthermore, 'farm gate to market' and 'producer to consumer' value and logistics chains will be explored under this thematic area. In addition, as part of its 'big data' strategy, the DP4 will support African transport observatories, which generate valuable data on the performance of integrated economic corridors. With such data, long-term benchmarks on the performance

of integrated economic corridors can be used to persuade governments to continue implementing and sustaining transport, transit and trade facilitation measures.

The DP4's priority areas of support for Thematic Area 1 are as follows:

EFFECTIVE POLICIES AND STRATEGIES FOR CORRIDOR DEVELOPMENT.

Developing well-functioning economic corridors is a key element of AUC's regional integration agenda and the rest of development partners, and is a critical support to the development of the African Continental Free Trade Area (ACFTA). In this regard, the DP4's support in establishing and sustaining road transport observatories will be instrumental for monitoring progress in the performance of economic corridors, informing policy makers and stakeholders, and identifying poorly performing economic corridors. The DP4 will promote the establishment of smart corridors that will make use of appropriate digital tools. The team will assess how relevant digital solutions can help corridor agencies meet the growing demand for sustainable, inclusive, and clean transport infrastructure services. Without efficient and effective economic corridors, the implementation of the ACFTA will be delayed and will not fully yield the expected benefits.

INSTITUTIONAL CAPACITY BUILDING FOR POLICY DIALOGUE ON REGIONAL CONNECTIVITY AND ECONOMIC INTEGRATION.

The development of economic corridors will require putting in place sustainable policy platforms and implementation plans that are agreed on, and owned by, all stakeholders. As a result of the COVID-19 pandemic, this is even more relevant as countries demand higher

coordination to avoid cross-country health risks. Furthermore, institutions coordinating policy dialogue at the national, regional and continental levels must have the appropriate structure and resources to effectively manage and drive the process. The DP4 plans to improve the dissemination of best practices in transport corridor management from Africa and globally where relevant. SSATP will fully participate in REC meetings to maximize advocacy work; reach a wider audience including freight forwarders, trucking associations, and transport sector institutions; and disseminate knowledge. Also, SSATP will closely work with corridor management agencies to improve the dissemination of information on health protocols and transport corridor management success stories.

EFFICIENT AND GREEN LOGISTICS.

Under the DP4, SSATP will continue to closely coordinate with key institutions that contribute to the Continental Free Trade Program by supporting the development of a comprehensive multimodal transport system that takes advantage of inland waterways and railways. The goal is to develop a sound multimodal approach that improves the logistics chain from producer to market, is climate-friendly, and reduces the high cost of shipping goods within, to and from Africa.

Ultimately, this activity aims to improve the competitiveness of Africa in the global market and enhance intra-African trade involving road, railways, inland waterways and ports while advocating for low emission transport modes. The 'governance dimension' of transport connectivity will focus on the standardization of procedures and processes, such as: (a) customs procedures and border controls; (b) vehicle

standards and inspections; (c) conformity to the United Nations conventions and recommendations; (d) infrastructure and Information Communications Technology (ICT) standards; and (e) axle weight controls. The DP4 will work to promote the implementation and mainstreaming of the SMART corridor concept as an integral part of corridor development. Another activity that will be explored is 'smart logistics' that is critical for facilitating the real time demand and supply requirements for cargo transport.

LEARNING FROM THE COVID-19

PANDEMIC. The DP4 should consider internalizing measures and lessons from the pandemic in order to mitigate the impacts of similar health crises and ensure business continuity. Some of the features to consider in policy design could include: (i) using digital tools to stimulate workplace collaboration and electronic single window clearance; (ii) enhancing collaboration between border control agencies to design special regimes for the expedited clearance of critical commodities; (iii) scaling-up current experiences on the pre-assessment of imports through advance screening of documentation to identify and prioritize import activities prior to commodity arrival; and (iv) fostering the use of a transit guarantee scheme to reduce the cost and improve the efficiency of cross-border traffic.

AIR TRANSPORT. Depending on the availability of resources, the DP4 plans to support AFCAC and other stakeholders in promoting the implementation of the SAATM, an AUC transport priority, which will play a critical role in Africa's regional integration. Proposed activities will include support to develop 'best practice' policies

to respond to the pandemic, taxation, charging, and air transport safety and security in Africa. However, if no funds are made available to finance the aviation program by the mid-term review (MTR), the subcomponent will be removed, and this document will be amended accordingly. Nonetheless, at the request of AFCAC, SSATP may continue to provide ad-hoc support for the SAATM implementation, through the Regional Connectivity and Economic Integration thematic area. In the post COVID-19 era, this activity will support initiatives to develop or adapt existing guidelines on the safe operation of air services to the African context by introducing strict hygiene requirements in airports and aircrafts and promoting innovative disinfection methods and equipment.



THEMATIC AREA 2 – SUSTAINABLE URBAN MOBILITY & ACCESSIBILITY (SUMA)

Due to increasingly congested African cities, the DP4 will focus on improving urban transport by supporting the development of low-carbon, accessible and efficient urban mobility systems, thereby creating liveable cities and fostering sustainable economic development. The DP4 will assess the state of urban transport policies in Africa, and promote the development of an integrated, multi-modal mobility management

approach based on mass transport systems, smart mobility, e-mobility and pedestrianization. The DP4 will also scale up some of the work undertaken by the DP3 such as: (a) the assessment of urban mobility management in the context of capital cities and selected secondary cities; (b) the development of guidelines on key priority topics for sustainable urban mobility and management; (c) a review of the Leaders In Urban Transport Planning (LUTP) course and the design of new urban mobility curriculums in partnership with African institutions and development partners to better anchor trainings into the local context. The DP4 will also provide ad-hoc support to countries/municipalities for the development of an institutional framework on urban mobility management.

The DP4's priority areas of support for Thematic Area 2 are as follows:

POLICY FORMULATION FOR SUSTAINABLE AND RESILIENT URBAN MOBILITY AND ACCESSIBILITY.

The objective of this activity is to enable cities in Africa to make informed decisions on policy issues and implementation challenges with the aim of achieving sustainable and resilient urban transport and mobility. In this regard, awareness and sensitization work will target decision makers to improve their understanding of the necessity and benefits of land-use planning, associated urban transport and mobility issues, and the most recent data on the transport sector in Africa. Activities will also include developing national urban mobility policies and metropolitan/city mobility plans; increasing the quantity and quality of available data; modernizing the means of data collection; and increasing government capacity in data collection and analysis. This is even

more relevant as the COVID-19 pandemic is disproportionately affecting the transport sector, which calls for accurate data analysis in order to make informed decisions and mitigate adverse effects. Policy recommendations developed under the DP4 will focus on: (a) supporting stronger and more holistic integration of urban and transport planning; (b) developing efficient mass transport systems; (c) promoting non-motorized transport and infrastructure; (d) modernizing paratransit systems, using digital solutions; and (e) maintaining social inclusion and gender equity. Given the current health crisis, urban mobility policies will equally focus on cleanliness standards and the adequate design of public transport systems. The DP4 will also support *smart mobility* by working with digital innovation practitioners to leverage opportunities for introducing disruptive technologies adapted to the African context, addressing policy and regulation gaps, and transforming urban mobility systems. This will promote the coming together of technology, infrastructure and people to offer flexible, first-to-last mile mobility services that are integrated, safe, on-demand, and cost-effective. The proposed measures will contribute to improving the resilience of public transport in dealing with future communicable diseases.

BUILDING CONSENSUS ON THE WIDESPREAD USE OF THE EASI FRAMEWORK.

Consistent with the previous development plan, the DP4 will continue to promote the adoption of the EASI framework (Enable, Avoid, Shift and Improve – EASI) in developing policies that address urban mobility and sustainability issues.

SCALING UP THE FRAMEWORK FOR SUSTAINABLE URBAN MOBILITY ASSESSMENT (FSUMA).

Under the DP3, SSATP completed an assessment of the progress made by 14 countries (through the review of capital cities and selected secondary cities) working towards achieving sustainable mobility. This assessment provided an opportunity to develop a Framework for Sustainable Urban Mobility Assessment (FSUMA) in the African context. It supports the systematic screening and evaluation of existing transport policies and their sustainability. Under the DP4, it is proposed that FSUMA be scaled-up to reach a critical mass of cities whereby improving the benchmarking of performance. This is to create a platform that will stimulate competition and progress towards sustainable mobility. It will also increase country ownership and set the stage for the competition and harmonization of policy approaches.

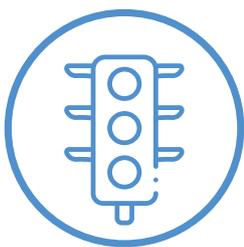
CREATING LIVEABLE CITIES. The DP4 will also promote and support the development of climate resilient ‘liveable’ cities with efficient, low carbon, equitable and safe urban transport systems to respond to the need of reducing traffic congestion and air pollution. Specific areas of focus under the DP4 will include greater awareness of environmental and human health issues associated with private vehicle ownership, cleaner energy, vehicle fuel quality, walking and cycling in African cities. The use of ‘big data’ and disruptive technologies will be promoted together with the dissemination of good policies and case studies from the DP3.

IMPROVING PERFORMANCE OF PUBLIC MASS TRANSIT SYSTEMS.

The DP4 will also support analytical work on enhanced

fare collection systems, private sector participation and the financial sustainability of Bus Rapid Transport (BRTs) systems to accelerate the reform of paratransit transport organizations through the adoption of digital technologies. The objective of this analytical work is to improve the performance of public mass transit systems.

COVID-19 RECOVERY AND AFTERMATH RESPONSES. The pandemic has affected mobility in African cities. The number of public transport trips taken in African cities decreased by an average of 40 percent compared to the pre-COVID era. Lockdown measures and the subsequent reduction in mobility and vehicle occupancy have resulted in a big shortfall of revenues leading to a financial crisis for urban transport operators. Policy design should include immediate recovery mechanisms to address the financial challenges of operators as well as longer term measures to support policies, regulations and institutional reforms for adapting to the “new normal.”



THEMATIC AREA 3 — ROAD SAFETY (RS)

The DP4 will continue to focus on building capacity to stabilize and reduce road fatalities and serious injuries across the continent. In Africa, road crashes continue to be a major public health crisis based on the increasing number of road deaths and

injuries. Although road safety will have its own clearly defined work program and is considered a separate, standalone thematic area, by its nature, it also cuts across other thematic areas. The DP4 will ensure that road safety is fully mainstreamed across all SSATP’s policy work. It will build on SSATP’s strengths in facilitating, coordinating, and organizing the multi-sectoral road safety stakeholder meetings at the country level, and connecting them to African and global stakeholders. Partners such as the AUC, RECs, the UN and the European Commission will be mobilized to support member states with adhering to the Africa Road Safety Charter and meet the global targets set out in the UN SDGs. A more systematic and structured focus on the Safe System Approach (SSA) will be followed to achieve effective road safety outcomes.

SSATP will also work with the AUC to ensure the strategic alignment and complementarity of all road safety initiatives across the continent. Also, SSATP will coordinate and pursue stronger collaboration between the AUC, UNECA, the UN Secretary General’s Special Envoy for Road Safety, and the UN Road Safety Trust Fund. SSATP will also continue to closely collaborate with other multi-national groups, such as the Global Road Safety Facility (GRSF), the Global Road Safety Partnership, World Health Organization (WHO), the *Fédération Internationale de l’Automobile* (FIA) and the International Transport Forum (ITF). In the urban environment, it will continue to collaborate with the Bloomberg Initiative for Global Road Safety (BIGRS) currently covering the cities of Accra and Addis Ababa, which is expected to expand to three other cities in Africa. Finally, SSATP will continue to

work with development partners to better leverage funding for road safety activities developed under transport sector projects.

The DP4's priority areas of support for Thematic Area 3 are as follows:

- Supporting the operationalization of the African Road Safety Observatory (ARSO) as a platform for networking, monitoring road safety performance and capacity building amongst road safety lead agencies in Africa;
- Strengthening and improving the quality of data collection and management in African countries;
- Strengthening road safety institutional arrangements for road safety management;
- Mainstreaming efficient road safety policies and good practices in line with the SSA;
- Collaborating on road safety research and working with key stakeholders to disseminate knowledge on the benefits and incentives for achieving a safer road network;
- Supporting countries with harmonizing their road safety regulations and practices in line with the UN conventions and recommendations;
- Collaborating with governments, international organizations and the private sector on an initiative for vehicle safety; and
- Scaling-up and strengthening the local content of the Road Safety Leadership Program to build leadership capacity on the continent.



THEMATIC AREA 4 — RESILIENT ROAD ASSET MANAGEMENT (RRAM)

If additional funding is secured during the DP4 cycle, SSATP plans to re-engage in addressing road asset management issues in Africa. Since road asset management was not addressed under the DP3, SSATP will work with governments, RECs and development partners to take stock of the critical issues and priorities affecting it. SSATP will then develop an updated plan consistent with the AUC's Agenda 2063 and G20 Principles for Quality Infrastructure Investment to re-engage with client countries and achieve sustainable road asset management. Available funding will determine the scope of re-engagement in this policy area and any further policy development activities that require SSATP support. Possible areas of support could include improving the efficacy and efficiency of road agencies and road funds, financial sustainability, climate adaptation and road safety.

The DP4's priority areas of support for Thematic Area 4 are as follows:

ROAD SECTOR MANAGEMENT. In Africa, the effective and efficient management of the road sector remains a major challenge due to: (a) weak planning and governance capacity of road sector organizations; (b) weak maintenance culture; (c) inadequate and erratic funding flows for maintenance; (d) inefficient and ineffective spending of

scarce maintenance funds; (e) political-economy factors affecting the allocation of road maintenance funds; and (f) inadequate technical and engineering capacity of road sector organizations. Although numerous challenges remain, some institutions in Africa are pursuing more sustainable approaches to road asset management, such as the ‘whole life’ costing of transport infrastructure, programmed regular maintenance, and performance-based maintenance contracts.

Possible engagement areas in SSATP member states include:

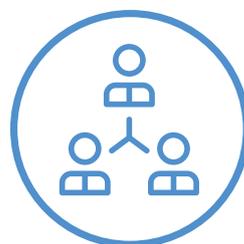
- Adopting sustainable maintenance programs for existing transport infrastructure;
- Developing and implementing policies to ensure fair competition among transport modes (taxation and regulatory policies) and liberalize tariffs/fares for transport services; and
- Reducing uncompetitive/discriminatory practices such as ‘tour de role’ for freight trucking, harmonizing the conditions of entry for transport sector operators, enforcing existing traffic laws, and reducing vehicle overloading.

MANAGEMENT OF ROAD SECTOR AGENCIES.

The performance of road sector agencies will be assessed to ensure their effectiveness in fulfilling their roles and responsibilities. To address some of the issues affecting the performance of road agencies and road funds, SSATP will benchmark their performance by identifying existing issues and providing institutional development support.

Other areas that could be supported under the DP4 are as follows:

- Upgrading the managerial and technical capacity of staff involved in road management;
- Developing the enabling legal and regulatory frameworks that support the creation of Public-Private Partnerships (PPPs) to finance, manage and operate major transport infrastructure projects; and
- Disseminating models/ways for efficient procurement and financing of routine and periodic maintenance activities.



CROSS-CUTTING THEMATIC AREAS SUPPORTED UNDER THE DP4

Although transport remains a key driver of development, it cannot achieve its full potential for Africa unless certain cross-cutting issues are addressed, such as the COVID-19 pandemic, human capital development, women in transport, digital solutions, climate change and low-carbon options, and inclusion. Ultimately, SSATP support is expected to lead the change towards a safe, sustainable, and inclusive transport system.

Key cross-cutting thematic areas that will be supported under the DP4 include the following:

RESPONDING TO THE COVID-19 PANDEMIC AND FUTURE HEALTH CRISES.

The pandemic is having a profound and

dramatic impact on the transport sector in Africa and globally. The past Ebola crisis had a similar impact but affected a more limited number of countries. As the COVID-19 pandemic is ongoing, the extent of the upheaval is still unknown and the post-crisis scenarios are still unclear. Nevertheless, it is certain that from an aviation, logistics and public transport perspective, COVID-19 has completely upended the transport sector. Both the Ebola and COVID-19 crises have shown that transport systems are not prepared to face the consequences of pandemics. The responses to COVID-19, ranging from implementing physical distancing to lockdown policies, have had immense repercussions on the mobility and connectivity of people and goods, the continuity of transport services, and the entire sector as a whole. This will also impact the economic activity of freight logistics and related industries, markets and supply chains, as well as cities and regions. The DP4 will help design a strategic response around three major axes: (i) supporting the continuity of lifeline transport to ensure urgent mobility needs are met during the health crisis; (ii) addressing financial sustainability; and (iii) developing protocols to address the 'new normal.' Priority will be given to monitoring systems that track the spread of disease and the promotion of awareness campaigns along highly exposed corridors. The DP4 will also assess the impacts of COVID-19 and rethink the way forward by incorporating lessons on building more resilient transport systems in Africa; promoting policies, regulations and reforms to digitalize the sector; and decarbonizing and paving the way for a green and robust economic recovery.

HUMAN CAPITAL DEVELOPMENT. Gaps in human capital accumulation, limited access to well-paying formal sector jobs, and income generating opportunities are some of the major drivers of inequality that need to be addressed to reduce poverty and social exclusion. The opportunity to find wealth-creating economic activities can be severely restricted by the lack of access to health, education, markets and public services in rural and urban areas. This is compounded by the lack of access to social welfare in most African countries. In addition, higher productivity is a result of equipping the workforce with the professional and technical skills required for securing jobs and having cost-effective means to commute to the workplace. Sustainable and accessible transport infrastructure and services is critical to the development and upgrading of a country's human capital.

In terms of human capital development, the DP4 could support partnerships with academic institutions to: (a) generate momentum for conducting research on urban mobility; (b) develop customized transport policies; (c) sustain the internship program of young graduates (engineers and economists) to build a strong pipeline of talented African transport sector professionals; and (d) develop a new curricula that responds to new skills needed for advancing the transport sector.

WOMEN IN TRANSPORT. Transport is not a gender-neutral sector. Women have different travel patterns than men. This affects equitable transport demand and its sustainability. With the increased complexity of urban lifestyles and growth in multi-purpose trips by women, the conventional approach to sustainable

transport services will need to change to better address how they safely travel. Another key element to ensuring gender equality is to actively include women in the decision-making process for infrastructure planning and the management and provision of transport services. This activity supported by the DP4 will develop policies that empower women in transport, either as users or as professionals. In addition, policies will be developed to promote good practices in identifying and combatting gender-based violence issues in transport. Global examples on how to best manage this issue will be collected.

DIGITAL SOLUTIONS. Over the next 25 years, an additional 500 million people could be living in African cities, which are already increasingly ill-equipped to provide basic sustainable mobility for all their population. Simultaneously, emerging technologies are expected to substantially improve the efficiency of transport systems, helping to meet some of the projected demand for transport services. Furthermore, disruptive technologies are expected to substantially change the way transport infrastructure and services are provided. The DP4 will support activities that promote and monitor the development of these technologies, and advocate their use, where appropriate, in the African context. In this regard, SSATP could become the platform for sharing and disseminating information on how rapidly evolving technologies could increasingly influence transport sector investments and policies in Africa.

LOW-CARBON OPTIONS. The development of low-carbon transport systems has become a priority for addressing climate change. Transport currently generates approximately 23 percent of global Green

House Gas (GHG) emissions. Presently, the transport sector remains almost totally dependent on fossil fuels (about 96 percent) for its energy needs, and accounts for around 60 percent of global oil use. According to most projections, transport emissions are expected to increase over the next several decades as a result of growing demand for mobility, especially in the developing world. This means that investments in low carbon transport for passengers and goods will be critical to reduce carbon emissions in the long term and ensure a more sustainable socio-economic development model for the future. In Africa, however, decisions on phasing out fuel subsidies and carbon pricing should be based on the national context and should be adopted only gradually. This is to ensure less socio-economic disruption and greater public support. SSATP's DP4 will support activities that promote market-based mechanisms for cleaner energy and lower emissions in transport operations. It will also support the dissemination of information on the benefits of investing in low carbon transport systems such as railway and subway systems.

INCLUSION. The targets of the UN 2030 Agenda for Sustainable Development should be met to benefit all segments of society, including vulnerable groups such as children, people with disabilities, the elderly, indigenous populations, refugees, internally displaced persons and migrants. Under the DP4, SSATP will conduct analytical work to support the development of policies that ensure both accessibility and inclusiveness in transport systems for groups of people who are discriminated against and excluded due to disability, gender, geography, income, age or other characteristics.

DP4 PROJECTED DISBURSEMENTS

Achieving the objectives of the DP4 will depend on the availability of adequate funding to implement the planned activities under the proposed Primary and Secondary Thematic Areas. The modular and scalable nature of DP4 activities provide flexibility depending on the final budget. Presently, the disbursement figures are based on a conservative budget (base case) scenario. Activities under each thematic area will be adjusted based on actual resources made available.

CONTRIBUTIONS TO THE DP4.

The projected total cash and in-kind contributions are estimated at approximately US\$20 million for the DP4 implementation cycle spanning five years (January 1, 2021 to December 31, 2025).

PLANNED DP4 EXPENSES. The DP4's main projected expense categories will consist of: (a) consulting services; (b) workshops; (c) annual meetings; (d) knowledge management and communications; (e) oversight of activities by the SSATP team; and (f) program management and administration.

A preliminary breakdown of the DP4's main expenditure categories is as follows:

PROGRAM MANAGEMENT, ADMINISTRATION AND IMPLEMENTATION SUPPORT (approximately 15 percent of estimated 'base case' budget scenario):

This is a relatively fixed cost and covers

SSATP staff time on program management and administration, including monitoring and oversight, executive committee meetings, an independent panel of experts, program progress reports, the mid-term review, annual reports, and the preparation of other documents necessary for the overall management and business continuity of the program. This does not include costs for supervising activities under thematic areas.

KNOWLEDGE MANAGEMENT, OUTREACH AND DISSEMINATION (approximately 5 percent of estimated 'base case' budget scenario):

It will cover communications, dissemination and advocacy efforts for the activities and their outputs, including the Communication Officer's staff cost and consultant services supporting design and outreach activities.

THEMATIC AREA ACTIVITIES

(approximately 70 percent of estimated 'base case' budget scenario):

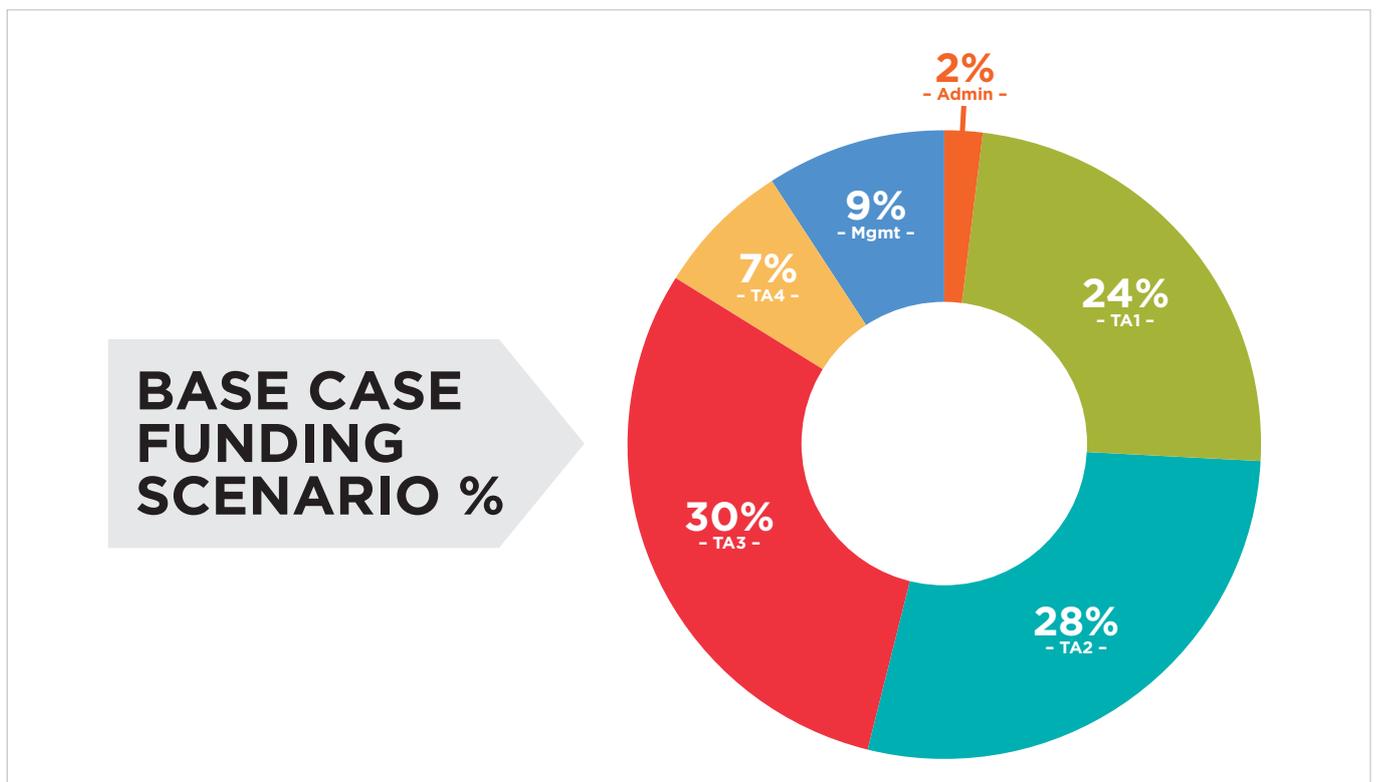
This includes consultancy services, workshops, dissemination and knowledge sharing events, publications and communications specifically related to thematic areas. SSATP staff costs for managing and supervising these activities will also be included. Thematic Areas 1, 2 and 3 will be initially funded. If additional resources are mobilized, Thematic Area 4 and air transport related activities will be incorporated, depending on the priority agenda of donors.

ANNUAL MEETINGS (approximately 10 percent of estimated ‘base case’ budget scenario): This includes the full cost of: (a) preparation of the annual meetings by SSATP staff and consultants; (b) participation by member states and stakeholders sponsored by SSATP, (c) various logistics services for organizing the meetings, and (d) publication, translation

and interpretation services in connection with the meeting.

A detailed review of the DP4’s expenses will be conducted during the MTR to ensure the efficient use of resources. Figure 1 presents the distribution of costs among the thematic areas and other expenses. Figure 2 shows the disbursement trends over the 5 years.

FIGURE 1. PROJECTED DISTRIBUTION OF COSTS AMONG THE THEMATIC AREAS AND OTHER EXPENSES

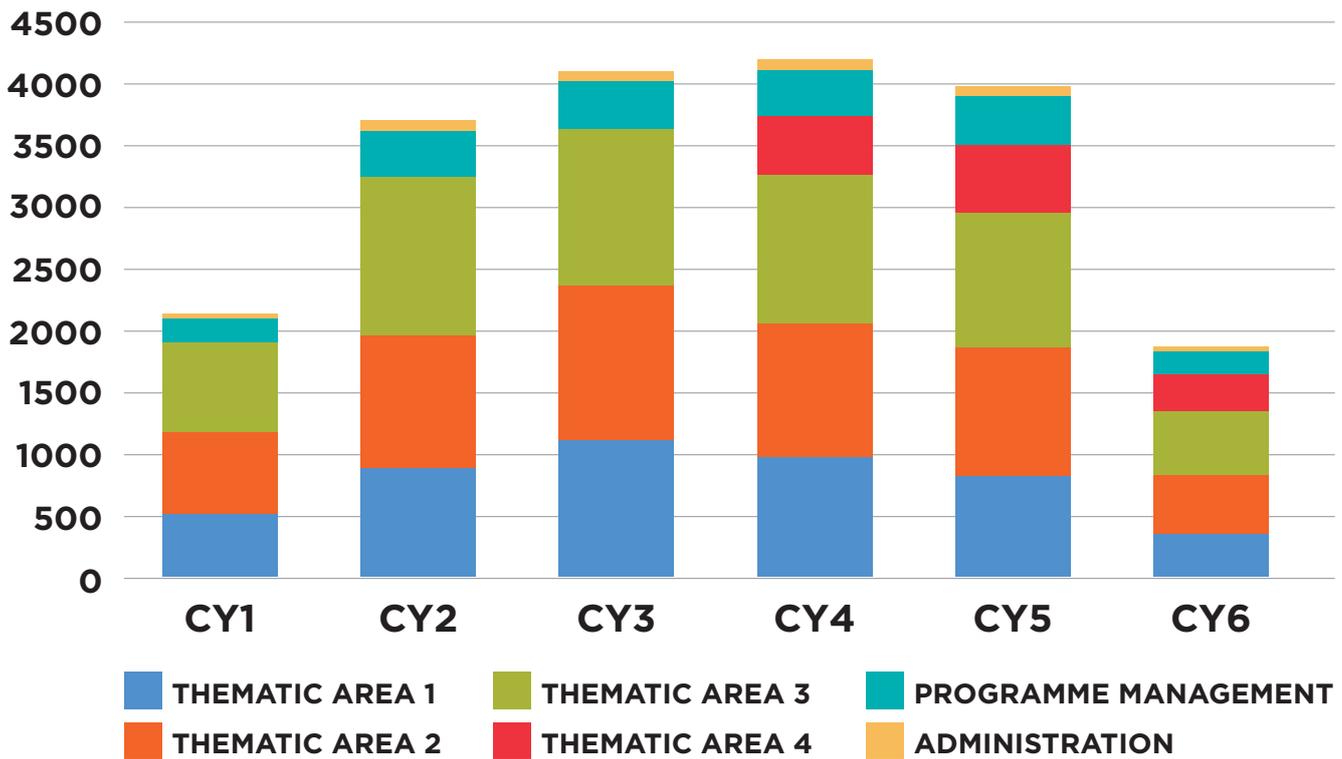


PLANNED DISBURSEMENTS. The DP4 will be formally launched in the beginning or middle of the 2021 calendar year (CY), which corresponds with the World Bank’s 2021 or 2022 Fiscal Year (FY), respectively. In any case, initial DP4 activities will entail recruiting consultants and developing concept notes and terms of reference in consultation with stakeholders. This will result in field activities starting in late FY 2022 or early FY 2023. The DP4 is expected to close in FY 2026.

Nevertheless, disbursements figures are estimated based on CYs. With an average of US\$4.0 million per year between CY 2021 (second semester: July to December 2021) and CY 2026 (first semester: January to July 2026), the projected disbursement profile of the DP4 is expected to be in line with that of the DP3. See Figure 2 for the DP4’s projected disbursements.

FIGURE 2. PROJECTED DISBURSEMENTS DURING THE DP4 IMPLEMENTATION PERIOD

BASE CASE FUNDING SCENARIO

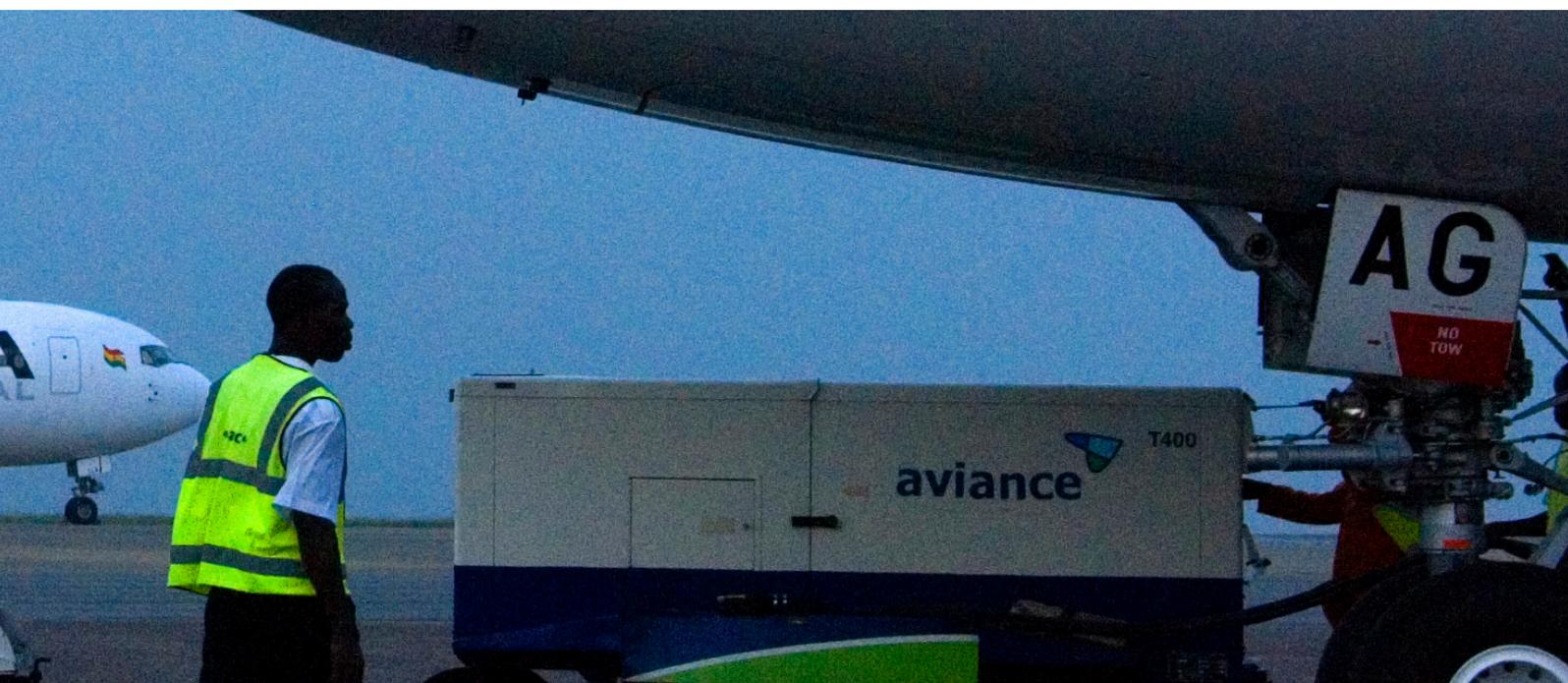


PROPOSED RESULTS FRAMEWORK (RF)

RESULTS FRAMEWORK (RF). The results framework is designed to better assess the achievement of DP4’s planned outcomes and outputs. These support the vision of an integrated African continent benefitting from regional connectivity, efficient urban mobility, and safe and sustainable transport services. The results framework has also been developed to better highlight and leverage the strengths of SSATP and provide continuity to the work undertaken during the DP3 cycle. The design of the results framework ensures that the DP4’s planned objectives, outcomes and outputs are realistic and achievable within the available time frame and resource envelope. The 2019 MTR for the DP3 cycle (2016-2020) highlighted that there was a major disconnect between the available funding and the objectives, outcomes and

outputs outlined in the results framework. This lesson was fully incorporated in the preparation of the DP4, which presents a results framework that will match the actual resources available with the planned outcomes and outputs.

PRINCIPLES OF THE RESULTS FRAMEWORK. The results framework is the guiding document that encompasses the outcomes and outputs of the activities funded under the DP4 Thematic Areas and outlines their respective indicators. The RF is largely an output-based table that links the completion of outputs and the achievement of outcomes. Generally, outputs are within the control of SSATP while outcomes require advocacy, support and commitment by beneficiaries. See Annex 1 for the DP4’s Results Framework.



ANNEX I – PRELIMINARY RESULTS FRAMEWORK

RESULTS FRAME WORK FOR THEMATIC AREA 1 Regional Connectivity and Economic Integration (RCEI)

Objective/Outcome/Outputs	Indicators	Means of verification
Facilitate the development of a more efficient, low carbon, multi-modal, connected continental transport network to enhance Africa's economic activity and trade competitiveness.	<ul style="list-style-type: none"> Improved transit performance of 2 selected economic transport corridors' efficiencies. 	<ul style="list-style-type: none"> Reports from RECs and Observatories. SSATP publications and progress reports.
Outcome 1	Indicators	Means of verification
<ul style="list-style-type: none"> Development of a long-term transport strategy for the continent, aligned with The Continental Transport Policy Paper (CTPP) to respond to the transport challenges of Agenda 2063. 	<ul style="list-style-type: none"> AUC long-term Strategy has been finalized and adopted by end of CY2024 	<ul style="list-style-type: none"> AUC documents. SSATP publications and progress reports.
Outputs	Indicators	Means of verification
<ol style="list-style-type: none"> Assistance to AUC on policy initiatives geared towards promotion of completion of the missing links on the Trans-African Highway and Tran African rail networks. Assistance to AUC for common norms and standards for the African railway network defined. Assistance for developing the Dar es Salaam Action Plan on Trans-African Highways. Assistance to address the challenges; safety, access infrastructure, regulations. of the inland water transport. Develop a revised African Maritime Charter, promote its implementation. 	<ul style="list-style-type: none"> Policy initiatives adopted and supported by AUC. AUC adopted common specifications and standards (e.g. such as axle loads and signalling) for African railway network by end of CY2025. Implementation of the Dar es Salaam Action Plan makes progress. Recommendations published by end of CY2023 for the safety, infrastructure and regulations of the inland water transport. Final draft by end of 2024 of a revised African Maritime Charter. 	<ul style="list-style-type: none"> AUC documents. SSATP publications and progress reports.
Outcome 2	Indicators	Means of verification
<ul style="list-style-type: none"> Consensus achieved on the framework for functionality of an economic corridor development. 	<ul style="list-style-type: none"> Framework for economic corridors finalized and submitted to RECs/countries by 2023. 	<ul style="list-style-type: none"> RECs, countries and corridors decisions taken. SSATP publications and progress reports.

Outputs	Indicators	Means of verification
<p>2.1. Implementation Guidelines for the Corridor Management Institutions.</p> <p>2.2. Adoption of strategic framework for performance-based corridor development plans.</p> <p>2.3. Transformation of the existing transport corridor into a SMART economic corridor.</p> <p>2.4. Improved transit times and progress made towards efficient trade facilitation at three key corridors.</p> <p>2.5. Standardization of procedures and processes, such as border controls, vehicle standards and inspections, conformity to UN conventions and resolutions adopted by member States to deliver SMART corridor principles to enable an African Free Trade Area.</p> <p>2.6. Through REC TCC, strengthen the capacity of Institutions to work alongside SSATP and key stakeholders to implement policy and deliver governance for successful operating corridors.</p>	<ul style="list-style-type: none"> Guidelines completed and promoted by end of 2023. RECs/countries having adopted by MTR, strategies to establish performance-based corridor development. RECs/countries having achieved by MTR, transformation of a transport corridor into a SMART economic corridor. Benchmarking on an annual basis of three key corridors (Northern Corridor, CEMAC Corridor, Maputo Corridor) to monitor the progress towards improving transit times on corridors. Recommendations by end of 2023 on more efficient working and influencing change for vehicle standards and inspections to conform to international conventions and recommendations taken forward. Structured participation at higher level transport and corridor meetings on economic and SMART corridors. 	<ul style="list-style-type: none"> SSATP publications and progress reports. AUC, RECs, countries and corridors decisions. SSATP publications and progress reports.
Outcome 3	Indicators	Means of verification
<ul style="list-style-type: none"> Single African Air Transport market (SAATM) regulatory framework effective. 	<ul style="list-style-type: none"> Level of implementation of concrete measures by end of CY2022 (at least 2/3 of member states and an average level of implementation of 80%). 	<ul style="list-style-type: none"> AUC and/or AFCAC documents. SSATP publications and progress reports.
Outputs	Indicators	Means of verification
<p>AIR TRANSPORT</p> <p>3.1. Support to AFCAC in implementing the Single African Air Transport Market.</p> <p>3.2. Support to AFCAC to assist member States, RSOOs, NCAAs to meet Abuja safety targets and or Windhoek security targets.</p>	<ul style="list-style-type: none"> Appropriate policy documents and regulations for the oversight of SAATM are available by end of CY2022. All SAATM member-countries meet the Abuja safety target (EI>=60%). 	<ul style="list-style-type: none"> AFCAC reports of Stake holders platform meeting. SSATP publications and progress reports.

RESULTS FRAME WORK FOR THEMATIC AREA 2 Sustainable Urban Mobility and Accessibility (SUMA)

Objective/Outcome/Outputs	Indicators	Means of verification
Support the development of low-carbon and accessible urban mobility systems to create liveable cities and foster sustainable economic development.	<ul style="list-style-type: none"> Achievements measured through progress under the FSUMA. 	<ul style="list-style-type: none"> Report of the FSUMA self-monitoring tool developed.
Outcome 1	Indicators	Means of verification
<ul style="list-style-type: none"> Foster data collection in selected countries/cities to inform sustainable and evidence-based urban mobility policies. 	<ul style="list-style-type: none"> Adoption by MTR by 10 selected countries/cities of policies for sustainable mobility and accessibility. 	<ul style="list-style-type: none"> National and local policy documents. SSATP publications and progress reports.
Outputs	Indicators	Means of verification
<ol style="list-style-type: none"> Development of FSUMA framework for assessing urban mobility systems and countries' progress Assessment reports and policy/strategy reports in capital cities and selected secondary cities. Guidelines on key priorities topics for sustainable urban mobility and management. Working paper on African women in transport. Position paper on urban air pollution in Africa cities. Position paper on pedestrianization in Africa cities. Guidelines on policies for low carbon options. Policy note/guidelines to adopt smart mobility for selected countries. 	<ul style="list-style-type: none"> Reports reviewed and approved at country/local government level by end of CY2023. Assessment reports in 10 cities including 8 secondary cities reviewed and approved at country/local government level by end of CY2023 Guidelines developed and adopted by MTR Working paper finalized and published by MTR. Position paper published by MTR. Position paper published by MTR Guidelines developed and adopted by MTR. Guidelines developed and adopted by MTR. 	<ul style="list-style-type: none"> SSATP publications and progress reports.
Outcome 2	Indicators	Means of verification
<ul style="list-style-type: none"> Building consensus on the widespread use of the EASI (Enable / Avoid / Shift / Improve) framework 	<ul style="list-style-type: none"> 12 countries/cities have developed by end of 2024 mobility policies/city plans based on EASI framework¹. 	<ul style="list-style-type: none"> SSATP publications and progress reports.

Outputs	Indicators	Means of verification
<p>2.1. Development of City mobility plans based on EASI framework in collaboration with MYC (Mobilize Your City)².</p> <p>2.2. Development of guidelines for paratransit reforms using new technologies (SHIFT).</p> <p>2.3. Technical note on fare collection for mass transit (IMPROVE).</p> <p>2.4. Framework for financial sustainability of BRTs in Africa (ENABLE).</p> <p>2.5. Development of guidelines to promote non-motorized transport (AVOID).</p>	<ul style="list-style-type: none"> • 4 Urban mobility plans developed and adopted by end of CY2023. • Guidelines developed by end of CY2022 and 4 countries engaged in paratransit services restructuring • Technical note published by end of CY2022 and 6 countries initiate cashless fare collection • Framework developed and disseminated by end of CY2022 and 3 countries adopted the framework • 4 countries engaged in reforms promoting NMT 	<ul style="list-style-type: none"> • SSATP publications and progress reports.
Outcome 3	Indicators	Means of verification
<ul style="list-style-type: none"> • Capacity of selected country/ city transport planners is strengthened. 	<ul style="list-style-type: none"> • 100 number of decision makers, leaders in urban mobility planning that have attended SSATP high-level events by end of CY2025. 	<ul style="list-style-type: none"> • SSATP publications and progress reports. • Proceedings of events.
Outputs	Indicators	Means of verification
<p>3.1. Organizing annually LUTP for anglophone and francophone countries.</p> <p>3.2. Revising current LUTP curriculums and initiating new trainings on urban mobility in collaboration with SSATP development partner, African institutions and local partners.</p> <p>3.3. Organizing national forums on urban mobility.</p> <p>3.4. Leveraging the use of digital platforms for trainings and meetings set-up</p>	<ul style="list-style-type: none"> • One LUTP session is organized for each group of countries (francophone and anglophone) every year. • New curriculums designed in partnership with other development partners African institutions and local partners. • Two national forums are organized every year. • Half of the trainings/ meetings organized virtually. 	<ul style="list-style-type: none"> • SSATP publications and progress reports

RESULTS FRAME WORK FOR THEMATIC AREA 3

Road Safety (RS)

Objective/Outcome/Outputs	Indicators	Means of verification
Increased ownership of the Safe System Approach to improve road safety management in Africa.	<ul style="list-style-type: none"> 8 number of member countries that have adopted policies and strategies and designed interventions based on the Safe System Approach. 	<ul style="list-style-type: none"> Documents on national policies and strategies.
Outcome 1	Indicators	Means of verification
<ul style="list-style-type: none"> Ownership by member states of road safety strategies and plans that are aligned to the goals and targets under UN Global and African Action Plans. 	<ul style="list-style-type: none"> 8 number of countries that have adopted strategies that include safe system principles. 	<ul style="list-style-type: none"> SSATP publications and progress reports. Country documents. Review of existing strategies
Outputs	Indicators	Means of verification
<ol style="list-style-type: none"> Develop framework for road safety strategies and plans building on the safe system approach. Promote effective road safety policy and strategy formulation and implementation. Disseminate and publicize good practices in road safety management aligned with the Africa Plan of Action. Disseminate and publicize the development of national frameworks for monitoring the implementation of the African Road Safety Action Plan. 	<ul style="list-style-type: none"> Framework developed, adopted and implemented. 3 regional workshops/events organized by MTR to disseminate and promote implementation of road safety policies and strategies that are aligned to the safe systems approach UN targets and African Action Plan goals 2 regional and subregional events organized by MTR to promote good practices in road safety management. 4 countries by MTR are monitoring and reporting on the implementation of the African Road safety Action Plan. 	<ul style="list-style-type: none"> SSATP publications and progress reports. Country documents.
Outcome 2	Indicators	Means of verification
<ul style="list-style-type: none"> Effective road safety institutional arrangements and leadership in road safety management. 	<ul style="list-style-type: none"> 2 member countries by end of CY 2025 equipped with well-functioning road safety lead entities/institutions. 	<ul style="list-style-type: none"> SSATP publications and progress reports. Country documents.

Outputs	Indicators	Means of verification
<p>2.1. Strengthening the capacity of lead road safety entities/institutions in road safety management.</p> <p>2.2. Building a critical mass of skilled road safety experts in Africa.</p> <p>2.3. Create the conditions for civil society organizations, and the private sector, particularly insurance companies and companies connected to road transport to be actively involved in road safety activities.</p>	<ul style="list-style-type: none"> • 10 number of heads of road safety lead entities that have attended leadership courses in road-safety by MTR. • A standardized curriculum is developed and implemented by MTR, in collaboration with a university in Africa. • Inclusion of private sector and civil society organizations in 3 road safety entities by end of CY2024. 	<ul style="list-style-type: none"> • SSATP publications and progress reports. • Participating university reports. • Country documents.
Outcome 3	Indicators	Means of verification
<ul style="list-style-type: none"> • Harmonized road safety data collection and analysis to facilitate regional comparisons. 	<ul style="list-style-type: none"> • Guidelines/Framework on minimum data collection and analysis completed and disseminated by MTR. • Curriculum developed and training undertaken on data management by MTR. 	<ul style="list-style-type: none"> • SSATP publications and progress reports.
Outputs	Indicators	Means of verification
<p>3.1. Establishing the African Road Safety Observatory (ARSO) as the platform for monitoring road safety performance in road safety in Africa.</p> <p>3.2. Harmonized road crash data collected, analysed and shared.</p> <p>3.3. Collaborate with universities/research institutes on road safety research, training and disseminating the knowledge on benefits and incentives for achieving a safer road network.</p>	<ul style="list-style-type: none"> • ARSO is established under AUC umbrella and SSATP coordinating role is formalized by end of 2022. ARSO website established by end of CY 2022 as a source of information for monitoring Africa's progress. • 10 countries reporting on and sharing data based on the harmonized scheme system in-line with international good practice data systems. • Knowledge products generated by universities/research institutes and disseminated. 	<ul style="list-style-type: none"> • SSATP publications and progress reports.

RESULTS FRAME WORK FOR THEMATIC AREA 4

Resilient Road Asset Management (RRAM)

Objective/Outcome/Outputs	Indicators	Means of verification
Sustainable road asset management through more effective road agencies, road funds and road management initiatives.	<ul style="list-style-type: none"> Evidence of improvement in road agencies' efficiencies (based on staff costs vs maintenance budget). Evidence on increased viability of road funds (increased maintenance coverage funds). 	<ul style="list-style-type: none"> Country reports. ARMFA (road funds) reports. AGEPAR (road agencies) reports.
Outcome 1	Indicators	Means of verification
<ul style="list-style-type: none"> Strengthening the 'Road Asset Management Initiative' in Africa. 	<ul style="list-style-type: none"> An MoU to relaunch the 'Road Management Initiative' is signed between SSATP and Road Funds Association (ARMFA) and Road Agencies Association (AGEPAR) by MTR. 	<ul style="list-style-type: none"> SSATP publications and progress reports. ARMFA reports. AGEPAR reports.
Outputs	Indicators	Means of verification
1.1. Review of road management in Africa completed that reports on the alignment of current practice of road agencies, road funds and road management initiatives with current SSATP policy guidelines.	<ul style="list-style-type: none"> Review completed and disseminated to ARMFA and AGEPAR by mid-CY2022. 	<ul style="list-style-type: none"> SSATP publication and progress reports. ARMFA reports. AGEPAR reports.
Outcome 2	Indicators	Means of verification
<ul style="list-style-type: none"> More sustainable and resilient road assets through the adoption of life cycle costs and improved maintenance practices. 	<ul style="list-style-type: none"> 4 road agencies which have adopted resilient road asset management plans. 	<ul style="list-style-type: none"> SSATP publication and progress reports. ARMFA reports. AGEPAR reports.
Outputs	Indicators	Means of verification
<ul style="list-style-type: none"> Adoption of more evidenced-based practices to improve the durability and serviceability of assets. 	<ul style="list-style-type: none"> Good practice on enhancing sustainability and resilience of road assets developed and disseminated to 20 number of governments and sector agencies. 	<ul style="list-style-type: none"> SSATP publications and progress reports.
Outcome 3	Indicators	Means of verification
<ul style="list-style-type: none"> Enhanced durability and serviceability of road infrastructure assets through the putting in place of 3rd generation road funds. 	<ul style="list-style-type: none"> Adoption of principles of 3rd generation road funds in a form of a declaration signed by ARMFA and AGEPAR. 	<ul style="list-style-type: none"> SSATP publications and progress reports. ARMFA reports. AGEPAR reports.
Outputs	Indicators	Means of verification
3.1. Development of a framework and principles for a 3 rd generation road fund.	<ul style="list-style-type: none"> Report on a 3rd generation road fund adopted by end of CY 2023. 	<ul style="list-style-type: none"> SSATP publications and progress reports.

RESULTS FRAMEWORK FOR CROSS CUTTING THEMES

Cross Cutting Theme 1	Indicators	Means of verification
HUMAN CAPITAL DEVELOPMENT <ul style="list-style-type: none"> Association with the African University Association is formalized. Promoting transport sector research in the African Universities Network. Developing capacity for young transport sector professionals. 	<ul style="list-style-type: none"> MOU is signed by end of CY2022. At least 2 research papers are completed every year under one or more of the SSATP thematic area/topics. 5 interns from African universities with engineering or economic profile are hosted by SSATP every year. 	<ul style="list-style-type: none"> SSATP publication and progress reports. Universities reports.
Cross Cutting Theme 2	Indicators	Means of verification
LOW CARBON TRANSPORT <ul style="list-style-type: none"> Developing an understanding of the benefits of mitigation and the appropriate levels of funding for adaptation in the transport sector leading to successful climate reliance policy and implementation for member States. 	<ul style="list-style-type: none"> Disseminated good practice for low carbon transport supporting climate change mitigation and adaptation with uptake into policy from member States. 	<ul style="list-style-type: none"> SSATP publications and progress reports.
Cross Cutting Theme 3	Indicators	Means of verification
WOMEN IN TRANSPORT <ul style="list-style-type: none"> Promoting policies and plans that empower women in transport. 	<ul style="list-style-type: none"> A least 2 advocacy events organized or support by SSATP to ensure women's transport needs are considered in transport policies' design. 	<ul style="list-style-type: none"> SSATP publications and progress reports.
Cross Cutting Theme 4	Indicators	Means of verification
DIGITAL SOLUTIONS AND DISRUPTIVE TECHNOLOGIES <ul style="list-style-type: none"> Support use of digital solutions/ technologies that are advancing the efficiency of transport. Monitor and disseminate the use of technologies in the transport sector in the African context and disseminate. 	<ul style="list-style-type: none"> Report on reform of paratransit transport systems using digital solutions is completed and disseminated. A repository is kept and disseminated on examples of the use of technologies, i.e.: real time tracking and control of vehicles; autonomous vehicles; fare collection systems and policies' development 	<ul style="list-style-type: none"> SSATP publications and progress reports.
Cross Cutting Theme 5	Indicators	Means of verification
INCLUSIVENESS <ul style="list-style-type: none"> Promoting enhanced access of vulnerable groups to transport infrastructure and services. 	<ul style="list-style-type: none"> Good practice policies on urban mobility that consider vulnerable groups' needs are disseminated. 	<ul style="list-style-type: none"> SSATP publications and progress reports.

Cross Cutting Theme 6	Indicators	Means of verification
<p>COVID-19 RESPONSE AND PANDEMIC PREPAREDNESS</p> <ul style="list-style-type: none"> • Support the continuity of lifeline transport to ensure urgent mobility needs during the health crisis. • Address the financial sustainability in the short and long term. • Develop protocols with a focus on the new normal. Early attention will be given to monitoring systems to track the spread of diseases and awareness campaigns along highly exposed corridors. 	<ul style="list-style-type: none"> • Report outlining measures to keep essential transportation running safely. • New financial plans considering the new normal have been adopted. • Dissemination of good practices focusing on the situation post-crisis 	<ul style="list-style-type: none"> • SSATP publications and progress reports.
Cross Cutting Theme 7	Indicators	Means of verification
<p>DONOR OUTREACH</p> <ul style="list-style-type: none"> • Prospect for new development partners 	<ul style="list-style-type: none"> • 5 development partners reached out by MTR 	<ul style="list-style-type: none"> • SSATP publications and progress reports.

1 Regarding the development of city mobility plans, priority will be given to countries whose urban transport systems were assessed under DP3 and that have already the necessary policies set in place.

2 Mobilize Your City (MYC) is an initiative from the *Agence Française de Développement* (AFD) to support the development of long-term, sustainable and climate efficient urban mobility plans in various cities in Africa. The initiative is currently supporting cities such as Maputo (Mozambique), Dodoma (Tanzania), Dire Dawa (Ethiopia), Bouake (Cote d'Ivoire), Dakar (Senegal), and Lomé (Togo). SSATP aims to support and complement such studies using the EASI Framework and leveraging SSATP's convening power to ensure adoption and effective implementation on the ground.

ANNEX II – GOOD PRACTICE EXAMPLES FROM THE DP3

What follows is a wide range of examples of implemented activities and ‘good practice cases’ supported by the DP3 in Africa. For more examples, please consult the SSATP website.

1. REGIONAL INTEGRATION ADVOCACY

TOOLS. Cross border transport in Africa is characterized by lengthy delays and

cumbersome procedures at borders, punitive and arbitrary transit tariffs, transport restrictions, and a lack of security for transport users. These issues not only hinder intra-regional and international transport - making it time consuming, costly, and uncertain, but also impact trade by making a country’s exports less competitive on international markets and increasing the price of imports. To address these challenges, many African countries have introduced the One Stop Border Post (OSBP) concept at their land border crossings. Nevertheless, quantifying the impact of fully functioning

OSBPs on border crossing times has proved to be difficult until recently.

To assess the impact of OSBPs, SSATP developed a web-based Truck Monitoring System (TMS) for analysing border crossing and route trucking times using GPS data obtained from truck fleet management systems and customs tracking systems.

Developed in close collaboration with the Corridor Management Institutions (CMIs) of Eastern and Southern Africa (ESA) and the Federation of Eastern and Southern Africa Transport Associations (FESARTA), the TMS provides reports and indicators measuring border crossing and route trucking times at various choke points along key international corridors of the sub-region, including at border crossings, fixed weighbridges, and metropolitan areas.

Launched in 2017, and initially hosted by SSATP, the TMS currently covers

42 border posts and 50 routes across East and Southern Africa, with additional routes under consideration. Because of

“ In general, the benefits that can and will be derived from the TMS going forward will benefit all users of the system such as Transporters, Freight Forwarders, Shippers, Cargo Owners, Corridor Management Institutions, Government Institutions, Revenue Authorities and anybody or organisation involved in the Transport or Logistics Industry.”

Mike Fitzmaurice
Executive Director, *Federation of Eastern and Southern Africa Transport Associations (FESARTA)*

the high penetration level of GPS tracking and fleet management systems onboard haulage trucks in the sub-region, the TMS has been capable of extracting data on the movement of a large fleet of trucks. As of April 2018, the system had gathered approximately 21.3 billion GPS data points.

Through the secure business intelligence page of the [TMS website](#), registered users – namely regional transport and logistics industry associations/federations, RECs, CMIs, development partners, and international and continental organizations – have access to 29 reports via seven interactive dashboards: Borders with Border Arrival, Routes with Speed, Border Activity, Economic Areas, Variable Routes, User Utilization, and Selected Trip Maps. These reports ultimately allow users to assess total transit times along defined corridors, monitor the pattern of arrivals at each border, and visualize cross-border trade patterns and truck routes among others.

2. POLICY DEVELOPMENT IN URBAN MOBILITY. With more than half of Africa's population soon living in urban areas, providing a sustainable response to the growing demand for urban mobility is an urgent concern and a priority for SSATP.

Striving to help African cities and urban centres integrate sustainable urban transport and mobility management practices, SSATP conducted urban mobility assessment studies in eight pilot countries – Cote d'Ivoire, Ethiopia, Ghana, Guinea, Kenya, Nigeria, Rwanda and Senegal – from October 2017 to December 2018.

Subsequently, SSATP organized several National Urban Mobility Forums to discuss the preliminary findings of the studies, launch a policy dialogue on urban mobility, gain consensus on the key strategic direction for related policy reforms, and ensure client ownership of the recommendations. One of the main outcomes of the forums was the launch of national platforms for policy dialogue encompassing all stakeholders involved in urban transport management in each pilot country.

With the goal of developing a holistic and integrated approach for addressing the urban mobility issues and challenges of Africa's metropolitan areas, SSATP prepared policy briefs and strategy guideline notes that boosted the capacity of client countries to implement sustainable urban transport development and management programs.

Good Practice Case: Senegalese Forum on Sustainable Urban Mobility and Accessibility

In May 2018, SSATP in collaboration with the Conseil Exécutif des Transports Urbains de Dakar (CETUD), organized a Forum on Sustainable Mobility and Accessibility Policy in Senegalese Cities. During the forum, participants examined and discussed the findings of the report on improving urban mobility management, which was prepared as part of SSATP's support to the Ministry of Infrastructure, Land Transport and Access. The forum's main takeaways are summarized below:

- **Urban mobility institutional framework:** Strengthening the role of CETUD and providing it with the necessary resources to carry out its mission as the Transport Organizing Authority in Dakar; assigning the “Road, Traffic and Parking” competence to the transport organizing authority.
- **Inter-modality and multimodal planning:** Integrating the urban and transport planning strategy documents; Developing a comprehensive strategy to improve the mobility conditions of pedestrians in Dakar and other cities in the country.
- **Sustainable urban mobility policies for secondary cities:** Launching urban mobility planning processes in regional capital cities; and implementing road traffic and parking management policies.
- **Source of sustainable financing:** Reforming the Urban Transport Development Fund (FDTU) and ensuring the sustainable financing of urban mobility through revenue diversification, including through roadworthiness tests, operator fees, infrastructure taxes and new sources, such as taxes on vehicle registration documents, additional fuel taxes, and levies on toll tariffs.
- **Citizen engagement:** Establishing a multi-stakeholder committee on urban mobility chaired by the Ministry of Transportation, with the objective of bringing together all stakeholders in the sector, including civil society organizations.

3. PARTNERING TO DELIVER ROAD

SAFETY STRATEGIES. Recognizing the specificity of the road safety challenge in the urban context, SSATP partnered and supported the city of Addis Ababa to develop a city-level road safety strategy designed to minimize the high number pedestrian accident victims. That’s because despite having a population of approximately 4 million people and less 500,000 vehicles, more than 450 people were being killed annually. Notwithstanding

The main strategic objectives of the Addis Ababa Road Safety Strategy

- Developing a road safety management system
- Focusing on main roads, where trauma is most concentrated
- Prioritizing pedestrians first, second and third
- Enforcing key safety laws, supported by awareness creation
- Improving accident and injury data management
- Improving post-crash trauma response
- Demonstrating and scaling up investment.

insufficient accident data for Addis Ababa, a three-year study found that: (a) 86 percent of accident victims were pedestrians; (b) roads were designed with a focus on vehicular traffic with little consideration for pedestrians; (c) most fatal accidents happened during the afternoon and late at night; and (d) more than half of the fatal accidents involved commercial goods and passenger transport vehicles.

To address this public health emergency,

SSATP worked closely with major stakeholders to gain political buy-in to develop and implement a road safety strategy for the city. In March 2017, the City Government approved and launched the Addis Ababa Road Safety Strategy which aims to halve the number of deaths and severe injuries from road traffic accidents by 2023, and provide access to safe, affordable, accessible and sustainable transport systems for all by 2030. It nominated the Addis Ababa Road Traffic Management Agency as the lead agency for implementing the strategy and established the Addis Ababa Road Safety Council chaired by the Deputy Mayor.

Thus far, infrastructure related safety work has involved addressing 11 locations with more than three fatalities, adding speed restrictors at 47 accident black spot locations, and installing and maintaining streetlights to improve night visibility. Through these concerted efforts over the last two years, the City has succeeded in substantially stabilizing the growth rate of Road Traffic Fatalities (RTF). During the 2017-2018 period alone, there was zero growth in RTFs which is a significant feat as compared to the 14 percent increase in RTFs at the national level for the same period.

4. MOBILIZING AFRICA'S LEADERS FOR ROAD SAFETY ACTION. In collaboration with the Government of Morocco, SSATP organized the First Africa Road Safety Forum held in Marrakech, Morocco in November 2018 under the theme "Road Safety in Africa: A Sustainable Development Issue." Attended by approximately 1,200 high-level participants from 75 countries (out of which 47 were from Africa) and 22 ministers (including 18 African transport ministers and the Prime Minister of

Morocco), the Forum capitalized on the work of COP22 Marrakech to position road safety as a sustainable development issue in Africa.

The high-level Forum also served as a platform for: (a) Securing high-level ownership of the UN Decade of Action for Road Safety 2011-2020 and Africa Road Safety Action Plan 2011-2020, which called on countries to implement concrete measures to make their roads safer for all; (b) promoting cooperation between African countries and the government institutions, public and private companies, economic actors, experts, and NGOs working on road safety in Africa; (c) setting up and implementing an Africa wide road safety data observatory; (d) identifying good practices with regards to the adequate financing of the road safety initiatives, and encouraging investment in the various sectors related to road safety; and (e) sharing and learning from experiences and best practices on road safety in the African continent.

Having received very strong media coverage – with over 466 mentions across TV, radio, print and online channels – the Forum succeeded in not only highlighting the major health and development challenges posed by road safety issues in Africa, but also served as a rallying cry encouraging all key stakeholders to unite and take up the fight against road traffic injuries in Africa.

At the First Africa Road Safety Forum, African Ministers committed to implement the following actions in 2019:

- Update the legislative and regulatory framework of the transport sector to ensure comprehensive road safety provisions are included.
- Adopt sound road safety policies and strategies backed-up with comprehensive action plans.
- Create lead agencies to manage road safety (for countries that have not yet done so).
- Allocate adequate funding to road safety activities.
- Promote the adoption of regulations for the importation of cleaner, safer and more efficient new and used vehicles.
- Encourage countries to prioritize the development of their civil registration and vital statistics system with the involvement of all stakeholders and international partners.
- Encourage countries to promote partnership with civil society as a key player in the implementation of national road safety strategy.



