



SSATP Annual Report

2017



Annual Report 2017

A New Path to Supporting the Africa Strategic
Development Agenda

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

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

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The SSATP is a partnership of

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

8 Regional Economic Communities:

2 African institutions: UNECA, AU/NEPAD

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

Many public and private national and regional organizations

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

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Abbreviations

ACMA	Africa Corridor Management Alliance
AfCFTA	African Continental Free Trade Area
AFD	<i>Agence Française de Développement</i>
AfDB	Africa Development Bank
ARMFA	African Road Maintenance Funds Association
ATPC	Africa Trade Policy Centre
AU	Africa Union
AUC	Africa Union Commission
BIAT	Boosting Intra-African Trade
CPMS	Corridor Performance Monitoring System
CFTA	Continental Free Trade Area
CMI	corridor management institution
CODATU	Cooperation for Urban Mobility in the Developing World
COMESA	Common Market for Eastern and Southern Africa
CPMS	corridor performance monitoring system
DP2	Second Development Plan
DP3	Third Development Plan
EAC	East Africa Community
EASI	Enable/Avoid/Shift/Improve
EC	European Commission
EXC	Executive Committee
ECOWAS	Economic Community of West African States
EU	European Union

FIA	<i>Fédération Internationale de l'Automobile</i>
GIZ	<i>Deutsche Gesellschaft für Internationale Zusammenarbeit</i>
GRSF	Global Road Safety Facility (World Bank)
ICT	information and communications technology
IDA	International Development Association
IRTAD	International Traffic Safety Data and Analysis Group
IRU	International Road Union
IsDB	Islamic Development Bank
IT	information technology
ITDP	Institute for Transportation and Development Policy
ITF	International Transport Forum
JAES	Joint Africa – European Union Strategy
JICA	Japan International Cooperation Agency
LUTP	Leaders in Urban Transport Planning Program
MCLI	Maputo Corridor Logistics Initiative
MDC	Maputo Development Corridor
MDTF	Multi-Donor Trust Fund
MoU	memorandum of understanding
MYC	Mobilize Your City
NCTTCA	Northern Corridor Transit and Transport Coordination Authority
NEPAD	New Partnership for Africa's Development
OECD	Organization for Economic Co-operation and Development
OSBP	one-stop border post
PAPC	Pan-African Port Cooperation
PIDA	Program for Infrastructure Development in Africa
PMAESA	Port Management Association of East and Southern Africa
PMWCA	Port Management Association of West and Central Africa
PPI	port performance indicator
REC	Regional Economic Community
REC-TCC	Regional Economic Communities Transport Coordination Committee
RSS	roadside stations and rest stops

SAATM	Single African Air Transport Market
SADC	Southern African Development Community
SDG	Sustainable Development Goal
SECO	State Secretariat for Economic Affairs
SSATP	Africa Transport Policy Program
STC-TTIIET	Specialized Technical Committee on Transport, Transcontinental and Interregional Infrastructure, Energy and Tourism
TFF	Trade Facilitation Facility (World Bank)
TIR	Customs Convention on the International Transport of Goods under Cover of TIR Carnets (20 March 1978)
TMEA	Trademark East Africa
TOC	terminal operating company
UEMOA	West African Economic and Monetary Union
UNCTAD	United Nations Conference on Trade and Development
UNECA	United Nations Economic Commission for Africa
UNEP	United Nations Environment Programme
UNITAR	United Nations Institute for Training and Research
USAID/SATIH	United States Agency for International Development – Southern Africa Trade and Investment Hub
UTM	urban transport and mobility
WBG	World Bank Group
WCO	World Customs Organization
WCTRS	World Conference on Transport Research in Society
WRI	World Resources Institute

Message from the Executive Committee Chair



Stephen N. Karingi
SSATP Executive
Committee Chair

The Africa Transport Policy Program (SSATP) has just completed the second year of implementation of its Third Development Plan (DP3). The program is shaping transport policies and strategies for deep-rooted changes and a shift toward sustainable and safe mobility and efficient freight movement in Africa. Under each pillar of its program, SSATP is addressing key policy challenges that would align Africa fully with global trends.

The team has accelerated the implementation of activities and the program is proceeding satisfactorily in accordance with its timeline. In fact, the main activities completed so far have been aimed at addressing the structural causes of higher road fatality rates in Africa, its inefficient urban transport systems in the context of accelerated urbanization, and its weak logistics chain efficiency, which has resulted in high transport costs. Sustainable transport not only addresses sustainable infrastructure; it also ensures an enabling environment, which in turn allows the development of comprehensive transport policies, effective transport strategies, appropriate transport institutions equipped with the right capacities, and appropriate financing mechanisms. This is the foundation of SSATP's Third Development Plan and each of its pillars.

Road safety, a top priority. At SSATP, road safety is approached and analyzed through the lens of social vulnerability and exposure to poverty. In fact, trauma from road crashes begets poverty in the most vulnerable communities, particularly in low- and middle-income countries. In Africa, big economic losses are hiding behind the high fatality rates. Indeed, it is estimated that countries lose between 2 and 5 percent of their gross domestic product (GDP) from the impacts of fatalities and serious injuries, largely because road transport systems are unable to address systemic issues such as inadequate transport legislation and regulatory frameworks, ineffective data management systems, weak institutional capacity at the municipal, regional and national level, and significant underinvestment in road safety both as a major public health issue and a road investment priority.

These challenges only serve to emphasize the relevance of SSATP's holistic approach to its road safety pillar activities. In the development of road safety policies and strategies, SSATP has provided support to several cities (Addis and Accra) and countries (Côte d'Ivoire, The Gambia, and Mali). At the same time, the road safety pillar has been focusing on strengthening road safety lead agencies in Kenya, Ethiopia, and Sierra Leone and supporting the creation of a new entity in Senegal. SSATP is also leading efforts in collaboration with the *Fédération Internationale de l'Automobile* (FIA), International Transport Forum (ITF), and the World Bank's Global Road Safety Facility (GRSF) to establish a

regional road safety data observatory to promote improved road crash and injury data systems across all member countries and provide a network of peers who will provide information on the progress of African countries toward achieving the goals of the UN Decade of Action for Road Safety. SSATP is assisting Kenya in the preparation of a policy framework to support a major reform of its road safety-related laws. The remaining activities include supporting and monitoring the UN Decade of Action for Road Safety and the implementation of the action plan adopted by the African heads of states in January 2012. SSATP is also promoting leadership in road safety through the support of a network of African legislators to advocate for the road safety agenda and the development of an African road safety leadership course.

Removing barriers to trade. The various programs of the African Transport Policy Program have worked toward creating an environment on the continent for effective realization of the One African Market in which goods, services, and people move freely and safely. SSATP has been consistently supporting the development of regional transport policies and strategies in Africa, thereby creating an enabling environment to promote the efficient free movement of people and goods across the continent. During the year under review, SSATP spearheaded a series of activities that contributed to cementing the building blocks of the Africa Continental Free Trade Area and to enhancing the free movement of goods and persons across the continent. The program also contributed to the validation process of the key documents on the Single African Air Transport Market (SAATM) under the leadership of the AUC. This resulted in important developments in Africa in early 2018, including the signing of the agreement on the African Continental Free Trade Area (AfCFTA), the launch of the Single African Air Transport Market (SAATM), and the signing the Protocol on the Movement of People. These developments were led and endorsed at the highest leadership of the African Union.

From the support given to the Maputo Corridor Logistics Initiative (MCLI), which is in line with the objective of promoting policy formulation for the corridor's development, have emerged findings and recommendations that could be replicated in other regions of the continent for the sustainability of corridor institutions. Transport observatories are at the core of the regional integration component. The review of the MCLI's strategic plan demonstrated that, for most stakeholders, a proper mechanism that measures performance should be one of the core activities of the MCLI secretariat. In addition, such a mechanism would provide evidence of the long-term adequacy of transport observatories with a performance-based corridor development plan. Similarly, development of inclusive policies and the institutional capacities of the Regional Economic Communities (RECs) has been at the center of the regional integration pillar agenda. In this regard, the third Regional Economic Communities Transport Coordination Committee (REC-TCC) meeting under the DP3 was held in Johannesburg, South Africa, November 20–22, 2017, in partnership with the MCLI. This important meeting, which was hosted by a regional transport and logistics industry stakeholders' body, contributed to building capacity and promoting visibility of the host organization and has also demonstrated the inclusiveness and ownership of the REC-TCC by its members. Finally, achieving efficient road transit systems remains critical to ensuring the effectiveness of the free trade area. Bringing transport industries, logistics professional associations, and border management institutions together to participate in a constructive policy dialogue and to discuss the enforcement of regulations is a fundamental prerequisite. Therefore, the SSATP's partnership with the World Customs Organization

(WCO) and the International Road Union (IRU) to organize workshops on transit regimes is to be highly commended.

Supporting urban dynamics. Urban mobility is not only about moving people in cities. It is also about ensuring the efficiency that connectivity is unleashing to promote the economic potential of urban agglomerations. As a result, while carrying out short-term activities that helped keep the momentum, the medium- to long-term goal, which consists of connecting the dots for sustainable urban mobility, has remained in the big picture. By initiating and supporting the organization of a high-level course in urban transport planning for transport ministries and municipal officials, the urban transport and mobility (UTM) pillar of SSATP's Third Development Plan is achieving the following objectives: (1) raising urban mobility awareness among leaders in urban transport; (2) equipping leaders in urban transport planning with the basic knowledge and tools needed to recommend the appropriate decisions; and (3) providing an effective platform for learning and experience sharing based on both successes and failures from different countries and cities.

Furthermore, the UTM pillar has given sustainable governance for urban mobility priority by promoting at the metropolitan level a single authority that has a clear and strong mandate and full responsibility for managing urban mobility policies. This will ensure proper coordination of the different modes of transport for the sake of efficiency, affordability, and sustainability. In this regard, the activities to support review of the core functions of the Dakar Urban Transport Authority and the assistance given to the Ministry of Transport of Abidjan in the institutional setup and organization of a new entity to manage urban transport in the Greater Abidjan metropolitan area are well aligned with the SSATP's objectives.

Finally, the sustainable mobility study launched in eight pilot countries is approaching closure. The objective of the study has been to find the appropriate approach to coordination of the integration of urban development and city transport systems. With its well-balanced geographical coverage East Africa, West Africa (francophone), and West Africa (anglophone) for the first batch, the study will be able to draw country-specific recommendations, as well as transnational and subregional lessons on land use planning and transport system designs, urban mobility management schemes, inter-modality, financing mechanisms, and so on. The room made for dissemination and replicability will pave the way for sustainability.

New avenues to partnerships. Building on the successful expansion of the program (which includes now more than 40 countries), SSATP is now fostering its partnership with institutions and initiatives with similar objectives. The new developments in collaboration and coordination with the following organizations are very illustrative of the dynamism of the program: with corridor institutions Africa Corridor Management Alliance (ACMA), MCLI, Central Corridor, and Abidjan-Lagos Corridor Initiative (ALCO); with WCO and IRU on the transit regime; with Mobilize Your City (MYC), International Association of Public Transport (IUTP/UATP), and Leaders in Urban Transport Planning (LUTP) to promote the urban mobility agenda; and with the International Traffic Safety Data and Analysis Group (IRTAD), FIA, and GRSF in the form of a strategic alliance to tackle issues related to data collection and analysis. SSATP also continues to collaborate strongly with and guide the

European Union–financed Safer Africa project. I am pleased to note that SSATP has been leading each of these initiatives.

Ownership remains key. Ownership of the activities by stakeholders is still driving SSATP’s agenda and actions. The program has consistently required that expressions of interest by member countries and regional stakeholders are formalized before SSATP can commit its support. This approach sends a strong, effective signal about the importance of commitment and constitutes a sine qua non condition for sustainability. SSATP should continue emphasizing this program principle, which is one of the core values of the program.

We are confident that the program is on the right path to success and that it will meet and exceed the expected outcomes and results, as it has done over the last three decades.

FORWARD



Ibou Diouf
Program Manager

As we launch the midterm review of implementation of the Third Development Plan (DP3) and approach the closure of the current program cycle, I would like to share key lessons from the implementation challenges so far and outline new areas that can affect transport policy in Africa in the distant future. This is, of course, notwithstanding the broader picture that an external reviewer would be more equipped to draw.

Thematic areas of the DP3. There is a real consensus among all current actors in the transport sector in Africa that the three major challenges the continent is facing are lack of effective regional integration, inefficient urban transport systems, and high road fatalities. Therefore, there is no doubt that SSATP's three pillars are still relevant. One of the greatest achievements of SSATP is the support it provided to countries for the creation of road management agencies and road maintenance funds for the preservation of the road network assets. This has demonstrated that adequate policies are able to attract more private financing for infrastructure development. In the new context of maximizing finance for development, SSATP is better positioned than ever to revisit policies that could leverage existing resources and open new avenues for infrastructure financing in Africa.

Operating model of the SSATP. It is a good time to question and discuss SSATP's partially decentralized organizational model. With the current model the program manager and the administrative team are based in Washington and the core pillar leaders are based in Nairobi. This situation creates a geographical gap and a significant time difference between the two groups. The extent to which this model affects the efficiency of program implementation and its operational effectiveness is to be assessed. The upcoming midterm review would be an excellent opportunity for the Executive Committee (Board), the program management team, member countries and development partners to reflect on this matter.

Financing of the program. Over the last three decades, SSATP has been recognized as a unique and credible program, helping member countries to design sound transport policies and effective transport strategies and develop the capacity of their transport staff. The lasting sustainability of the program depends on long-term resources being made available to cover activities and operational costs. So far, the program has been benefitting from the support of the donor community led by the

European Commission. Realistically, there is a need to start thinking of a transitional model in which countries and other stakeholders, such as Regional Economic Communities, also contribute financially to SSATP.

Transport in a digital area. As we embark on our third year of implementation, it is time to reflect on what the future of transport in Africa will look like in a digital era. Clearly, digitalization will affect the African urban mobility landscape (such as app-based supply, automated vehicles, automated traffic management), logistics industry management (such as remote control and monitoring of logistics chains), and road safety (such as the impacts of autonomous vehicles and cyber security). Clearly, artificial intelligence will become more and more instrumental in the way we manage transport in the future, and Africa must be prepared for this big shift.

Urban mobility. Big data and “smart phones for mobility” will continue to dictate the path and determine the drivers of urban mobility. Such developments have the potential to make urban mobility more equitable and inclusive as ridesharing and carpooling become easier over time. Real-time information and e-payments will also facilitate access to public transport. Digitalization can significantly improve the efficiency of road network system usage and parking facility management. SSATP should reflect on the power of big data and digital technologies in its efforts to improve data collection and service delivery in the transport sector in Africa.

Logistics. DP3 focuses more on operators and uses their collective strength to push reforms that may not come easily from the public sector. The more globalization expands, the more complex logistic chains will become, creating opportunities for innovation. Technology will become a must for the African transport industry if it wants to stay competitive and able to address the real-time needs for its clients. Finally, although online service provision will continue to grow, we have yet to understand how the use of drones will affect deliveries in both urban and remote areas. One would argue that these are far from being the immediate problem of traders and logistics operators in most of the countries in which SSATP works, but we still need to ensure that while addressing the very current urgent issues, SSATP also tracks medium- and long-term emerging challenges.

Road safety. On this matter, we see the glass as half-full or half-empty. On the one hand, digital technologies could be a way to improve road safety. On the other hand, disruptive technologies such as autonomous vehicles could pose new challenges to traffic safety. First and foremost, technologies and innovation are now providing traffic officers with new tools for smart traffic management and enforcement and providing new vehicles with safe-driving assistance features. Thus, digital technologies such as automatic braking sensors and lane detectors could be highly beneficial to road safety strategies and programs to reduce traffic fatalities and risk exposure, especially for the most vulnerable on our roads. Although the shift from human-driven cars to automated vehicles may happen sooner than currently predicted, we still need to ensure that basic infrastructure design is modified to accommodate this shift. The expansion of autonomous vehicles will trigger new approaches to road safety. Addressing road safety in the digital era may require a shift from road safety to road security that is, preventing cyberattacks, cyberterrorism, and sabotage of intelligent transport systems equipment. SSATP should promote better use of digital technologies for more comprehensive road safety policies and strategies in a digital era.

Learning from these lessons and being mindful of the need for SSATP to keep abreast of changes in the transport sector and its environment, we look forward to SSATP developing and promoting transport policies that are a strong catalyst for innovative, inclusive, and sustainable mobility.

1. INTRODUCTION

The purpose of this report is to update the members, partners, and Executive Committee of the Africa Transport Policy Program (SSATP) on the status of the second year of implementation of the Third Development Plan (DP3). In accordance with the reporting requirements, this annual report covers the period January–December 2017. It also includes the plans for the coming years to ensure that the objectives set for the program will be achieved.

The year 2017 was an intense one on all fronts because the SSATP team was accelerating implementation of the activities under each pillar. Four major tasks and achievements characterized the reporting period: (1) the first annual general meeting under the DP3; (2) revision of the strategic results framework and extension of the program closing date; (3) revision of the communications strategy; and (4) launch of the sustainable urban mobility study for the first batch of eight pilot countries. The SSATP's annual general meeting was held in Marrakech, Morocco, in February 2017. The June 2017 Executive Committee meeting approved the revised strategic results framework and endorsed the extension of the closing date of the program to December 31, 2019. The communications consultant developed a comprehensive communications strategy. Finally, the sustainable urban

mobility study, based on the EASI framework, was launched in the capital cities of Côte d'Ivoire, Ethiopia, Ghana, Guinea, Kenya, Nigeria, Rwanda, and Senegal.

In addition to the strong efforts it put into implementation of ongoing activities, the program management team continued to strengthen ownership of the program among its African stakeholders and pushed the frontiers of partnerships one step further.

Chapter 2 is an overview of DP3 and how it addresses the current challenges of transport in Africa. The chapter also summarizes the governance structure of the program. Chapter 3 emphasizes the need to empower stakeholders to increase ownership and enhance strategic partnerships to complement and leverage the results from other initiatives working on similar activities. Chapter 4 is an update on the status of implementation, followed by a brief introduction to recent SSATP publications. Chapter 5 then presents administrative matters and an overview of SSATP's financial situation. The report concludes with two appendixes. Appendix A presents the restructuring note on the results framework, and appendix B lists more details on activities under the three pillars of the Third Development Plan.

2. Background of Third Development Plan

About SSATP

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

The work of SSATP follows the policy development cycle, starting with knowledge creation through assessments and case studies, dissemination of knowledge and best practices, support of knowledge application, reviews of capacity-building needs, and capacity-building support and advocacy. Since its inception, SSATP has become well recognized and reputable as the foremost transport policy development forum in Africa, bringing together key decision makers, while developing networks of specialists (researchers, operators, and consultants) in most transport-related fields in Africa.

SSATP is financed by the contributions of development partners to a trust fund administered by the World Bank. Current donors are the European Commission (EC), Swiss State Secretariat

for Economic Affairs (SECO), *Agence Française de Développement* (AFD), and African Development Bank (AfDB).

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

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

These three bodies have been established to ensure that the program works closely and in consultation with its funding partners and member

countries to develop and implement its work program as initially designed. In this respect, and in consultation with its stakeholders, the DP3 annual work programs were developed in two phases. In the first phase, which covers the first two-year period, the activities were pre-identified in an effort to allow a timely launch of the program. In the second phase, covering the last two years, the activities were defined in accordance with the revised results framework of the program. This flexibility was put in place to allow the program to respond to new developments and the emerging transport sector policy requirements in the three pillar areas and to new client needs, as long as they are aligned with the expected outcomes.

SSATP's Answer to Africa's Transport Challenges: The Third Development Plan (DP3)

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

The challenges were identified by the Open Working Group tasked with preparing a proposal for the Sustainable Development Goals (SDGs) in its stock-taking session on “sustainable cities and human settlements, sustainable transport.” Further work on the contribution of transport to the SDGs identified the following priority areas: urban access, rural access, national access and regional connectivity, road safety, air pollution and human health, and greenhouse gas emissions. All these areas are covered by DP3 either directly or indirectly.

Indeed, regional connectivity, urban access, and road safety are the three pillars of DP3 and were confirmed through thematic and sectoral consultations with SSATP stakeholders. DP3 focuses on strategic priorities in which SSATP brings benefits and has a comparative advantage. Considerations of air pollution, human health, and greenhouse gas emissions are embedded as crosscutting issues in the three pillar areas as well. National and rural access are part of the integration, connectivity, and cohesion pillar, which is broader than regional corridors and considers the chain linking rural, national, and regional networks. The three thematic pillars are described later in this section.

Revised DP3 Results Framework and Extension of the Closing Date of the Program

The SSATP Executive Committee (EC) approved the revised results framework and the extension of the implementation completion date of DP3 to December 31, 2019. The EC agreed that the objectives and outcomes at the pillar level are still relevant and therefore should remain unchanged. The changes proposed were mainly about refining outcome indicators and adjusting associated intermediate outcome indicators and outputs and output indicators to reflect the limitation of the program's resources.

The program team requested endorsement of the principles of the restructuring for the following reasons:

- Most of the outcome indicators are high-level ones that SSATP cannot fully control because the objectives of DP3 are aligned with the Africa Strategic Development Agenda (Agenda 2063) and contribute to the UN Sustainable Development Goals.
- The scope of the DP3 current results framework is too ambitious because the initial plan

was expecting a larger group of donors and a higher budget. Although the framework was scaled down to cope with the limited resources of the program, the first year of implementation has shown that the scope of the program is still too large.

- Even though it is an excellent idea to align the DP3 objectives with higher-level objectives at the continental and global level, the results framework referred to the indicators associated with these objectives in a general manner and do not identify the specific indicators proposed for use to evaluate the continued relevance of the program. With the current progress in the implementation of DP3, there is also a need to revise the intermediate outcome indicators to ensure they adequately measure the progress attributable to the program.
- Because DP3 is ownership-driven, the results framework needs to reflect changes requested by the stakeholders. These changes reflect a different way or path to achieve the agreed-upon objectives, which themselves cannot be modified.
- An extension of the program implementation completion date from December 31, 2018, to December 31, 2019, was proposed to cope with the one-year delay experienced in the launch of program.

The restructuring note that supported the request at the Executive Committee meeting held in June 2017 appears in appendix A.

Pillar A. Integration, Connectivity, and Cohesion: A Paradigm Shift

Woefully inefficient transport logistics chains hamper the pace of integration of African countries. The poor performance and associated inefficiencies are due not only to the lack of adequate

infrastructure, but also, and notably, to poor governance, a nonconductive institutional and regulatory environment, and weak institutional capacity at both the policy formulation and implementation level. The main issues are cumbersome and lengthy customs and administrative procedures, numerous barriers along the corridors, and the relatively high transport and logistics costs associated with poor quality of service. Accelerating the pace of integration between economies at the regional and continental level is important for African countries if the continent is to overcome the challenges posed by its small-scale, fragmented economies.

The integration, connectivity, and cohesion pillar approach is broader than the regional corridors one because it considers the whole chain linking the rural, national, and regional networks and the geographical economic impacts. The paradigm shift has moved from just facilitating transit of international imports and exports along the regional corridors to including the economic development of the areas affected by the corridors. Indeed, corridor development considers the movement of goods that are produced locally in order to facilitate their trade at the country and regional level, increase food security, and provide local producers with new jobs and business opportunities. This approach to trade corridors aims to provide comprehensive connectivity among international, national, and rural networks. It is a more holistic approach to corridor development, which may further be extended to encompass the economic development of areas in the corridor zone of influence.

In their November 2011 Luanda Declaration, the African ministers of transport gave top priority to the Program for Infrastructure Development in Africa (PIDA), which is the single most important program for interregional and continental integration. Indeed, PIDA seeks to help interconnect transport networks, especially those

serving landlocked and island countries, to support the territorial, economic, and social cohesion of Africa and its global competitiveness. The Luanda Declaration emphasizes the need to accelerate the facilitation of interstate transport. Therefore, it calls for harmonizing legislation, simplifying transit procedures, removing non-physical barriers, and improving the efficiency and safety of transport operations. These measures are complemented with a commitment to strengthening and, where necessary, putting in place institutions responsible for the management of safety, security, and facilitation in the transport sector. Finally, the declaration fosters the use of information and communications technology (ICT) and other technologies in the development of transport infrastructure and operations.

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

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

Outcome 1. Promotion of effective policy and strategy formulation and implementation for corridor development. This will be achieved through consensus built on (1) the strategic orientations for integrated corridor development and (2) the strategic orientations for performance-based corridor management.

Outcome 2. Development of the capacity of institutions to engage in an inclusive dialogue on regional integration. SSATP will help regional integration institutions identify options for sustainability, notably financial; identify critical stakeholders and design ways to ensure their involvement in the policy dialogue; and develop monitoring and diagnosis tools for focusing on policy interventions. On an overarching level, SSATP will continue to support the Regional Economic Communities Transport Coordination Committee (REC-TCC) as an inclusive forum for the exchange of experience and coordination of regional integration initiatives and programs among all stakeholders.

Outcome 3. Promotion of efficient transport and logistics services through development of an appropriate institutional and regulatory framework that will foster the provision of competitive and efficient logistics services. This framework will cover a wide range of services, including trucking services, clearing and forwarding, terminal operations, rural logistics, railways, inland waterways, single windows, and customs, police, and other regulatory/control agencies operating in the various nodes (ports, inland container depots, and border posts).

Pillar B. Urban Transport and Mobility (UTM): Promoting an Integrated Approach

It is projected that by 2050 Africa will be home to an additional 300 million urban residents, and 60 percent of all Africans will be living in urban areas. Because the population of African cities is growing fast, at about 4.5 percent a year, most urban areas of Africa will face more complex urban transport development challenges. With more than half of Africa's population soon living in cities, providing a sustainable response to their urban transport and mobility needs will be a struggle for most African cities, and urban areas will require urgent attention. Indeed, the

levels of access and mobility are woefully inadequate for meeting the current demand and future needs. The steady economic growth in most African countries will also contribute to the unprecedented growth of urbanization and thus accelerated motorization because of the current low motorization rate in cities. Inefficient urban transport is already hampering the movement of people and goods in many cities. And this situation is further aggravated by inadequate policy frameworks, fast-growing motorization, and a weak capacity to address the environmental and social risks.

Additional issues are the lack of coordination between land use planning and transport systems, thereby creating a high level of congestion and compounding the unsatisfied transport demand levels, in particular those of vulnerable population groups. To sustain the pace of higher economic growth, countries need to develop transport policies that can ensure expansion and performance of the transport sector in

a comprehensive and integrated way for sustained development.

Drawing from its extensive experience in policy formulation, SSATP came up with an approach to effectively support African countries in developing strategies and policies that will have a transformational impact. This will help unleash the crucial role the urban transport sector can play in economic development.

The development objective of the urban transport and mobility pillar is to provide tools for developing safe, clean, and affordable urban transport for cities and urban areas in Africa. This objective is in line with SDG 11: “Make cities and human settlements inclusive, safe, resilient and sustainable.” The expected outcome of the UTM pillar activities, under a new concept framework, is promotion of an integrated UTM approach to achieving secure universal access to sustainable transport for urban populations by 2030.

SSATP's DP3 program has flagged the urban transport and mobility problems, challenges, and associated concerns emanating from the growing congestion in large cities of Sub-Saharan Africa. Solving the congestion problem calls for urgent remedial policy and strategic measures to improve access and mobility. DP3 recommended that an urban transport and mobility advocacy policy paper be prepared and aimed at developing a sense of urgency for action by decision makers, for them to stand as political champions and advocate for integrated urban access and mobility planning, financing, and institutional development for cities in Africa.

SSATP initiated the EASI (Enable / Avoid / Shift / Improve) policy framework during its Second Development Plan (DP2). The EASI framework underpins the activities of the UTM pillar by providing a structured set of policy recommendations to help improve accessibility and mobility in urban areas of Africa. The activities associated with Pillar B on urban transport and mobility, as part of the Third Development Plan of SSATP, are intended to identify specific ways (tactics) to implement this framework in a demand-driven, implementation-oriented process

that seeks to leverage the comparative advantages of SSATP and its partner community. Accordingly, the component activities of Pillar B follow the policy recommendations of the EASI framework. Each activity is aimed at leading to achievement of the intermediate outcomes of Pillar B. The components of these outcomes are as follows:

- **Outcome 1. ENABLE.** National and urban decision makers and technical staff seek to adopt and put in place sustainable urban

transport planning, monitoring, coordination, and financing mechanisms. This effort would include setting up an institutional governance structure to operate with clear functions as an entity in charge of overall urban transport planning and management. Regulatory functions would seek to guide and coordinate public action aimed at providing multimodal urban transport systems. This outcome is also about exploring ways to increase the financial resources allocated to urban transport systems and to ensure sustainability of funding for urban transport.

- **Outcome 2. AVOID.** Urban decision makers and technical staff have the knowledge and capability needed to apply strategies on urban forms that minimize the need for motorized transport and favor public and nonmotorized transport. Pillar B is aimed at developing guidelines that would help countries acquire the know-how to plan for urban forms and land use that minimize the need for individual motorized travel and promote public transport and nonmotorized transport.
- **Outcome 3. SHIFT.** Urban decision makers and technical staff have the knowledge needed to adopt and implement integrated multimodal urban mobility plans, with a peculiar emphasis on promoting nonmotorized transport modes and restructuring the informal public transport services. These plans give due attention to the development and maintenance in each urban area of a pedestrian network and bicycle paths that are continuous, safe, and accessible. The intermediate outcome is enhancing the level of service provided by paratransit operators through restructuring, modernization, and promotion of the quality of service.
- **Outcome 4. IMPROVE.** Urban decision makers and technical staff have the knowledge

needed to adopt and implement the key measures that would improve traffic conditions in African cities. This effort would require improved planning, operation, and maintenance of urban roads and measures to keep the use of individual motorized vehicles under check to balance the appropriate use of road space.

The EASI framework is an important first step toward helping Africa advance urban mobility. It represents a comprehensive, clear-cut organization of the higher-level approaches (strategies) needed for the development of sound policies and the implementation of those policies. It also provides a common language for communication between technical and administrative practitioners.

Pillar C. Road Safety: A New Holistic Approach

Africa's road safety performance continues to be a major obstacle to the continent's competitiveness and development. Poor road safety affects the most vulnerable road users and the poor more than any other category of people. Despite its low motorization rate, Africa still has the worst road safety performance in the world, and it is the continent where one is most likely to die from a road crash. More than 300,000 people lose their lives every year as a result of road accidents in Africa. Meanwhile, Africa's economic growth is being accompanied by a growing vehicle population and expanded infrastructure to meet the increasing demand, and the best available information and analysis indicate that the African road safety crisis will continue to worsen if no action is taken.

According to the World Health Organization's *Global Status Report on Road Safety 2015*, in contrast to all other regions of the world, the situation pertaining to road fatality rates in Africa continues to deteriorate. The fatality rate in

Africa increased from an estimated 24.1 fatalities per 100,000 persons in 2010 to 26.6 fatalities per 100,000 in 2013.¹ Road trauma in Africa is projected to worsen further, with fatalities per capita likely to double over the period 2015–30. By contrast, HIV/AIDS and malaria fatalities per capita are projected to decline by about 20 percent.² The 2013 Global Burden of Disease (GBD) study reveals that between 1990 and 2013 in Africa there was an 89 percent increase in the number of road injury deaths, a 72 percent increase in pedestrian deaths, a 93 percent increase in motorcycle deaths, and a 73 percent increase in cyclist deaths. Meanwhile, the ranking of deaths from road traffic injury compared with other causes of death increased from 14th place to 9th place.³ The majority of those killed are under the age of 30. The fatality rate for men is almost twice that for women, which has strong implications for households because males are mainly the breadwinners.

In partnership with the United Nations Economic Commission for Africa and the African Union Commission, SSATP was one of the key contributors to the African Strategy for Road Safety, which underpins the UN Decade of Action for Road Safety in Africa and the action plan

adopted by the African heads of state in January 2012. In addition, the newly adopted SDG goals have defined targets under the cities and health goals that specifically address the road safety agenda and are relevant to Pillar C.

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

- **Outcome 1.** Improved capacity to manage and monitor safety performance
- **Outcome 2.** Promotion of effective road safety policy and strategy formulation and implementation at the country and regional level
- **Outcome 3.** Stimulation of good practices in road safety management
- **Outcome 4.** Better integration of road safety policy and interventions in locally and externally funded road developments.

¹ World Health Organization (WHO), *Global Status Report on Road Safety 2015* (Geneva: WHO, 2015).

² M. Small and J. Runji, “Managing Road Safety in Africa: A Framework for National Lead Agencies,” SATP Working Paper 101, World Bank, Washington, DC, 2014.

³ Institute for Health Metrics and Evaluation, “Global Burden of Disease Report,” University of Washington, Seattle, 2013.

3. Empowering Stakeholders and Enhancing the Strategic Partnership

This chapter summarizes outcomes of the 2017 annual general meeting and the efforts made on the ground by the SSATP team to empower SSATP stakeholders, enhance the partnership, and bolster ownership of the program.

First Annual General Meeting of the DP3

The first SSATP Annual General Meeting under DP3 was held in Marrakech, Morocco, February 20–24, 2017. The meeting was well received by participating member countries, and its associated events were successful. Donors expressed their satisfaction with, and deep appreciation for, the high level of participation of member countries and the core team from the World Bank (three practice managers and the country director for Morocco). The main conclusions and recommendations of the discussions are captured in the proceedings of the meeting, which were published in May 2017.

Over 150 participants from 30 countries attended the Annual General Meeting. Among them were several high-level officials (eight ministers, four permanent secretaries, 15 senior directors, and 20 senior executives) and representatives of two continental institutions (AUC and

UNECA), seven Regional Economic Communities, 10 international and regional private organizations, and eight international financing institutions and development partners.

The agenda of the annual general meeting was structured around four events: (1) working group break-out sessions; (2) a period devoted to learning from best practices and sharing experiences; (3) the 2017 General Assembly; and (4) site visits. The annual general meeting was exceptionally preceded by a high-level panel on regional integration chaired by the minister of transport of Nigeria and moderated by a former director of the United Nations Economic Commission for Africa. The panel included the transport ministers of Cameroon, Democratic Republic of Congo, and Zimbabwe; the commissioner of infrastructure of the Economic Community of West African States (ECOWAS); the director of infrastructure and energy of the African Union Commission; the transport and ICT practice managers of the World Bank; the head of the Transport and ICT Division of the African Development Bank (AfDB); and the European Commission representative on behalf of SSATP donors.

2018 Annual General Meeting

The next annual general meeting is scheduled to take place in Abuja, Nigeria, July 2–6, 2018. A mission visited Abuja, Nigeria (December 6–11, 2017), and Abidjan, Côte d’Ivoire (December 11–15, 2017) to assess the readiness and commitment of these two SSATP member countries to host the 2018 SSATP annual general meeting. The mission’s recommendation to select Nigeria was submitted for the approval of the SSATP Executive Committee.

Empowering Stakeholders

In addition to the strong efforts put into the implementation of ongoing activities, the program management team continued to strengthen ownership of the program among its African stakeholders and build strong partnerships.

Collaboration with the African Union Commission (AUC)

The program management team of SSATP and the Infrastructure and Energy Department of the AUC have strengthened their working relationship leading to excellent and effective collaboration between the two institutions.

Joint Africa–European Union Strategy (JAES). In response to an invitation from the African Union and the European Commission (EC), SSATP attended the 5th Reference Group on Infrastructure meeting, which was held April 24–25, 2017, in Brussels, Belgium. Participants in the meeting reviewed the 2014–17 Joint Africa–EU Strategy (JAES) and prepared for the 5th Africa–EU Summit to be held in Abidjan, Côte d’Ivoire, in November 2017. This meeting was an excellent opportunity for the team to build a strategic partnership on transport policy and infrastructure development with the AUC and continue an ongoing dialogue with the EC.

The SSATP team’s presentation, “30 years of the Africa Transport Policy Program,” highlighted achievements and future cooperation perspectives. The meeting acknowledged the complementarity between the AUC transport policy objectives and the SSATP focus areas (regional integration, urban transport and mobility, and road safety) and the key role that SSATP could play as a technical arm for the AUC. The meeting also acknowledged that SSATP could provide the AUC with critical support in scaling up the corridor development agenda because the Smart Transport Corridor Approach (adopted under PIDA) and the integrated development corridor approach promoted by SSATP share similarities.

The meeting was a very useful platform for increasing the visibility of SSATP and its three thematic pillars at the continental level as well as for acknowledging the role and relevance of the program to African countries. The contribution of SSATP to the Smart Corridor study and the implementation of the African Road Safety Action Plan were also acknowledged by the AUC and UNECA.

AUC Specialized Technical Committee (AUC-STC). SSATP took part in the first ordinary session of the AUC Specialized Technical Committee on Transport, Intercontinental and Interregional Infrastructure, Energy and Tourism (STC-TTIET) in Lomé, Togo, March 12–18, 2017. The meeting was attended by 350 delegates, including representatives of the RECs and specialized regional and international agencies. SSATP contributed by putting in context the Ministerial Declaration adopted by the committee in Lomé. SSATP was also granted observer status at the specialized technical subcommittee meetings and at the STC meetings, along with other subregional, regional, and international institutions and organizations.

SSATP also attended the December 5–8, 2017, Addis Ababa experts and ministerial meetings of the Sub-Committee on Transport of the STC-TTIET together with the Third Meeting of Experts of Member States of the Ministerial Working on the Establishment of a Single African Air Transport Market (SAATM). The substantial contributions from SSATP alongside with those from UNECA and the Regional Economic Communities (RECs) in attendance (SADC, COMESA, ECOWAS, and EAC) were instrumental in achieving the key outcomes of the experts' meetings. The ministers subsequently commended the RECs, SSATP, the regional, continental, and international organizations, and the private sector representatives who took an active part in the meeting. The Addis Ababa Ministerial Declaration adopted, among other things, the following:

- **Working groups.** The creation of three working groups to address the following cross-cutting themes—(1) transport infrastructure; (2) connectivity and mobility; and (3) capacity building—as well as set up other ad hoc groups as required.
- **Transport Plans of Action.** To engage partner organizations such as the AfDB, UNECA, World Bank, EU, and others to provide the necessary technical and financial support to the implementation of the Transport Plans of Action and to set up other ad hoc groups as required.
- **Continental Transport Policy Framework:** To finalize and validate the Continental Transport Policy Framework for adoption by the Africa Union policy organs by the end of 2018, in order to provide strategic guidance for the implementation of the transport plans of action.
- **SAATM.** Adoption of all documents resulting from the experts' meeting and a program of pre-events climaxing with the launching event of the SAATM by the heads of state and governments on January 28 in Addis Ababa.

Advocating for New Memberships

As part of the effort to extend the program on the African continent, the team initiated discussions with Mauritania and South Africa.

Mauritania. Mauritania has formally joined SSATP as the 41st member of the program. The request to join was reviewed and approved by the General Assembly held in Marrakech on February 23, 2017.

South Africa. Over the last year, SSATP has been investing significant efforts into bringing South Africa on board. SSATP took advantage of the Transport and ICT Practice Manager's visit to South Africa to initiate contacts with authorities in the South African Department of Transport. Further contacts were maintained through email exchanges after the visit. Finally, a follow-up mission composed of the practice manager and SSATP program manager was organized in early August 2017. Including South Africa in SSATP would be an important milestone for the program, as it will enable other member countries to benefit from its experience and accomplishments.

New In-country Engagements

In response to the recommendation emerging from the annual general meeting for more geographically balanced SSATP activities and calling for more emphasis on small and fragile countries, the program team has reached out to some countries that meet those criteria.

The Gambia. The SSATP team visited Banjul, The Gambia, May 10–12, 2017. The team held discussions with the Ministry of Transport on opportunities to assist the government of The Gambia in improving the country’s road safety situation. The team met with the Minister of Transport, Works and Infrastructure and paid courtesy calls to the Minister for Basic and Secondary Education and the Solicitor General at the Ministry of Justice. The team also had working sessions with the Permanent Secretary of the Ministry of Health and Social Welfare, and the Permanent Secretary of the Ministry of Finance and Economic Affairs. The SSATP mission noted a strong commitment at the highest level to address the country’s road safety challenges and high stakeholder engagement. The main conclusion and agreement reached were that SSATP would assist the government in developing a transport policy document that reflects a strong road safety policy component as part of the main policy document.

Mauritania. An SSATP team visited Nouakchott to launch the support of the Ministry of Transport in Mauritania. The mission was welcomed by the Minister of Transport. The team also paid a courtesy call on the Permanent Secretary of the Ministry of Economy and Finance. SSATP acknowledged the strong high-level commitment from government authorities to take action on road safety and urban transport challenges. The minister emphasized the importance of putting in place the appropriate legal and regulatory framework to ensure that investments in the sector are sustained and transport services are efficient.

The SSATP’s diagnosis report with its overall assessment, findings, and initial recommendations was delivered in early June 2017. The final draft report focusing on the main recommendations was finalized in September 2017. It included

detailed recommendations for improving operational performance and the necessary legal, regulatory, and contractual agreements to be put in place in coordination with the government. A follow-up mission visited Mauritania in September 2017 to discuss the recommendations and the associated implementation plan.

The government of Mauritania is currently implementing recommendations related to restructuring, modernizing, and improving the efficiency and sustainability of the Public Transport Company (STP), with the support of a World Bank–funded project on governance.

Promoting New Partnerships

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

Mapping of Initiatives

The Executive Committee meeting held on February 23, 2017, in Marrakech, suggested SSATP seek coordination and synergies with other African initiatives that have the same focus areas. The program team managed to gather information about SSATP pillar–related initiatives (integration, connectivity, and cohesion; urban transport and mobility; and road safety), to ensure coordination, avoid duplication, and promote synergies and complementarity. The initial mapping is complete and posted on the SSATP website. It includes a short description of the initiative, key stakeholders, the geographic scope, a contact person/email, recent achievements, and ongoing and planned activities. This has now become a reference source for the program management team in identifying potential partners as well as possible areas of collaboration.

*Echoing Africa's Concerns at the Conference
"Transforming Transportation"*

A conference entitled "Transforming Transportation" was held in January 2017 in Washington, D.C. At the conference, one of the biggest transport events in the world, SSATP was able to convey the need to offer more space to Africa to express itself and was instrumental in echoing Africa's concerns. The event was jointly organized by the World Bank and the World Resources Institute. SSATP mobilized participants from Africa to ensure that the continent was well represented in all plenaries and included a dedicated Africa breakout session on urban mobility. The objective of the session was to take stock of where Africa stands on urban transport policies as well as on the development of an integrated and sustainable urban transport and mobility management approach. The session emphasized how a comprehensive, integrated approach to land use planning and urban accessibility is conducive to viable, efficient, and productive cities. It also highlighted future trends such as how effective use of ICT could influence urban mobility trends and lead to digital, smart, and green cities.

Collaborating with Mobilize Your City (MYC). SSATP and MYC teams have had a series of meetings both face-to-face (in Paris, Brussels, and Nairobi) and virtually to discuss and agree on the best ways to enhance coordination and build synergies between the two initiatives. Both teams acquired an in-depth understanding of each other's programs and agreed on how to collaborate and coordinate at both a higher level (steering committees) and country level (country activities). In this regard, MYC has asked SSATP to join its steering committee through the Knowledge and Network Partnership Platform, and MYC has been invited to attend the SSATP annual general meeting and country-specific activities. A great potential for collaboration was offered through SSATP's ongoing consultant

assignments to develop eight integrated urban transport studies, which could be valuable inputs for MYC's preliminary Sustainable Urban Mobility Plans (SUMPs). A special focus will be put on Dakar and Nairobi, where both programs are present.

Supporting the African Corridor Management Alliance (ACMA). Under its Pillar A on regional integration SSATP continues to support ACMA activities. The objective is to raise ACMA's profile and establish ACMA in the corridor management landscape as a vibrant alliance that brings not only its members but also value and creates a deep-rooted base for fostering dialogue on the new corridor development approach. Since 2016, the program of each SSATP REC-TCC meeting has been designed to provide for a dedicated ACMA session. Thus, the November 2017 REC-TCC meeting in Johannesburg provided a wide platform that enabled ACMA to update stakeholders on its progress following its official inauguration in February 2017 and discuss its future. SSATP, alongside with the African Trade Policy Centre (ATPC) and UNECA, contributes to fostering the dialogue with the corridor management institutions, RECs, and development partners on how to build the institutional capacity of the alliance, ensure its sustainability, and increase its relevance and effectiveness.

Collaborating with Leaders in Urban Transport Planning (LUTP). SSATP and LUTP have agreed to partner on capacity building and knowledge dissemination for effective and sustainable management of urban transport in Africa. The support complements the ongoing work in cities and municipalities across the continent. The objective is to build on the LUTP curricula, mainly knowledge dissemination, and take this opportunity to promote the SSATP urban transport and mobility pillar concepts within the community of practitioners in Africa. The trainees targeted are technocrats and top management

representatives at the national and city level. This effort is a unique opportunity to build a consensus on the urban transport agenda for African cities.

Partnering with Safer Africa. SSATP hosted the first African meeting of Safer Africa in Nairobi in March 2017. SSATP collaborates with the platform on projects on the ground and serves as the key convener of African road safety stakeholders. In fact, SSATP guided and supported the winning consortium for the EU Horizon 2020 call for proposals specifically focused on road safety in Africa. SSATP inputs ensured complementarity with its existing program and provided an opportunity to scale up the work plan proposed under DP3.

The €2.5 million initiative Safer Africa seeks to establish a dialogue platform between Africa and Europe focused on road safety and traffic management issues. The activities of the platform will also focus on reinforcing endogenous African capabilities through the dissemination of European knowledge. The project activities are oriented toward the “Safe System” approach and are grouped in four pillars: (1) road safety knowledge and data; (2) road safety and traffic management capacity review; (3) capacity building and training; and (4) sharing of good practices. The platform works on two levels: decision making and technical. The decision-making level bases its actions on information provided and activities carried out at the technical level by established working groups that address specific topics. The technical level involves government and research institutions and international and stakeholders’ organizations (such as nongovernmental organizations), with a fair balance between African and European Union partners. The dialogue platform is a stable body, able to orient road safety policies beyond the project’s end. SSATP has invited Safer Africa to participate in its data workshops, thereby giving Safer

Africa an opportunity to engage with African countries in launching an Africa-wide road safety observatory.

Sustainability through Dissemination / Outreach and Replicability

Because its resources are limited, SSATP focuses more on learning from experience, disseminating best practices, and promoting replicability of the knowledge generated. The potential of an activity for ease of replicability in other countries is a guiding principle in the selection of priority activities under the pillars. The dissemination is carried out through various channels and products.

Advocacy. The program uses its strong network of policy makers and practitioners to carry out gap analysis and advocate for changes. SSATP discusses policies and strategies developed with senior policy makers at the country and Regional Economic Community level.

Mainstreaming. SSATP also uses its strong connections with project task managers in the development partner communities to share evidence of good practices and lessons learned and to seek their support for mainstreaming these policies into projects.

Dissemination. SSATP uses media such as workshops, seminars, communities of practice, conferences, and other channels such as the SSATP website, YouTube videos, and local news outlets to disseminate information. The SSATP distribution list, which includes about 4,000 transport practitioners inside and outside Africa, is instrumental to the dissemination process. In addition, SSATP shares information on its activities, outputs, and results through partner websites, SSATP donors, and other partners, and reports to its General Assembly through its annual general meetings. In this regard, the periodic

updating and implementing of the communications strategy will be critical.

Communications Officer. Recruitment is under way of a communications officer to replace the former consultant who left earlier than anticipated. The previous consultant was able to develop a communications strategy and an action plan to support the overarching program objectives. The objective of the communications

strategy is to raise awareness and understanding of the SSATP's DP3 among key internal and external stakeholders. The midterm review of the Second Development Plan (DP2) recommended strengthening the program's communications efforts. DP2 started the process of revamping the website, publishing a newsletter, and undertaking social media activities. This process is being deepened by the SSATP management team under DP3.

4. Progress towards Outcomes: Implementation Status of Activities

This chapter presents the activities under the three SSATP pillars—Pillar A, integration, connectivity, and cohesion; Pillar B, urban transport and mobility; and Pillar C, road safety—and includes a detailed status report on the implementation of DP3 activities.

Because the activities associated with DP3 were launched only during the second semester of 2016, the overall progress of 2017 in program implementation is satisfactory. However, the team is aware that there is a strong need to accelerate the pace of implementation not only to maintain the momentum, but also to meet the high expectations of stakeholders. Implementation of activities is under way for each pillar. Pillar A (regional integration) continues to progress well, with two major activities ongoing and two flagship events already completed. Pillar C (road safety) is now steadily progressing. The collaboration continues with other institutions and initiatives: African American Development Bank (AfDB) on the development of African road safety audit guidelines; Global Road Safety Facility (GRSF) on safety assessments of high-risk roads under the GRSF-supported International Road Assessment Programme (iRAP); Safer Africa; International Road Traffic Safety Data and Analysis Group (IRTAD); and *Fédération Internationale de l'Automobile* (FIA) with capacity-building workshops on data management.

Pillar B (urban transport and mobility) has launched integrated urban transport and mobility studies in eight pilot countries: Côte d'Ivoire, Guinea, Senegal, Ethiopia, Kenya, Rwanda, Ghana, and Nigeria. The capacity-building component program of the Leaders in Urban Transport Program (LUTP) was offered to anglophone African countries in March 2017.

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

The purpose of Pillar A is to accelerate the regional integration of African countries through better connectivity, improved cohesion, and the provision of competitive and efficient logistics services that help achieve the overall development objective of DP3, including serving as a catalyst for the achievement of a continental free trade area. Under Pillar A, SSATP executes the activities in close cooperation with the Regional Economic Communities Transport Coordination Committee (REC-TCC). The REC-TCC is a forum for exchanging experiences and good practices and coordinating programs and activities. It comprises institutions involved in trade facilitation programs in Africa such as RECs, corridor management institutions, regional logistics industry organizations, and development partners. Through the REC-TCC, SSATP plays

an advocacy role in promoting policy changes and harmonization at the continental, regional, and country level and a monitoring role in their successful implementation. The focus on an inclusive policy dialogue gives prominence to corridor management, *corridor* being viewed here as a broad concept responding to the objective of integration, connectivity, and cohesion.

Clear identification of a committed stakeholder at the regional or national level is a determining factor of the success of implementation of the activity and its capacity to yield measurable results. The REC-TCC stakeholder meeting that took place during the SSATP annual general meeting

held February 20–24, 2017, in Marrakech, updated and endorsed the Pillar A work program.

In November 2017, the REC-TCC meeting held in Johannesburg reviewed the long-term work program of Pillar A up to the end of DP3 and included additional activities for completion within the DP3 extended timeline. In line with SSATP’s general principles, the selection of the activities was based not only on their relevance to the Pillar A strategic outcomes, but also on the areas in which SSATP has a comparative advantage. A summary of the activities and related outcomes is presented in the table 4.1.

Table 4.1 Pillar A. Synopsis of Activities and Related Outcomes

Outcome 1: Promote effective policy and strategy formulation and implementation for corridor development at the country and regional levels	
<ul style="list-style-type: none"> ▪ Support tripartite (SADC-EAC-COMESA) corridor management institutions 	<ul style="list-style-type: none"> ▪ Aimed at promoting corridor management institutions (CMIs) that include integrated development and performance-based management in their driving principles
<ul style="list-style-type: none"> ❖ Support for review of the memorandum of understanding (MoU) and the strategic development plan of the Maputo Corridor Logistics Initiative (MCLI) 	<p><i>Component 1: Promote the concept of integrated corridor development</i></p> <ul style="list-style-type: none"> ❖ Submit a revised MoU and strategic plan for adoption by the sector ministers of the three countries: Mozambique, South Africa, and Swaziland
<ul style="list-style-type: none"> ❖ Support for review of the strategic development plan and the MoUs of two corridor management institutions 	<ul style="list-style-type: none"> ❖ Assist in the adoption of a reviewed and finalized corridor authority agreement/MoU or strategic development plan by the relevant competent decision-making body
<ul style="list-style-type: none"> ❖ Feasibility study of the MCLI Transport Observatory 	<p><i>Component 2: Promote policies to improve corridor performance: establish a performance-based monitoring mechanism within the MCLI</i></p> <ul style="list-style-type: none"> ❖ Gather a set of guidelines, toolkit, information, and data enabling the MCLI Board of Directors and Secretariat to set up the MCLI Transport Observatory

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

- | | |
|---|---|
| <ul style="list-style-type: none"> ▪ Support the REC-TTC | <ul style="list-style-type: none"> ▪ Aimed at ensuring that the REC-TCC operates as a streamlined continental framework for cooperation on regional integration and will facilitate the monitoring of Pillar A activities |
| <ul style="list-style-type: none"> ▪ Support RECs for trucking industry regulatory framework (West and Central Africa) <ul style="list-style-type: none"> ❖ West Africa road transport regulatory and institutional framework ❖ Road map for efficient transit regimes in East and Southern Africa – and in West and Central Africa ❖ Support to transport observatories | <ul style="list-style-type: none"> ▪ Aimed at providing support to the Regional Economic Communities and countries in Africa so they can set up legal and regulatory frameworks to improve the performance of logistics operators <ul style="list-style-type: none"> ❖ Support the RECs—West African Economic and Monetary Union (UEMOA) and Economic Community of West African States (ECOWAS)—in the review and harmonization of the regional road transport regulatory framework for improved efficiency ❖ Promote the implementation in several RECs of transit regimes that will reduce delays and costs along corridors while ensuring the safe and secure movement of the goods in line with the World Customs Organization (WCO) 2017 guidelines and best practices recorded in the two regions. Publish a compendium of best practices in collaboration with the WCO ❖ Build the capacity of transport observatories through review, harmonizing indicators, and improving methodologies, including publication of a second volume of transport observatory guidelines by SSATP as a collection of case studies, and successful integration of truck monitoring data in the Northern Corridor transport observatory and possibly the Dar es Salaam Corridor transport observatory |
| <ul style="list-style-type: none"> ❖ Review of the Africa Transport Policy Paper | <ul style="list-style-type: none"> ❖ Support the review and validation process of the Africa Union White Paper on Africa Transport Policy with inputs from SSATP and its key regional stakeholders |
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Outcome 3: Promote efficient logistics services

- Tripartite (SADC–EAC–COMESA) regional standards for road transport
 - ❖ Guidelines on minimum standards for RSSs (roadside stations and rest stops) for tripartite member RECs (SADC–EAC–COMESA)
- Guidelines on container terminal concessions and port performance indicators in African ports
 - ❖ Guidelines on container terminal concessions
 - ❖ Port performance indicators (PPIs)
 - ❖ One-stop border posts (OSBPs) and integrated border management
 - ❖ Corridor performance monitoring in eastern and southern Africa
 - ❖ Dry ports and corridor efficiency
- Aimed at creating the conditions for a tripartite-wide market for trucking services through harmonized standards, thereby eliminating barriers to entry and promoting a competitive and efficient regional trucking industry
 - ❖ Provide minimum harmonized critical requirements, design standards, and financing options for RSS to be constructed and operated within the tripartite member states, together with their key functions and purpose, physical siting, and management options for adoption by the competent decision-making bodies of the RECs
- Provide technical assistance to ports in PMAWCA and PMAESA member states in devising container terminal concessions and port performance indicators
 - ❖ Make a set of guidelines on container terminal concessions published by SSATP available to all and disseminate initiatives for implementation of policy recommendations in order to yield better outcomes from the container terminal concessions
 - ❖ Develop and make available a harmonized set of port performance indicators that can be produced and published in a sustainable way for African ports
 - ❖ Provide advocacy and policy advice on OSBP Source Book 2 and subsequent dissemination among stakeholders to ensure the promotion of second-generation OSBPs within RECs, corridor management institutions, and countries, as well as among development partners all aimed at a better design of border crossing interventions that reduce delays
 - ❖ Develop a web-based corridor performance monitoring system (CPMS) using truck GPS data to monitor changes in border crossing and trucks' time in eastern and southern Africa and promote permanent hosting by regional industry players
 - ❖ Develop guidelines that provide policy advice on the development and management of dry port facilities along corridors with a view toward enhancing corridor performance and reducing costs and advocate for the implementation of the policy recommendations

Note: COMESA = Common Market for Eastern and Southern Africa; EAC = East Africa Community; PMAESA = Port Management Association of East and Southern Africa; PMAWCA = Port Management Association of West and Central Africa; REC-TCC = Regional Economic Communities Transport Coordination Committee; SADC = Southern African Development Community.

Outcome 1. Promotion of effective policy and strategy formulation and implementation for corridor development at the country and regional level

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

Activity 1. Support review of the memorandum of understanding and the strategic plan for the Maputo Corridor Logistics Initiative (MCLI). The objective for the MCLI is to develop a revised MoU and a new strategic plan for the period 2018–22 that would address the critical issues of sustainability, clarify the scope of its mandate⁴, as well as make provisions to include Swaziland as a member country. This will create an enabling institutional, regulatory and operating environment for the MCLI to operate as an integrated development corridor. The findings and recommendations could be replicated in other

regions of the continent for corridor institution sustainability. This activity, launched in September 2016 in collaboration with the MCLI Secretariat, is on course and very close to completion. The activity was consistently pursued throughout 2017, and further progress was made. What follows are the 2017 achievements:

- A presentation by the MCLI on lessons learned from the interim report at the SSATP annual general meeting in Morocco in February 2017.
- A final draft MoU developed in May 2017 by experts from the public and private sectors of the three corridor countries. The draft MoU addresses the current disconnect between the MCLI and its role, function, and institutional existence and the current institutional framework of the existing bilateral arrangement (South Africa and Mozambique). It also allows for a Maputo Development Corridor (MDC) institutional framework that will offer a platform so that the private sector can be part of the decision-making processes of MDC activities.
- A final draft strategic plan for the MCLI covering the period 2018–22 developed in parallel in May 2017 through a series of consultations with the same corridor stakeholders.
- Submission in September 2017 of the final drafts of both the MoU and strategic plan to the relevant sector ministers in South Africa, Mozambique, and Swaziland, pending their adoption.

⁴ The scope could include advocacy, global public goods such as transport observatories, and perhaps a focus group for specific action-oriented activities (such as a One-Stop

Border Post, railway operations, and specific value chains) or policy/regulation development.

The implementation of Trade and Transport Facilitation will unlock immediate benefits for stakeholders and users of the MDC. This will in turn unlock the buy-in of the private sector and users to accept user-pay systems as one of the options of financing the requirements of the MDC institutional structures and operating costs.

The next steps are as follows:

- Organization of a high-level study tour, tentatively in May 2018, for a team comprising the permanent secretaries or their immediate alternates from the ministries of transport of the three Maputo corridor countries and other high-level private and public decision makers from the secretariat of the Northern Corridor Transit and Transport Coordination Authority (NCTTCA) in Mombasa and the Kenya Ministry of Transport in Nairobi in collaboration with the secretariat of the NCTTCA and with the support of SSATP and SADC. The objective is to increase the awareness of the ministerial authorities and other decision makers and provide them with the insight and evidence needed to trigger or reinforce their support for a timely adoption of the MoU and the strategic development plan.
- Pursuit of ongoing SSTAP management team and World Bank high-level advocacy initiatives with the relevant ministerial authorities (particularly in South Africa) in favor of the adoption of the MoU and strategic development plan.
- Front-end role to be played by the SADC secretariat, as lead REC, in the sensitization and advocacy at the ministerial level in support of the adoption of the two documents.

Activity 1.2 Feasibility study of the MCLI Transport Observatory

Observatories are at the core of the regional integration component of the SSATP's DP3. They

are featured under outcome 1 (effective policy and strategy formulation) and outcome 2 (capacity building).

A feasibility study of the Maputo Corridor Transport Observatory was initiated in 2017 in collaboration with the MCLI, primarily as a support activity of the review and adoption process of the strategic plan of the MCLI. It was to provide proof of concept and showcase the strategic relevance and value for money that could be derived by the three countries Mozambique, South Africa, and Swaziland from a corridor management institution through the operation of a transport observatory.

This activity contributes to building a consensus among the three corridor's countries on the need for a performance-based corridor management approach. It provides evidence of the long-term adequacy of the transport observatories with performance-based corridor development plans.

The following was achieved in 2017:

- Review and adoption of the inception report providing an initial scoping of the availability of data and data sources;
- Consolidation of the scoping of the data and exploration of the data donation arrangement with corridor stakeholder; and
- Collection and analysis of a data set in support of a proof of concept for the Maputo Corridor Transport Observatory.

The next steps are as follows:

- Create the Maputo Corridor Transport Observatory after proof of concept, pending confirmation by the stakeholders.
- Hold ongoing discussions with the U.S. Agency for International Development's Southern Africa Trade and Investment Hub (SATIH) for downstream support of the Maputo Corridor.

Outcome 2. Development of the institutional capacity for an inclusive policy dialogue on regional integration

Activity 2.1 Support the REC-TCC. REC-TCC members are drawn from the RECs, corridor authorities, regional industry (transport / logistics services/shippers) associations, African institutions, and development partners. The two main roles of the REC-TCC are knowledge sharing and coordination of regional integration programs. The main objective of this activity is to facilitate and strengthen the REC-TCC. More specifically, it seeks to enable its stakeholders to define and monitor the implementation of the Pillar A work program, facilitate the REC-TCC dialogue (during meetings and online), and strengthen its role as a continental platform among stakeholders for policy dialogue and dissemination of best practices for regional integration.

This is an ongoing activity, and the regional integration pillar of the SSATP has succeeded in carrying it out periodically in accordance with the following guiding approach. A fully-fledged REC-TCC meeting is held each year. It is, as much as possible, hosted by a regional transport and logistics industry stakeholders' body. This approach contributes to building capacity and enhancing the visibility of the host organization as well as demonstrating the inclusive ownership

of the REC-TCC by its members. A REC-TCC stakeholders meeting is also always held as side event of the SSATP annual general meeting.

In line with this orientation, the following REC-TCC meetings were successfully organized in 2017:

- A meeting of REC-TCC stakeholders was held during the SSATP annual general meeting in Marrakech, February 20–24, 2017.
- Selected REC-TCC members made substantive presentations on the outputs of the Pillar A activities during the annual general meeting plenary sessions dedicated to knowledge and experience sharing (port performance indicators, container terminal concession guidelines, corridor performance monitoring system, and support of the Maputo Corridor).
- The February 2017 SSATP annual general meeting and associated Executive Committee meeting were attended by the REC-TCC chair. The chair was invited to pursue his efforts to reach out to the continental organizations (African Union and UNECA) and REC members and to leverage the potential of the ICT-based remote interactive digital platforms for the reach-out and visibility initiatives to be carried out in the discharge of his work program.
- The third REC-TCC meeting under DP3, organized outside an SSATP annual general meeting, was held in Johannesburg, South Africa, November 20–22, 2017 in partnership with the Maputo Corridor Logistics Initiative. The meeting was organized back to back with the regional transit workshop for eastern and southern Africa held November 22–24, 2017, and jointly organized by SSATP and the World Customs Organization, International Road Union, and MCLI. This juxtaposition of meetings gave all REC-TCC participants from

eastern and southern Africa an opportunity to also attend the transit workshop with the understanding that a subsequent one would be held for western and central Africa by mid-2018.

- The meeting was informed of the decision made by the Executive Committee in June 2017 to extend the DP3 closing date from December 2018 to December 2019. The meeting also took note of the adoption by the Executive Committee of a revised version of the SSATP DP3 results framework and the main underlying reasons for the revision. A detailed explanation was provided in view of the changes made in the Pillar A results framework.
- The meeting deliberated the election of a new REC-TCC chair to succeed to the incumbent, who represents the SADC secretariat and was elected in December 2015. The chair's two-year term mandate was to expire by the end 2017. However, the member RECs present agreed to postpone the election until the next REC-TCC meeting, which would be held as part of the next SSATP annual general meeting, July 2–6, 2018, in Abuja, Nigeria. They subsequently agreed to extend the mandate of the current chair until the next REC-TCC meeting.
- By holding the REC-TCC meeting in South Africa, the MCLI was given an opportunity to invite high-level representatives of the Department of Transport of South Africa, which is a pivotal player in the adoption process of the pending draft MoU and strategic development plan. The invitation was geared toward leveraging the potential for the speeding up the adoption process of the pending documents.
- The MCLI presented the key strategic orientations of the MoU and the strategic plan as well as the prospects for their adoption by the

competent ministerial authorities in the three corridor countries.

- The Pillar A long-term work program, includes ongoing activities as well as confirmed and pipeline activities up to the end of DP3, was reviewed and endorsed. The meeting noted both the time and budgetary constraints that will limit the ability of the work program to cover exhaustively the needs expressed by the stakeholders.

The next steps are the following:

- A REC-TCC meeting is scheduled for mid-2018 as side event of the next SSATP annual general meeting, which will be held in Abuja, Nigeria, July 2–6, 2018.
- A subsequent REC-TCC meeting will be held at the end of 2018 or in early 2019 at a date and venue yet to be determined.

Activity 2.2. Road map for efficient transit regimes. To achieve an efficient road transit system, it is critical to build capacity among logistics industry professional associations, so they can effectively participate in the policy dialogue with the border management institutions on both regulation and enforcement. To that effect, SSATP built a partnership with the World Customs Organization (WCO) and International Road Union (IRU) for the organization of two workshops, one for eastern and southern Africa and one for western and central Africa.

During the year under review, a regional transit workshop for eastern and southern Africa was held November 22–24, 2017, in Johannesburg, South Africa, back to back with the REC-TCC meeting. It was jointly organized by SSATP and the IRU, WCO, and MCLI.

The meeting was attended by about 75 participants drawn from national customs administrations, national associations and federations of clearing and forwarding and road transporters, regional shippers' organizations, and the member RECs (SADC-EAC-COMESA). Other transport industry associations and corridor management institutions from eastern and southern Africa as well as development partners also attended the workshop.

Participants discussed the challenges faced by the stakeholders in their transit transactions and proposed ways to increase the efficiency of transit regimes in light of the recommendations stemming from the WCO Directives of Transit adopted in July 2017.

The workshop offered professionals from the public and private sectors a platform for sharing experience and good practices in the region and enabled them to identify some good practices that could be emulated or from which lessons could be learned to improve transport conditions along international corridors within the region. These include the COMESA Regional Cargo Transit Guarantee, the East Africa Single Customs Territory, and the International Road Union's TIR system all aimed at improving the efficiency of cross-border and transit operations.

The next steps are the following:

- Organization of a similar workshop by SSATP, IRU, and WCO for western and central Africa in April 2018 in Cotonou, Benin
- Development of an action plan to address the key challenges identified at corridors or at the REC level
- Publication of a compendium on best practices identified in the two regions (eastern and southern Africa and western and central Africa) in collaboration with the WCO.

Outcome 3. Promotion of efficient logistics services

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

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

Activity 3.1. Develop guidelines on container terminal concessions in African ports. The direct results of the activity would be the increased efficiency of terminals and lower prices for container transit through terminals. It would also lead to overall gains for the economy from the container terminal concessions. The guidelines on container terminal concessions will provide strategic and practical advice aimed at helping high-level government decision makers and general managers of port authorities attract professional private sector partners to invest in and operate container terminal facilities. They will specifically offer practical advice to better prepare for the concession process, contract development, and subsequent management of the concession. This activity is being conducted in coordination with PMAWCA and PMAESA.

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

The subsequent progress made in 2017 is as follows:

The draft Container Terminal Concession Guidelines were presented to the meeting of the Pan-African Port Cooperation (PAPC) held in Dakar, Senegal, in mid-February 2017 to solicit feedback and input from African port authorities. They were also presented to the SSATP annual general meeting in Morocco in February 2017.

- The guidelines were published as SSATP Working Paper 107. The English version was published in July 2017 and the French version in September 2017.
- The two versions of the guidelines were posted on the SSATP website and both the electronic and hard copies of the publication were distributed to the Executive Committee members, REC-TCC stakeholders, and many other regional and international organizations and development partners.
- A dissemination workshop was held for port authorities and technical staff of RECs from eastern and southern Africa in early July 2017 in Mahé, Seychelles, in collaboration with the Port Management Association of East and Southern Africa (PMAESA). The workshop was facilitated by SSATP and constituted a maiden launching of the English version of the guidelines.
- The key policy recommendations of the guidelines were presented at the meeting of the ECOWAS Joint Parliamentarian Committee on Transport held in October 2017 in Cotonou, Benin. The committee acknowledged the critical usefulness of the guidelines to decision makers and vowed to support their dissemination at a high level.

- At short and medium term, it is expected to undertake high-level dissemination among REC senior officials or competent sector ministers by leveraging collaboration with the AUC or RECs through several possible channels to be determined in collaboration with the AUC and the management of each REC. The collaboration may take the form of a side event of a statutory sectoral ministerial meeting or a dedicated ministerial gathering.

Activity 3.2. Develop key port performance indicators (PPIs). The objective is to develop and make available a harmonized set of port performance indicators in a sustainable way for African port authorities. This activity is being conducted in close collaboration with the Port Management Association of West and Central Africa and the Port Management Association of East and Southern Africa. It began in 10 pilot ports selected in consultation with the port associations: five ports in western and central Africa (Dakar, Abidjan, Tema, Douala, and Pointe Noire) and five ports in eastern and southern Africa (Djibouti, Mombasa, Dar es Salaam, Maputo, and Lobito). In 2017 this number of pilot ports was extended to 11 with the inclusion of the port of Lagos in Nigeria upon the request of the port associations.

The following was undertaken in 2017:

- During the February 15–17, 2017, meeting in Dakar of PAPC, dissemination of the interim report on the assessment of the information technology (IT) systems in use in 10 pilot ports to African port authorities.
- Presentation of the main findings during the knowledge and experience sharing session at the SSATP annual general meeting in Morocco in February 2017. The activity was received with interest and recommendations from the

participants, who noted that the availability of high-quality PPIs is a public good.

- Launch in May 2017 of a second round of data collection, while conducting the assessment of the port of Lagos (Tin Can Island and Apapa). The second round included collecting the capacity gap data and assessing the training needs of the pilot port authorities for the collection, collation, processing, and publishing of PPIs.

Going forward, the following steps are anticipated:

- Review and complete collection of the data carried out during the second round to enable analysis of the data to inform the next steps.
- Adopt the final synthesis report, consolidate all the data and PPIs collected, follow up with the pilot ports (with the assistance of the port associations), and compile the 2014–17 data sets for the preparation of the PPIs. A PPI analysis will be prepared for the pilot ports for 2014–17, pending the availability of data in all ports. Though ongoing, completion of this task has been adversely affected by the challenges in securing the needed data in some ports. As a result, this task has been tentatively rescheduled for the second semester of 2018.
- Prepare an information flow chart that includes guidelines on how to collect, produce, and use port performance indicators, together with a set of actual port performance indicators for 2014, 2015, and 2016. The guidelines would have a strong policy-oriented content and would include a comprehensive executive summary of findings and recommendations and a policy note for technical discussions with stakeholders. The final product would be in a format publishable by SSATP.

- SSATP will explore possible partnerships with other organizations with higher comparative advantages in training such as the United Nations Conference on Trade and Development (UNCTAD), Train for Trade Section, and the *Institut Portuaire d’Enseignement et de Recherche* in Le Havre, France, to address the immediate training needs that may be expressed by the port associations or their members. Meanwhile, it will explore the potential of African tertiary training institutions in providing the needed training in a more affordable and tailor-made manner.

Activity 3.3 Develop corridor performance monitoring in eastern and southern Africa. The primary objective is to develop a web-based corridor performance monitoring system (CPMS) that will provide reports and indicators measuring border crossing times and route trucking times for several corridors in eastern and southern Africa. Such a system would take advantage of data collection and analysis techniques based on GPS (spatial) tracking data. The core issue is to quantify the impact on border crossing time and the associated costs to all stakeholders of the introduction of fully functioning one-stop border posts at border crossings on transport corridors. This activity was launched in November 2016 with a South Africa-based company, serving as the technical IT service provider.

The following was achieved in 2017:

- In February 2017, the pilot version of the CPMS was released online, and a live demo was presented during the SSATP annual general meeting.
- CPMS has been live and reporting on corridor performance continuously since February 2017. An online dashboard covers 42 border posts, with additional layers of disaggregation into subzones and 50 routes. More

routes are under consideration pending discussion with the stakeholders. This was achieved through SSATP's ongoing engagement with the REC-TCC partners from

eastern and southern Africa to expand both the scope of the nodes and routes covered, as well as the nature of the indicators provided.

The CPMS extracts and transforms large data sets of commercial truck third-party GPS data into consistent, reliable, and significant corridor performance insights monthly.

This importantly includes nodes (borders, cities, terminals, etc.), crossing time, and disaggregated route time monitoring across the southern and eastern Africa region, including the following countries:

South Africa	Rwanda
Zimbabwe	Tanzania
Kenya	Namibia
Uganda	Burundi
Zambia	Swaziland
Malawi	Botswana
Democratic Republic of Congo	Lesotho
Mozambique	South Sudan

- Preliminary discussions were conducted with the Electronic Cargo Tracking Systems Providers Association of Kenya (EPAK), the association of GPS service providers licensed by East Africa customs to track transit goods. The discussions explored the possibility of supplementing the existing GPS tracking data, thereby enhancing coverage of the East Africa nodes and routes, in collaboration with the Shippers' Council of Eastern Africa (SCEA).
 - Preliminary contact was made with Trademark East Africa (TMEA) to update it on development of the CPMS and explore avenues for synergetic collaboration to mainstream the CPMS in the work of the transport observatories in eastern Africa as part of broader support of the observatories.
 - In parallel with development of the CPMS, discussions were conducted with the REC-TCC partners on the long-term sustainability options for the CPMS.
 - The CPMS was presented at the Johannesburg REC-TCC meeting and the transit workshop for eastern and southern Africa.
- The next steps are the following:
- Deepen the discussion on the sustainability of the CPMS with development partners, including the AfDB, Japanese International Cooperation Agency (JICA), New Partnership for Africa's Development (NEPAD), and SATIH in view of the fast-approaching deadline for SSATP hosting.
 - Conduct discussions with the corridor management institutions and TMEA on the feasibility of integrating the CPMS into the working process of the transport observatories of the CMI as well as continuation of discussions with private service providers on the availability of data that could be a valuable addition to the CPMS.

- Draft a final report that includes the methodology and guidelines on the use of the data available under the CPMS.

Pillar B. Urban Transport and Mobility (UTM): Implementation Status and Preliminary Outcomes

The UTM pillar activities are aimed at fostering knowledge and institutional strengthening for sustainable urban transport and mobility. The priority engagement areas for sustainable transport rely on the Enable / Avoid / Shift / Improve (EASI) concept framework. The main activity of the UTM pillar is an integrated urban transport approach study in eight pilot countries and experimentation with a strong partnership with the LUTP initiative. The goal is to develop a collaborative platform that could boost the capacity of cities to manage urban transport in

Africa. During the reporting period, the concept framework's activities were (1) fostering knowledge and institutional strengthening for sustainable UTM in cities and (2) capacity building and knowledge creation in line with the UTM results framework. The results framework of the UTM pillar identified key strategic areas for its engagement. The key areas were translated into tasks and activities to enable cities to implement the UTM results framework based on component activities during the DP3 program period. The process began with the launching of an integrated urban transport study for cities in the eight pilot countries. It is complemented by a capacity-building program to effectively disseminate the concept framework in a sustainable way and to create awareness off the UTM concept in cities. Table 4.2 summarizes progress in the implementation of the UTM activities.

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

Outcomes 1, 3 and 4	
Outcome 1. National and urban decision makers and technical staff aim to adopt, and are capable of putting into place, sustainable urban transport management approaches (including planning, monitoring, coordination, and financing mechanisms).	
Outcome 3. Urban decision makers and technical staff gain the knowledge and competencies needed to make the preliminary assessments required to adopt and implement sound, integrated multimodal urban mobility plans that promote nonmotorized transport modes and the restructuring of informal public transport services.	
Outcome 4. Urban decision makers and technical staff gain the knowledge and competencies needed to take the preliminary steps toward adopting and implementing the key measures required to improve traffic conditions in cities of member countries.	
Achievements	
Integrated UTM study in eight countries: <ul style="list-style-type: none"> ▪ Côte d'Ivoire ▪ Ethiopia ▪ Ghana ▪ Guinea ▪ Kenya ▪ Nigeria ▪ Rwanda ▪ Senegal 	<ul style="list-style-type: none"> ▪ Inception report submitted in October 2017 ▪ Country approach documents submitted in December 2018 ▪ Preparation of draft interim reports launched
Outcome 2	
Outcome 2. Urban decision makers and technical staff are knowledgeable of and adopt policies that favor urban forms that minimize the need for motorized transport and favor public and nonmotorized transport.	
Achievements	
Training on selected UTM components in pilot countries: <ul style="list-style-type: none"> ▪ Regional and country-based LUTP training for managers of and experts in urban transport ▪ Practical training to support knowledge application in selected cities on UTM urban and planning 	<ul style="list-style-type: none"> ▪ LUTP training held for anglophone countries in Nairobi: 35 nominated participants from 13 anglophone countries attended the training in Kenya, April 24–28, 2017 ▪ LUTP Ethiopia: Country-based LUTP Addis attended by 43 participants, November 20–24, 2017 ▪ Senegal: Sustainable Urban Mobility National Forum held December 4–5, 2017, and attended by about 200 participants ▪ Namibia: GTZ-TUMI Sustainable Urban Mobility for Southern Africa Cities held November 27–30, 2017, with 34 participants in attendance ▪ Cameroon: Smart Urban Development: Local to Global Actions, held December 12–14, 2017, in Yaoundé

Note: LUTP = Leaders in Urban Transport Planning; SDG = Sustainable Development Goal; UTM = urban transport and mobility.

Fostering Knowledge and Institutional Strengthening for Sustainable Urban Transport and Mobility: Developing a Holistic and Integrated Approach

The objective of this subpillar is to apply the concept of an integrated approach to sustainable urban transport and mobility in cities. Use of the EASI framework will result in specific policy recommendations and guidelines that would be applied in developing the integrated urban transport and mobility management plans for the countries. Thereafter, the team envisions not only adopting strong advocacy and knowledge dissemination aimed at helping countries and development partners, but also working in close collaboration with stakeholders to seek support for the application of these guidelines in the pilot countries.

The general methodology underlying the activities of the urban mobility pillar is to identify successful experience and promote its replication. A big factor determining the success of such promotion will be how effectively African governments can be convinced to fully participate, which is strongly based on the level of ownership they will be able to feel. Every step of this methodology incorporates actions aimed at cultivating this ownership.

One of the main principles of SSATP engagement is to ensure that clients assume full ownership and buy-in of the recommended activities, starting with the pilot countries. This will allow governments to own and participants to more correctly diagnose their actual situation and the specific actions that suit their needs.

The consultant who will carry out the integrated approach to sustainable urban transport in the

eight pilot countries was selected and has since issued two documents: an inception report, which includes a detailed work program for each of the pilot countries, and a country approach document, which captures the consultant's proposed methodology. Overall, the work is guided by the EASI framework, a holistic approach developed to improve urban transport and mobility management. As outlined in the EASI concept framework, the UTM activities will ultimately lead to the development of guidelines on key areas of urban management. These would help to draw a roadmap of critical activities in the urban transport and mobility management systems of cities.

Next steps for the subcomponent

The consultant has shared the interim reports for the eight pilot countries and the Program management team has shared a set of comments: overall comments (cutting across countries) and country specific comments. The Consultant will deepen the analysis and build case studies, based on the success stories. As a matter of fact, the consultant will identify the good practices around the selected key priority areas below:

- Institutional set up and capacity to manage urban transport;
- Mechanism for sustainable financing of urban transport management;
- Conditions for effective civil society and private sector participation in urban transport;
- Multi-modal planning and traffic management improvement
- Promotion of Public Transport and reform of paratransit transport systems; and

- Integrated urban transport management in secondary cities.

The consultant will also undertake a transnational analysis to develop policy notes and draw lessons that could benefit other member countries. SSATP would organize regional workshops to share lessons and disseminate the knowledge, to lay the ground for a real consensus on sustainable urban mobility policies and plans.

Based on the excellent feedback of the first batch of countries, additional countries have requested that SSATP extends the scope of the study and includes them. SSATP has launched a second

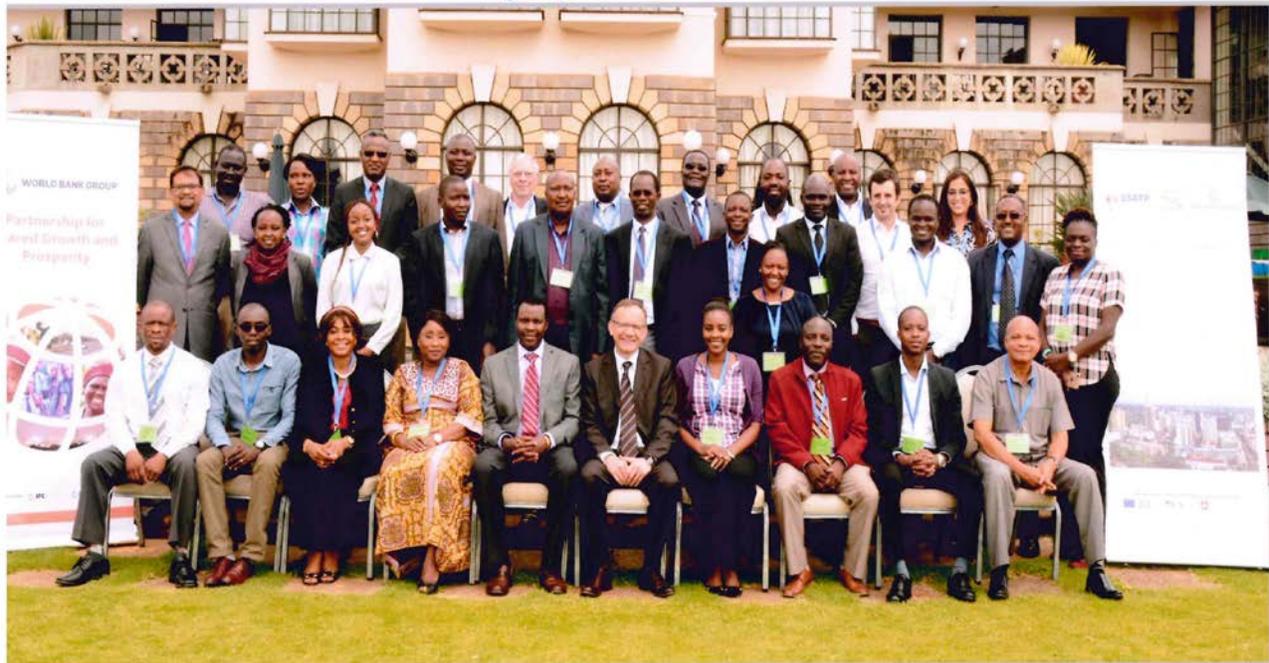
phase which includes a batch of countries composed of Benin, Burkina Faso and Togo.

UTM Capacity Building and Knowledge Creation

Pillar B also provides capacity-building support for the development and implementation of an integrated approach to urban transport policy and strategies. To this end, SSATP is conducting a series of training programs to sensitize stakeholders on the rationale and objectives of the policy framework, as well as on the implementation of strategies to follow in the context of their primary and secondary cities.



Leaders in Urban Transport Planning Training Program for Cities in Anglophone African Countries



Held at Windsor Hotel Golf and Country Club on 24th - 28th April 2017

The following summarizes the progress made on each activity under the subpillar components:

- **Leaders in Urban Transport Program (LUTP) training.** Under this activity, LUTP training is offered to client countries. This training would help participants to capture and adapt good practices and lessons in urban transport policy design. It would also provide the tools needed for leaders to make informed decisions and to enable experts to continually flag policy issues and implementation challenges.
- **Kenya: LUTP training for anglophone countries in Nairobi, Kenya.** Organized jointly by SSATP and the World Bank, with support from the LUTP team, the training aims at developing leadership capabilities in urban transport and mobility planning for cities in anglophone countries. The five-day learning program took place in Nairobi, April 24–28, 2017, and was attended by 35 participants from 13 anglophone countries. It provided basic knowledge on current circumstances and emerging issues, on the various components of UTM, and on ways to address them.

The training was based on case studies, group exercises, and site visits all aimed at highlighting linkages between the practical and different components of the urban transport system. The training was supported by the mandatory reading material that was sent to participants prior to the workshop and was discussed in the workshop sessions.

- **Ethiopia: Country-based LUTP training for managers of and experts in urban transport in Ethiopia.** At the request of the Ethiopian Ministry of Transport, LUTP training was offered to 43 participants, November 20–24, 2017. The participating transport managers

and experts were nominated by the federal, regional, and secondary cities working in the transport sector. The LUTP training program was coordinated by the host Ministry of Transport and conducted in partnership with SSATP and the World Resources Institute (WRI) and the World Bank country team. Financial support was provided by the World Bank’s country office. Local cost coverage and logistical arrangements were made through the host Ministry of Transport.

- **Namibia: GTZ-TUMI Sustainable Urban Mobility for Southern Africa Cities.** The *Deutsche Gesellschaft für Internationale Zusammenarbeit* (GIZ) program known as the Transforming Urban Mobility Initiative (TUMI) organized a sustainable urban mobility training program for cities in southern Africa entitled Sustainable Urban Mobility for Southern Africa Cities. As part of its joint exercise with SSATP aimed at creating awareness and building implementation capacity, GIZ asked the SSATP team to serve as trainer and resource person for the training. In particular, the SSATP-UTM team was asked to lead the agenda on urban transport governance and the institutional sessions and make a presentation to share the practices of the urban transport and mobility pillar in Africa. The SSATP-UTM pillar leader served as both trainer and speaker. It also was an opportunity for the urban transport pillar leader to listen to experiences and practices from cities in southern Africa. The training was held in Windhoek, November 27–30. The training program attracted 34 participants from Botswana, Malawi, Zambia, South Africa, and Namibia, as well as from secondary cities across the SADC region.

The group discussion on sharing experiences and challenges between cities focused on the cases of Windhoek and Cape Town. Each country described the existing situations and challenges facing their cities.

- Senegal: Sustainable Urban Mobility National Forum.** The government of Senegal and SSATP, together with the Senegalese Association of Mayors and the Executive Council of Urban Transport of Dakar (CE-TUD), organized the Sustainable Urban Mobility National Forum in Dakar, December 4–5, 2017. SSATP’s program manager delivered the keynote speech, and the program leader led the plenary sessions and side meetings during the opening and other forum sessions. The forum assessed the urban mobility situation in Dakar and secondary cities.

The conclusions and recommendations focused on three central themes. The first was sustainable governance for urban mobility that is, the need to promote at the metropolitan level a single authority that has a clear, strong mandate and full responsibility for managing urban mobility as well as ensuring proper coordination of the different modes for the sake of efficiency, affordability, and sustainability. The second was intermodality, mass transit, and climate change that is working in a holistic way to develop a more integrated public transport network and promoting mass transport that is more energy-efficient as the backbone of the system. Furthermore, the transport plan should be consistent and well-articulated with the land use planning. The third theme was sustainable financing of urban mobility that is, hosting a one-basket fund fed by various sources, including the indirect beneficiaries of transport services.

About 200 representatives of government, municipalities, transport operators, drivers’ unions,



AGERROUTE (road agency), FERA (road fund), University of Dakar (Department of Geography), CUREM (urban transport research center), and civil society attended the meeting. Invitees from Guinea, Côte d’Ivoire, Morocco, CODATU (Cooperation for Urban Mobility in the Developing World), and IUTP/UATP also attended.

During the Sustainable Urban Mobility National Forum, side meetings and discussions were held with various partners on potential areas of interest for collaboration and partnership. In addition, this provided an excellent opportunity for the urban transport and mobility pillar leader to discuss with participants from Senegal, Guinea, and Côte d’Ivoire the launch of the integrated urban transport and mobility study.

- Smart Urban Development: Local to Global Actions in Cameroon.** The 2nd International Conference on Canadian, Chinese and African Sustainable Urbanization (ICCCASU2) took place in Yaoundé, December 12 – 14, 2017. SSATP was invited to attend and make a presentation and to serve as a resource on the “Challenges and Prospects of Urban Mobility in Africa” during the ministerial roundtable session. SSATP’s UTM representative served as a resource for the technical working group session on urban

mobility and public transport management in Africa.

ICCCASU2's theme was "Smart Urban Development: Local to Global Actions." SSATP's presentation on "Sustainable Urban Transport and Mobility: Challenges and Prospects for Cities in Africa" attracted much attention and interest from participants. The objective of the second conference was to explore the challenges of urban development and promote smart urban development, building on models in Canada, China, and African countries. Side meetings and discussions were held with UN-Habitat, the ICCCASU team, the University of Ottawa, and Chinese and Canadian ICCCASU partners and cities on the potentials for partnership with SSATP. The third conference is scheduled to take place in China in 2019.

Next steps for the subcomponent

While pursuing the institutional capacity development support to countries and cities, SSATP will be implementing new activities under the new avenues that are under experimentation. They include:

- Partnership and collaboration with global and African Universities, to promote research in transports and linking research to actions. In a nutshell, research products will be informing policy directions and also would provide solid ground materials for tailored training programs;
- Partnership and collaboration with international organizations with similar objectives, to build on comparative advantages, leverage from each other and create synergies in the areas of urban planning, land planning, multimodal planning and urban logistics, to name a few.

Key activities until completion of DP3

UTM pillar activities provide technical and UTM policy development support for African cities to follow integrated approach for sustainable urban transport. In its next step, the UTM pillar strive for:

- Development of a country-based roadmap to apply a comprehensively integrated UTM program in cities of selected countries;
- Dissemination and knowledge sharing based on lessons learned;
- High-level advocacy and institutional strengthening, to promote championship for sustainable urban mobility management in cities;

Knowledge products expected from the integrated urban transport study for cities:

- Develop and publish guidelines to support the establishment of an effective Urban Transport Authority, in charge of urban transport planning, management and coordination;
- Develop and publish guidelines to support the establishment of sustainable financing mechanisms for urban transport systems;
- Develop and publish guidelines to support restructuring and modernization of informal public transport operators and their full integration to the transport system; and
- Develop and publish guidelines to support planning and implementation of efficient traffic and parking management.

Pillar C, Road Safety: Implementation Status and Preliminary Outcomes

Africa's weak road safety performance and its significant social impacts continues to be a major obstacle to Africa's competitiveness and development. Poor road safety affects the most vulnerable road users and the poor more than any other category of people. Under Pillar C, SSATP continues to use this opportunity to contribute significantly to initiatives aimed at saving lives on Africa's roads. Building on its road safety work under the previous development plan, SSATP is employing a two-pronged approach to tackle issues in road safety by (1) improving road safety management in a comprehensive way and (2) introducing bolder measures to deal with the safety of vulnerable road users.

The Africa Road Safety Action Plan 2011–2020, developed by the African countries in consensus, identifies specific actions in support of the five pillars of the UN Decade of Action for Road Safety 2011–2020 and pinpoints the monitoring indicators to be used for the activities, the key actors, and the period within which the activities are to be accomplished. This plan was endorsed by the African Union Conference of Ministers in Charge of Transport and adopted by the heads of state in Luanda, Angola, in 2012. The African Road Safety Charter further reinforced the commitment to speed up implementation of national, regional, and continental road safety programs. During the Third African Road Safety Conference in July 2016, countries agreed that

the lack of quality data was a challenge and resolved to improve the quality of their data through collaboration with the International Traffic Safety Data and Analysis Group (IRTAD) of the Organization for Economic Co-operation and Development (OECD). At their meeting in Lomé in March 2017, the African ministers of transport adopted a recommendation to accelerate implementation of the Africa Road Safety Action Plan 2011–2020. In this regard, they recommended that SSATP work with the African Union Commission (AUC) and the United Nations Economic Commission for Africa (UNECA) to develop a minimum set of road safety indicators for each country to monitor and ensure comparability between African countries. The AUC and UNECA have made commitments to fostering this process, and SSATP is supporting these two organizations to achieve the desired outcomes.

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

Table 4.3 Pillar C: Synopsis of Road Safety Activities and Related Outcomes

Outcome 1
Outcome 1: <i>Improved capacity for African countries to manage and monitor performance in road safety</i>
Short-term work program
<ul style="list-style-type: none"> ▪ Organize roundtable meeting of African ministers of transport in Brasilia in November 2015 ▪ Organize data management workshops in collaboration with IRTAD ▪ Identify road safety data needs ▪ Assess road safety data management capacity at all levels ▪ Agree on a harmonized set of road safety indicators to be measured by each member state ▪ Develop regional and continent-wide road safety data observatories.
Achievements
<ul style="list-style-type: none"> ▪ Conducted a needs assessment and proposed a set of minimum indicators that African countries will collect and monitor ▪ Organized a series of road safety workshops on data management ▪ Held discussions on establishment of a regional data observatory and built a partnership with external partners: IRTAD, Safer Africa, FIA, AfDB, IsDB, ECOWAS
Outcome 2
Outcome 2: <i>Promotion of effective policy and strategy formulation and implementation at the country level</i>
Short-term work program
<ul style="list-style-type: none"> ▪ Better align country and city road safety policies with the goals of the UN Decade of Action for Road Safety 2011–2020 and the Africa Road Safety Action Plan 2011–2020
Achievements
<ul style="list-style-type: none"> ▪ Launched a road safety strategy for Addis Ababa, and positive results are already beginning to show ▪ Assisted the government of Côte d'Ivoire in developing a national road safety strategy ▪ Assisted the government of The Gambia in defining a road safety policy direction as part of its new national transport policy document produced in 2017
Outcome 3
Outcome 3: <i>Stimulation of good practice in road safety management by promoting systematic implementation of the Africa Road Safety Action Plan 2011–2020</i>
Short-term work program
<ul style="list-style-type: none"> ▪ Create national lead road safety agencies where none existed ▪ Raise the profiles of existing road safety agencies ▪ Improve financing by countries of lead agencies ▪ Encourage RECs to create regional organizations to support lead agencies

Achievements
<ul style="list-style-type: none"> ▪ Worked with the government of Senegal to create an autonomous road safety agency. The organizational structure has been designed and approved by stakeholders. The legal instruments for its existence have been drawn up pending parliamentary consultation ▪ Supported development by the government of Mali of a road safety institutional framework and guidance on implementation of its road safety strategy. The Mali strategy was validated and launched in December 2017 with a major stakeholder workshop endorsing the findings. This has also led to clear interest in replicating the process and findings in neighbouring countries ▪ Opened initial dialogue with the Kenya National Transport Safety Authority (NTSA) on reforming the legal framework for road safety in Kenya and strengthening the organizational structure of the NTSA
Outcome 4
Outcome 4: Better integration of road safety policy and pillar-based interventions in locally and externally funded road developments
Short-term work program
<ul style="list-style-type: none"> ▪ Strengthen the capacity of development partners, road funds, national governments, and municipalities to improve the effectiveness of their support for road safety
Achievements
<ul style="list-style-type: none"> ▪ Conducting the post review of road projects for the last five years to define how road safety strategy is developed and financed in the operational projects and at the government level ▪ Commenced discussions on the creation of a network of African legislators for road safety - a regional grouping that would be linked to the global network and would become a major advocate for road safety at the country and regional level

Note: AfDB: Africa Development Bank; ECOWAS: Economic Community of West African States; FIA = Federation Internationale de l'Automobile; IRTAD = International Traffic Safety Data and Analysis Group; IsDB: Islamic Development Bank; and REC = Regional Economic Community

The four outcomes for the road safety pillar are interrelated, even though, each stands as an outcome on its own. Sustainable, effective, and efficient road safety outcomes that lower the number of deaths and serious injuries from road traffic fatalities depend on having the right data and the ability to manage it effectively. Strong road safety institutions with the appropriate legal and regulatory mandates and adequate financing are required as well, and they must be staffed by those who have the right skills and can take responsibility for results. Finally, these institutions must rely having on the appropriate policies and strategies in place. Each outcome is one of the building blocks that serve the overarching goal of seeing African countries work together at the local, national, and regional level to improve the continent's road safety record. Given the limited

funds available to SSATP for this pillar, it is important that SSATP works strategically with other partners to scale up and provide complementarity on planned activities. The establishment of a regional observatory or observatories, the initiation of a dialogue platform for dissemination and knowledge transfer, and the creation of regional associations of road safety agencies will also help in the effort to build capacity across the continent. The outcomes of Pillar C are being achieved through implementation of the following activities.

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

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

- **Organization of a series of road safety workshops on data management.** Good data management underpins the development of an effective and efficient road safety strategy. The objectives of the workshops included developing a set of minimum indicators to collect and monitor as part of a harmonized approach to managing road safety across the continent. The second in the series of workshops took place alongside the annual general meeting of SSATP in Marrakech in March 2017, in collaboration with the United Nations Economic Commission for Europe and the United Nations Economic Commission for Africa. The workshop was led by experts from the International Traffic Safety Data and Analysis Group. IRTAD members will work with participants on the entire data management cycle collection, analysis, policy formulation, and monitoring and evaluation, and they will look for opportunities to twin IRTAD countries with SSATP member countries for capacity-building efforts. Countries under consideration are Nigeria and Morocco.
- **Establishment of a regional data observatory.** The development of regional observatories both encourages stronger development of data systems at the national level and provides an opportunity for benchmarking. Membership can be staggered on a demand-driven basis, with some countries initially acting as observers. Discussions took place with

Safer Africa, UNECA, the World Bank, and the FIA on the establishment of a regional road safety data observatory. The consultant completed his needs assessment and proposed a minimum set of indicators to be measured by each African country. The report reviewed the status and challenges of road safety data collection in Africa and made recommendations on the methodology to be used for collection. The minimum set of indicators defined by the consultant will be introduced, discussed, and agreed on in a workshop to be held in 2018 around the annual general meeting.

Next steps

The minimum set of indicators will be validated by member countries, and SSATP will support a meeting to discuss governance arrangements for the regional observatory as well as exploring the setup of subregional observatories.

Outcome 2. Promotion of effective road safety policy and strategy formulation and implementation at the country level

This component is undertaken in concert with systematic analyses and institutional capacity reviews. It is expected that this effort will improve the capacity of countries and municipalities to develop and implement contextually appropriate road safety strategies and policies. These policies and strategies will be better aligned with the road safety goals and objectives articulated in the UN Decade of Action for Road Safety 2011–2020 and the Africa Road Safety Action Plan 2011–2020. The midterm review of the progress of African countries undertaken by UNECA for the UN Decade of Action revealed that of the five pillars of the UN Decade of Action Plan, the institutional pillar had showed the slowest progress. Many African countries lack formal or effective road safety policies and strategies, and, where

they do exist, the agencies charged with road safety management often face serious implementation challenges. The objective is to encourage countries to have well-articulated and developed plans with results that can be monitored and for which the lead agency can be held accountable. Recognizing this shortcoming, SSATP is helping African countries and municipalities to include the preparation and approval of road safety policies and strategies that are the key deliverables under the Africa Road Safety Action Plan 2011–2020. The following activities are aimed at responding to this need:

- **Developing a road safety strategy for the city of Addis Ababa** (see box 4.1). The Addis Ababa Road Safety Strategy approved by the Addis City Cabinet was launched in March 2017. It envisions an Addis Ababa that is free from road trauma by 2030. It sets two targets: (1) to halve the number of deaths and severe injuries from road traffic crashes by 2023; and (2) to provide access to safe, affordable, accessible, and sustainable transport systems for all by 2030. The new minister of transport requested a briefing from SSATP and the World Bank on how best to address issues of road safety at the country level.
- **Supporting the government of Côte d’Ivoire in developing a national road safety strategy.** Consultants produced a draft diagnostic on the institutional setup in Côte d’Ivoire, and it was disseminated for comment among the government stakeholders. After feedback, the consultants will consolidate and finalize a draft strategy for stakeholder discussion and finalization in 2018.
- **Supporting the government of Sierra Leone and the municipality of Freetown in developing road safety strategies with a strong urban transport focus.** The city of Freetown is planning major upgrades to its network through a World Bank–financed loan. This is a good opportunity to assist with the development of a comprehensive road safety strategy with an urban focus because more than 50 percent of the vehicle population in the country is concentrated around the Freetown metropolis. SSATP has begun work with the Sierra Leone Road Safety Authority to define a new long-term strategy for the agency. The strategy will focus on the most vulnerable pedestrians and nonmotorized transport users. It will look at road safety from both the national and municipal perspective and provide opportunities for funding capacity-building and demonstration projects under the Bank-financed loan. Discussions with all key stakeholders have been undertaken, and plans are under way for a stakeholder workshop to be held in 2018 to consolidate the gathered data.
- **Assisting the government of Mali.** The Mali road safety strategy was launched in December 2017. All key stakeholders were present and ratified the report. That report complemented a road safety report prepared by the African Development Bank that focused on the environs of Bamako. These two reports will be used jointly by ANASER, the road safety agency, to implement effective road safety interventions in the coming years.
- **Supporting the Government of The Gambia in developing the road safety component of its new national transport strategy.** The government of The Gambia requested SSATP assistance in defining a road safety strategy as part of its new national transport strategy. A mission was undertaken to Banjul, and extensive discussions were held with key stakeholders. Substantial text suggestions for the current draft policy document were prepared and discussed from a road safety perspective and were later discussed again in a workshop to discuss the broader policy. During the

mission, a meeting of stakeholders (police, roads authority, health, Red Cross, private

- issues and future road safety management arrangements. It was agreed that this group would continue to meet, but as part of a stronger road safety governance structure. Draft terms of reference were prepared for the group and for the wider stakeholder group. The governance and coordination functions would have to be supported by a road safety unit within the ministry, and a short paper was prepared to support the proposal to establish a road safety unit within the

sector) was held in which there was a significant discussion about current road safety

directorates, including a set of functions for the unit to perform.

Next steps

SSATP will continue to work with countries and cities on a demand-driven basis, and the city of Accra has requested its assistance. Upon completion of one additional city strategy, guidelines for strategy development at the city level will be produced, with case studies from Africa based on the work of SSATP and its partners.

Box 4.1. Addis Ababa City Strategy

Road safety strategies based on good practices can be effectively developed in African cities by undertaking critical analysis of the available data; using expert inputs in straightforward participatory processes; and developing ongoing management and implementation arrangements. The stronger the institutional capacity and arrangements, the more likely it is that a strategy-setting exercise can provide a genuine platform for tackling road safety at the city level.

SSATP is working with Addis Ababa municipal authorities to develop a road safety strategy, devising a framework for the city's work with the Bloomberg Road Safety Program and future activities.

Method

A simple strategy development process was followed:

- Bilateral engagement with major stakeholders
- Rapid knowledge transfer on critical issues for road safety in Africa
- Analysis of the available data and assessment of the current road safety management capacity
- Multilateral engagement to identify
 - ❖ An overall vision and quantitative targets
 - ❖ Critical road safety issues in the city
 - ❖ Strategic directions to provide lasting road safety improvements
 - ❖ Major implementation initiatives directly linked to the vision and critical issues
 - ❖ Institutional road safety management arrangements for implementing the strategy, including governance, monitoring and evaluation, and funding
- Preparation, stakeholder review, and revision of a draft strategy document
- Validation and publication of a final strategy endorsed by political leadership.

Results

The Addis Ababa Road Safety Strategy approved by the City Cabinet was launched in March 2017. It envisions an Addis Ababa free from road trauma by 2030. It sets two targets: to halve the number of deaths and severe injuries from road traffic crashes by 2023 and to provide access to safe, affordable, accessible, and sustainable transport systems for all by 2030.

The strategy establishes seven strategic directions:

- 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 crash and injury data management
- Improving the post-crash trauma response
- Demonstrating and scaling up investment.

A three-year implementation plan has been prepared, based on the seven strategic directions. The strategy nominated the Addis Ababa Road Traffic Management Agency as the lead agency for the strategy and established an Addis Ababa Road Safety Council, chaired by the deputy mayor.

The first implementation report is promising, including improvement of 11 locations with more than three fatalities, installation of speed humps at 47 crash locations, and improvement of night visibility by installing new street lights and maintaining existing ones.

Reported fatalities in the first six months of the plan fell by 7 percent in the city compared with the previous year, while there was a 19 percent increase registered nationwide.

Outcome 3. Stimulation of good practice in road safety management by promoting systematic implementation of the Africa Road Safety Action Plan 2011–2020

The objective is to raise the profile of road safety both in the countries and in the Regional Economic Communities. This will be achieved by developing the institutional strength of national road safety lead agencies and enhancing professional exchanges between these agencies at the regional level. The international community has now recognized that road safety management, the first pillar of the UN Decade of Action for Road Safety 2011–2020, is a strong enabler of the other four pillars: safer road infrastructure, safer vehicles, improved road user behavior, and post-crash response. The SSATP program of activities aims to promote the establishment of lead agencies where they do not exist and to strengthen those already in place. The World Health

Organization's Global Status Report on Road Safety 2015 indicates that 49 of 54 African countries have lead road safety agencies in one form or another. These institutions will be key partners in delivering the agenda at the country level⁵. What follows is the status of the activities implemented under this component:

- **Assistance to the Government of Senegal.** The Government of Senegal has asked SSATP to help it create an autonomous road safety agency. A mission visited the country for discussions with the key stakeholders. A report on the proposed organizational structure and associated legal documents to create the agency was produced and validated in a key stakeholder workshop held by the Ministry of Transport in mid-February 2018.
- **Support of the National Transport Safety Agency (NTSA) of Kenya and specific Kenyan counties.** The NTSA is one of the

⁵ World Health Organization (WHO), Global Status Report on Road Safety 2015 (Geneva: WHO, 2015)

purpose-built lead safety agencies in Africa for which a specific legal instrument defines its creation. However, there is a need for assistance to improve its capabilities and its operational performance.

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

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

Countries, development partners, and agencies responsible for road construction and maintenance will be approached at a very early stage of the review of the safety content of pipeline projects to gain their support for supply and analysis of the relevant data. The objective is to engage countries, including road agencies where they exist, and development partners so that they allocate a percentage of resources to road safety

activities and support earmarked road safety financing for lead agencies.

The following activities are under way to achieve these objectives:

- **Collaboration with the African Road Maintenance Funds Association (ARMFA).** SSATP has received a request from the Association of Road Fund Managers to partner with ARMFA on the development of sound road maintenance policies by mainstreaming road safety into the maintenance and asset management strategies of African countries. ARMFA is developing a new charter in which road safety is one of the five key pillars, and it will look toward partnering with SSATP to ensure that road safety is mainstreamed into its dialogue with road agencies at the country level.
- **Post review of road projects undertaken over the last five years.** A review of road projects and programs financed by governments and donors over the last five years is being undertaken to establish how road safety has been conceptualized and funded.

Preliminary findings indicate that on the part of donors there is no systematic review and allocation of funding for road safety activities. Most of activities are focused on improving infrastructure only through conducting road safety audits and undertaking the associated civil works resulting from the findings. As for institutional capacity building and development and implementation of road safety strategies, the support of these activities under projects appears to be subject to the initiative of the team lead. Although projects are required to be road safety informed, there is no set understanding of how detailed the review of the country or city context needs to be.

- Collaboration with the Safer Africa project.** The Safer Africa project seeks to create favorable conditions and opportunities for the effective implementation of road safety and traffic management activities in African countries. This is to be carried out by setting up a dialogue platform between Africa and Europe. SSATP has collaborated with the team by means of occupying a position on the Management Board, supporting and guiding the deliverables, and ensuring alignment with SSATP goals and objectives. SSATP hosted and chaired the first Safer Africa project team meeting in May 2017. Key areas of collaboration include developing an African road safety data observatory, contributing to country capacity reviews, and sharing opportunities for training and capacity building.

Next steps

SSATP will continue engagement in these activities but will also launch two new ones that it believes are key to achieving the mainstreaming goal: (1) developing an African road safety leadership course and (2) supporting a network of African legislators and parliamentarians for road safety.

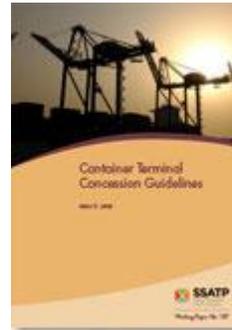
Publications

During the reporting period, SSATP published several technical working papers, which are being widely publicized using various dissemination channels.

Container Terminal Concession Guidelines

SSATP supported two African port associations, the Port Management Association of West and Central Africa (PMAWCA) and the Port Management Association of East and Southern Africa (PMAESA) in developing guidelines on container terminal concessions for the region. The

guidelines provided high-level government decision makers and general managers of port authorities with strategic and practical advice in their endeavor to attract professional private sector partners to invest in and operate container terminal facilities. Practical advice was provided on how to better prepare for the concession process, to review the contract provisions, and subsequently to better manage the concession.

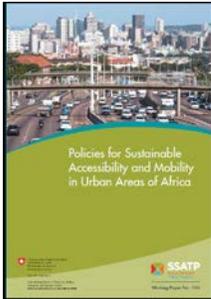


The African port landscape has changed significantly since the late 1990s, when port reforms in Sub-Saharan Africa resulted in greater involvement by private sector companies and a reduction in port authorities.

Those authorities withdrew from direct involvement in cargo handling operations, particularly in western and central Africa, but to a lesser extent in eastern and southern Africa. In the mid-2000s, the reforms accelerated, and within a few years most container terminals were passed on concession to specialized terminal operating companies (TOCs), which embarked on extensive rehabilitation and upgrade plans. TOCs and public port authorities have invested in modern handling equipment and revamped facilities, resulting in productivity gains and reduced congestion. Concessions have provided governments with millions of dollars in revenue through entry tickets, annual fees, and royalty payments on traffic handled by concessionaires. Greenfield projects are expected to further increase the capacity to meet future demand, despite the recent slowdown in container traffic growth that has led to some of these projects being put on hold or facing headwinds in raising private financing. Despite these advances, several challenges remain, and greater economic growth could be achieved if container terminal concessions were better designed, better managed, and

better regulated. Sensitizing the management of port authorities and key governmental decision makers is therefore essential to maximize the benefits from TOC participation in the financing and management of container facilities.

Policies for Sustainable Accessibility and Mobility in Urban Areas of Africa



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

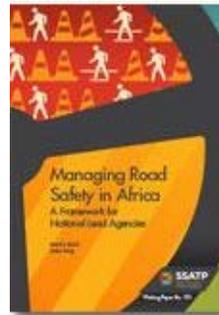
Based on growing concerns about mobility and accessibility in urban areas of Africa, SSATP commissioned this working paper to assist African policy and decision makers in transforming their urban areas from obstacles to growth to engines of economic development and poverty alleviation.

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

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

Africa is currently experiencing the highest per capita rate of road fatalities in the world. The World Health Organization estimates the rate of road traffic deaths in Africa at 24.1 per 100,000 persons. By comparison, this rate is 18.5 in Asia

and 10.3 in Europe. And the problem will worsen. According to projections by WHO, road fatalities in Sub-Saharan Africa will increase by 112 percent, from approximately 243,000 in 2015 to 514,000 in 2030. This expected escalation comes as some improvement is being projected in the two diseases that are the focus of the Millennium Development Goals—malaria and HIV/AIDS.



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

5. FINANCIAL STATUS

Financing Partners

This financial reporting, the second since the launch of the Third Development Plan (DP3) on May 1, 2015, covers the DP3 period up to December 31, 2017. DP3 is financed by four donors: Economic Commission (EC) of the European Union, Swiss State Secretariat for Economic Affairs (SECO), *Agence Française de Développement* (AFD), and the African Development Bank (AfDB).

Contributions and Receipts

Multi-Donor Trust Fund

Like previous development plans, DP3 is administered by the World Bank, and funds from the current financing partners are channeled through the Multi-Donor Trust Fund (MDTF), which follows World Bank policies and procedures and its accounting and control systems⁶.

The contribution of the financing partners to DP3 is estimated at US\$16,359,800. By

December 31, 2017, the contributions paid amounted to US\$10,863,800, which represents approximately 70 percent of the total amount to which the financing partners have committed. No contributions were received in 2017. AFD paid its full contribution of €1,000,000 (US \$1,058,100) upfront, posted on April 9, 2015. SECO paid its contribution in two equal installments of US\$2,500,000 in January 2015 and December 2016. The EC paid its first installment of €4,000,000 (US\$4,505,700), posted on February 9, 2016, representing 50 percent of its contribution to the MDTF. It plans to issue its remaining balance of €4,000,000 once the overall program disbursement reaches 70 percent of the total contribution amount. AfDB paid its first installment of US\$300,000 and is expected to pay its second installment in 2018 upon request from the World Bank. Table 5.1 summarizes the contributions and receipts from financing partners to the DP3 MDTF.

⁶ The World Bank fiscal year starts on July 1 and ends on June 30. Therefore, some of the tables provided in this report refer to the World Bank fiscal year period

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

Financing partner	Currency	Amount in contributor's currency	Amount in US\$	Paid in contributor's currency	Paid in US\$	Unpaid in contributor's currency	Unpaid in US\$
Swiss State Secretariat for Economic Affairs (SECO)	US\$	5,000,000	5,000,000	5,000,000	5,000,000	0	0
France - Agence Française de Développement	EUR	1,000,000	1,058,100	1,000,000	1,058,100	0	0
African Development Bank (AfDB)	US\$	900,000	900,000	300,000	300,000	600,000	600,000
EU - Commission of the European Communities	EUR	8,000,000	9,401,700	4,000,000	4,505,700	4,000,000	4,896,000
Total			16,359,800		10,863,800		5,496,000

Note: The World Bank provided a budget contribution of US\$477,176 in 2016 to DP3 to offset the first-year setup and start-up costs, including the salaries of the program management team, together with all the associated direct and indirect costs, which included consultant services.

Other Receipts

In-Kind Contribution

In addition to the first-year setup contribution of US\$477,176 in 2016, the World Bank continued to provide an in-kind contribution of staff time. World Bank staff are still contributing through the process of peer review of concept notes, terms of reference, outputs, and other technical input to the program deliverables that are not accounted for by the system but are reflected in the consultation and review process required to ensure the quality of program deliverables. The World Bank Financing Framework does not allow the Bank to contribute or to mingle its funding with funding from the trust funds it administers and does not have a system in place to quantify the amount of staff time contributed to the SSATP program.

Investment Income

Another source of income and receipts for the DP3 MDTF is investment income. The World Bank invests the undisbursed amounts of cash contributions received from the financing partners. By December 31, 2017, the total receipts from investment income applied to the DP3

MDTF amounted to US\$180,485, and the total receipts in the DP3 MDTF amounted to US\$11,044,285.

Statements of Disbursements

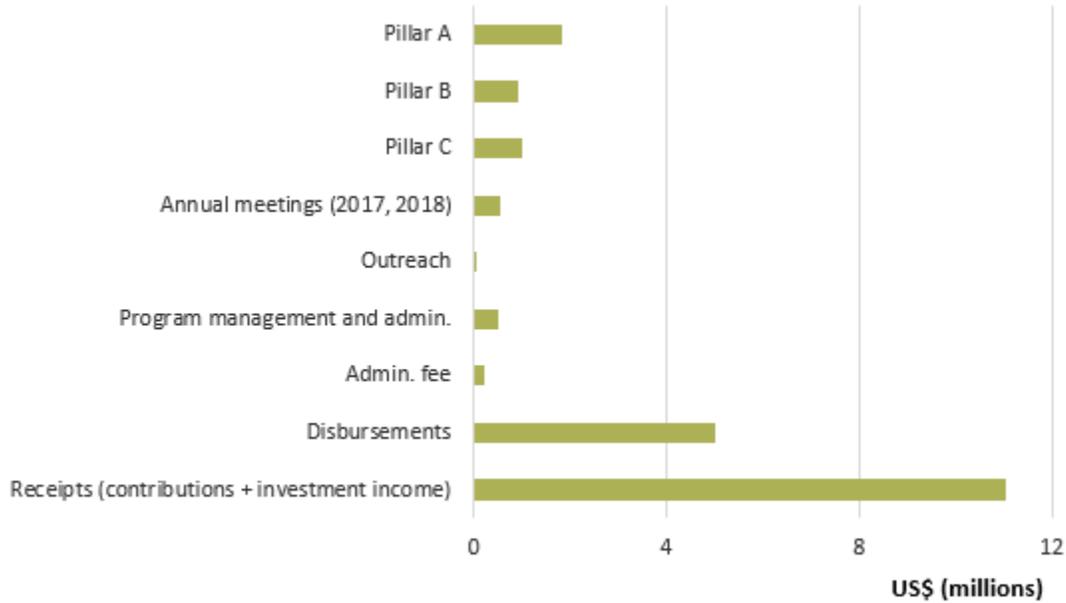
Administration Fee

The DP3 MDTF total disbursement included a 2 percent administration fee of US\$217,276. The administration fee is stipulated in the financing partners' administration agreement with the World Bank, and it is applied on all cash receipts from the four financing partners. It represents the cost recovery of the World Bank applicable at the time the DP3 MDTF was established and consequently is stipulated in the legal agreement with all the financing partners.

Total Disbursement

The DP3 MDTF total disbursement position as of December 31, 2017, stood at US\$5,035,100. Figure 5.1 shows the proportion of the amounts disbursed by December 2017 versus the receipts from donors. The amount US\$4,817,824 represents the program's direct disbursements, excluding the 2 percent administration fee.

Figure 5.1. Disbursements versus Receipts (US\$)



Of the US\$4,817,824 direct program disbursement, Pillar A has the largest share, with a total disbursement of US\$1,840,483, which is consistent with the pace of implementation of the pillar’s activities. This pace is largely due to the fact that this pillar did not experience a major interruption in the period between the completion of DP2 and the launch of DP3. Disbursement under Pillars B and C amounted to US\$908,030 and US\$1,012,209, respectively. Disbursements for program management and administration and preparation for the annual general meeting amounted to US\$508,349 and

US\$540,552, respectively. Finally, program website management and outreach totaled US\$8,200. Figure 5.2 illustrates the disbursements by pillar and activity, and figure 5.3 illustrates the disbursements by category of expense.

It is anticipated that by end of 2018, direct disbursement will amount to US\$10,000,000. Figure 5.4 illustrates the projected disbursements by pillar and activity, showing that the disbursement structure remains largely unchanged.

Figure 5.2. MDFT Disbursements by Pillar and Activity, as of December 2017

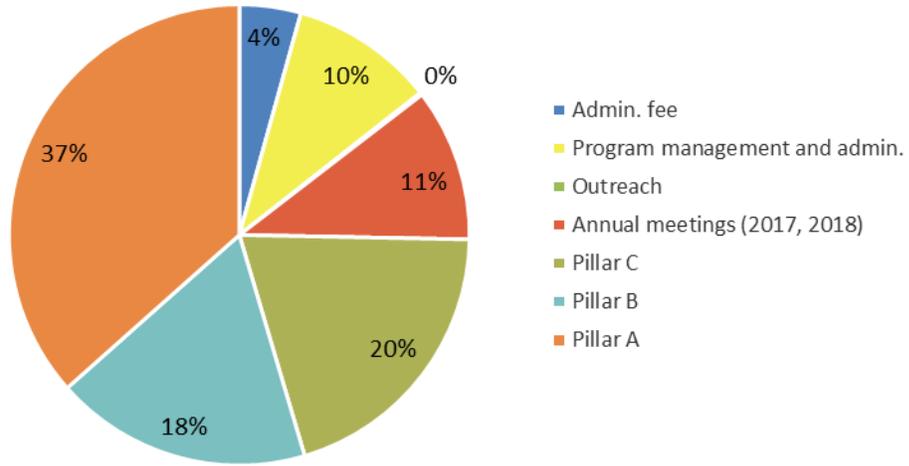


Figure 5.3. MDFT Disbursements by Category of Expense (US\$, millions), as of December 2017

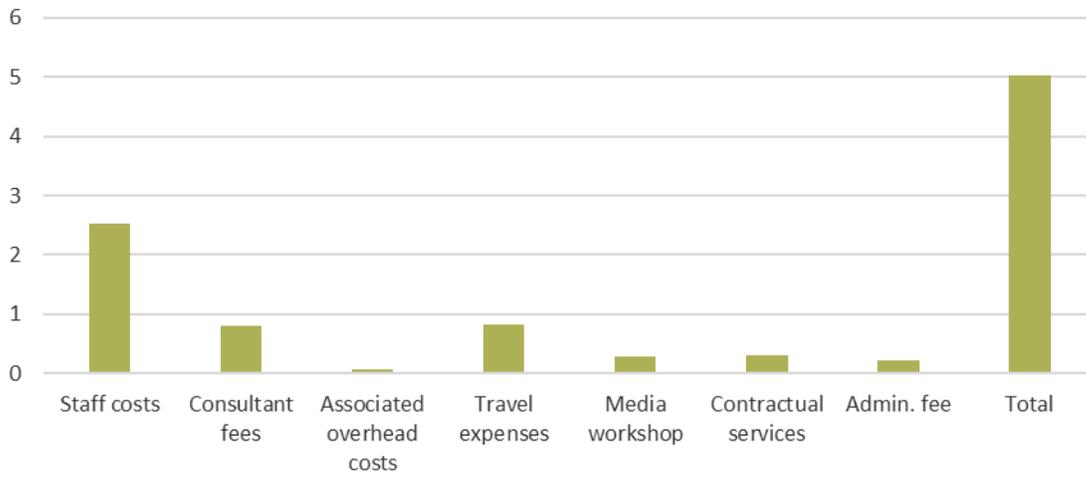
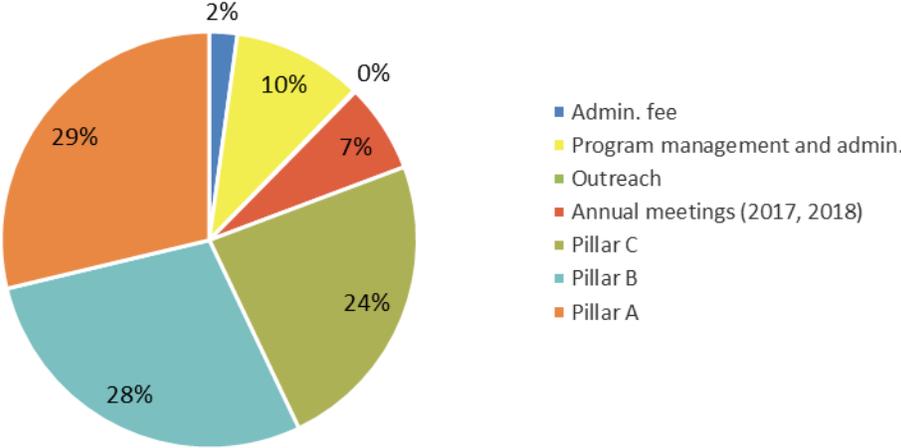


Figure 5.4. MDFT Disbursements by Pillar and Activity, as of December 2018



6. ANNEXES

Annex A

Results Framework Restructuring Note

Rationale

The purpose of this note is to seek the approval of the revised results framework and extension of the implementation completion date of the Third Development Plan (DP3) to December 31, 2019, by the Executive Committee. The program team is hereby requesting your endorsement of the rationale and principles of the restructuring and your approval of the revised framework attached in appendix B of this report. The team believes the objectives and outcomes at the pillar level are still relevant and therefore should remain unchanged. The changes proposed are mainly about refining outcome indicators and adjusting associated intermediate outcome indicators and output indicators to reflect the limitation in resources.

The restructuring is proposed for the following reasons:

- Most of the outcome indicators are high-level ones that SSATP cannot fully control because the objectives of DP3 are aligned with the Africa Strategic Development Agenda (Agenda 2063) and contribute to the UN's SDGs.
- The scope of the current DP3 results framework is too ambitious because the initial plan expected a larger group of donors. Although it was scaled back to cope with the limited resources of the program, the current trend of implementation shows that the scope of the program is still too large.
- Even though it is an excellent idea to align the DP3 objectives with higher-level objectives at the continental and global level, the results framework referred to the indicators associated with these objectives in a general manner without identifying the specific indicators proposed for use to evaluate the continued relevance of the program. In view of the progress now made on implementation of DP3, there is also a need to revise the intermediate outcome indicators to ensure they measure adequately the progress attributable to the program.
- Due to the fact that DP3 is ownership-driven, the results framework needs to reflect changes requested by the stakeholders. These changes point to a different path to achieve the agreed-on objectives, which themselves are not modified.
- An extension of the program implementation completion date from December 31, 2018, to December 31, 2019, is proposed to cope with the one-year delay in the launch of the Program.

Background

DP3, a response to Africa's priority areas. DP3 was designed to help address the key challenges that Africa's transport sector continues to face. Stakeholders have confirmed the relevance of the design since the launch of the program. Because of the high synergies among transport, economic growth, and poverty reduction, an efficient, well-functioning transport sector is key to Africa's development efforts. Research has demonstrated that if Africa's transport sector is to make a difference in its contribution to the achievement of the SDGs, it has to focus on the following priority areas: urban access, rural access, national access and regional connectivity, road safety, air pollution and human health, and greenhouse gas emissions. To effectively respond to these challenges, DP3 focuses on strategic priorities to which SSATP brings added value and has a comparative advantage. By focusing on regional connectivity, urban access, and road safety, the DP3 pillars are covering, either directly or indirectly, all of the areas just noted. As a matter of fact, considerations of air pollution, human health, and greenhouse gas emissions are embedded in the three pillars as well. Furthermore, national and rural access are part of the integration, connectivity, and cohesion pillar, which is broader than regional corridors and considers the chain linking to rural, national, and regional networks.

Implementation. In line with the earlier development plans, activities implemented under DP3 are structured around the policy development cycle, starting with knowledge creation (assessments and case studies), through dissemination of knowledge and best practices, capacity-building support, and advocacy. SSATP has a very unique convening and networking power in the transport community in Africa, and it is a powerful instrument for reaching out and sensitizing policy makers.

Principles. DP3 has been structured around ownership and results. Ownership is achieved by involving stakeholders in the very early stages of activities, starting with planning. Partnership from the onset of activities is key for the sustainability of results (SSATP stops after a policy decision is taken if it does not have the resources to support implementation). It is important to involve partners at the planning stage, so they can take over at the implementation stage. Partnership helps leverage the resources needed for implementation and results.

Proposed Restructuring

Results framework. The DP3 results framework was prepared to define the relationship among objectives, outcomes, and indicators to enable proper monitoring of the results and outputs. The initial framework is provided in appendix B. Although a results framework has been prepared for DP3, it is proposed that SSATP will also monitor global indicators to evaluate the extent to which the priority challenges of DP3 are met by Africa. Examples of global indicators are number of deaths and injuries due to road crashes, urban congestion, and the Logistic Performance Index of the World Bank. Progress will be measured against a baseline established at the beginning of DP3.

Objectives and outcomes: unchanged. Although the team confirms that indicators mentioned earlier are relevant, they will not be used to evaluate the performance of SSATP because they are outside the program's control. Indeed, they will only provide information on the relevance of the program and could guide adjustments as necessary. That said, the team believes the objectives and outcomes at the pillar level are still relevant. Therefore, they are unchanged. This provides flexibility to accommodate any new financier who joins the program during the implementation timeframe, including offering a room for

extension of the timeframe to host latecomers. As stated earlier, stakeholders have confirmed that the focus areas of DP3 are still relevant and that the objectives and outcomes of DP3 continue to reflect the support the program provides countries in achieving the objectives of the Africa Strategic Development Agenda and the Sustainable Development Goals.

Outcome indicators: refined. The updated results framework will now specify the indicators associated with DP3, chosen from the set of indicators referred to in a general manner in the initial results framework. Because these indicators are not under the control of DP3, they will not be used to evaluate the performance of SSATP. Rather, they will be used to monitor the continued relevance of the program and evaluate how much the priority challenges of the DP3 are actually met by Africa. Examples of global indicators are number of deaths and injuries from road crashes, urban congestion, and the Logistic Performance Index of the World Bank. Progress will be measured against a baseline established at the beginning of DP3.

Intermediate outcomes and indicators: adjusted. The intermediate outcomes and indicators are adjusted to reflect the downscaling of some activities and changes in response to the demands of stakeholders. The sections that follow indicate how changes in intermediate outcomes and indicators are translated into each pillar. *Pillar A.* The three outcomes and the related indicators of the regional integration pillar remain unchanged because their validity and relevance have been confirmed throughout the formal and informal engagements with SSATP stakeholders at the regional and continental level and with many development partners. In addition, the challenges confronting the African countries and the solutions identified to address them continue to illustrate this relevance.

Likewise, the intermediate outcomes remain the same overall. However, one change is being made to the intermediate outcome related to the promotion of efficient logistics services: the number of types of logistics services under consideration are being reduced from eight to five by excluding clearing and forwarding (C&F), rural logistics, and railways from the scope of type of services. The justification of such a proposal is related to the time and budget limitations, which call for selectivity to focus on the priority areas identified by the stakeholders.

Two changes are suggested in the indicators of the outputs. The first seeks to improve the wording of one of the indicators to make it more inclusive without changing its nature. The second aims to limit the Regional Economic Communities Transport Coordination Committee (REC-TCC) meeting to one per year instead of two. This adjustment is needed to reflect the fact that there would be one stand-alone REC-TCC meeting, and the second one combined with the SSATP General Assembly is likely to happen in a different calendar year because it is proposed that the General Assembly be held every year and a half.

Pillar B. The overall goal of the urban transport and mobility (UTM) is geared toward supporting achievement of Sustainable Development Goal 11: “making cities and human settlements inclusive, safe, resilient and sustainable.” To that end, the UTM pillar is supporting policy development on the basis of the Enable / Avoid / Shift / Improve (EASI) concept. But because the EASI concept is an umbrella framework, it needed to be operationalized. Consultation with stakeholders produced six key priority areas: UTM management institutions; UTM sustainable financing; UTM integrated multimodal planning approach; promoting public transport systems in UTM; promoting citizen engagement in UTM governance mechanisms; and support for

secondary cities in UTM management. Those priority areas are translated into activities supported by DP3 implementation with a strong emphasis on results. The UTM pillar results framework has been updated and adjusted accordingly.

The revised results framework follows a top-down approach from the EASI umbrella concept to the detailed activities through the six focus areas. It refines and clarifies the outcomes and key performance indicators as well as intermediate outcome indicators and outputs. The updated results framework also includes the Executive Committee recommendation to make it more realistic, considering available resources and the capacity to implement.

Pillar C. Changes were proposed to the pillar objectives outcomes. The first objective “enabling the African Union Commission (AUC) and UN Economic Commission for Africa (UNECA) to inspire countries to achieve the UN Decade of Action for Road Safety and Africa Road Safety Plan 2011–2020 goals” was assessed as too broad, making it difficult to consider for measuring the impact of SSATP activity. It was suggested that it become the overarching goal to which four clear objectives with measurable outcomes would be applied. The modification proposed is to concentrate on the ability of countries to manage and monitor road safety performance with a focus on data and striving for a common set of data

indicators by which all countries will measure their performance. The change proposed in the second outcome is to adjust the outcome indicator to available resources. The third outcome is revised to include a new work activity (“Supporting a conducive legislative framework at the country and regional level”) proposed at the annual general meeting by stakeholders as a means of creating advocacy and awareness, especially at the level of the legislature where the laws are passed.

Finally, the output for the establishment of an African road safety observatory can only commence upon completion of the task around data and common indicators. Eventually, it would be impossible to achieve this within the duration of DP3. Establishing a sub-regional observatory is a more achievable and measurable objective and possibly the launch of the process of developing a regional observatory.

Budget. Because of the proposed extension of the program implementation completion date from December 31, 2018, to December 31, 2019, the work program for each pillar has been adjusted. However, activities have been tailored to match the existing budget. For now, we do not propose any reallocation of resources from one pillar to another. By midterm, we will assess progress under each pillar and propose reallocation if necessary.

Annex B

Pillar A: Integration, Connectivity, and Cohesion

Table B.1 Pillar A: Results Framework

High-level objective to which the pillar is contributing: Supporting Africa's accelerated integration and growth, technological transformation, trade and development

High-level objective	Indicators	Means of verification
Promote effective policy and strategy formulation and implementation for corridor development at the country and regional levels	As defined in the Sustainable Development Goals (SDG 9) and Logistics Performance Index (LPI)	United Nations (UN), World Bank Group (WBG), Africa Union Commission (AUC), United Nations Economic Commission for Africa (UNECA), Regional Economic Communities (RECs), industry associations, and other international organization reports

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

Outcome	Indicators	Means of verification
Promotion of effective policy and strategy formulation and implementation for corridor development at the country and regional level	Continental Free Trade Area (CFTA) indicators	

Intermediate outcome 1	Indicators	Means of verification
Consensus built on the strategic orientations for integrated corridor development	One REC has adopted a holistic and multimodal approach in planning and executing integrated corridor development.	REC, country, and corridor decisions

Outputs	Indicators	Means of verification
<ul style="list-style-type: none"> ▪ Assessment of corridor development approaches in Africa; review of REC/corridor strategic development plans ▪ Preparation of technical notes on knowledge gaps, assessment and dissemination of experience and good practices, and promotion of integrated corridor development ▪ Program to promote integrated corridor development 	<ul style="list-style-type: none"> ▪ Assessment carried out of strategic development plans of RECs and corridor authorities ▪ One case study of integrated corridor development in Africa carried out ▪ International good practices reviewed ▪ Stakeholder meetings held to advocate integrated corridor development approach 	SSATP publications and progress reports

Activity 1.1: Support review of the memorandum of understanding (MoU) and strategic plan for the Maputo Corridor Logistics Initiative (MCLI)

Activity 1.1

Support review of the memorandum of understanding (MoU) and strategic plan for the Maputo Corridor Logistics Initiative (MCLI).

Objective

Develop a revised MoU and a new strategic plan for the period 2018–22 that will address the critical issues of sustainability, clarify the scope of its mandate, as well as make provision to include Swaziland as a member country

Achievements in 2017

- Presentation was made by the MCLI on lessons learned from the interim report at the SSATP annual general meeting in Morocco in February 2017
- Final draft of the MoU was developed in May 2017 by experts comprising representatives of the public and private sectors of the three corridor countries. The draft MoU addresses the current disconnect between the MCLI and its role, function, and institutional existence and the current institutional framework of the existing bilateral agreement (South Africa and Mozambique). It also allows for a Maputo Development Corridor (MDC) institutional framework that will offer a platform for the private sector to be part of the decision-making processes of the activities of the MDC
- The draft MoU provides for different innovative funding mechanisms to fund the activities of the MCLI
- A final draft strategic development plan, covering the period 2018–22, was developed for the MCLI in May 2017 through a series of consultations with the corridor stakeholders
- The final drafts of both the updated MoU and strategic development plan were submitted in September 2017 to the relevant sector ministers in South Africa, Mozambique, and Swaziland, pending their adoption
- The key features of the MoU and strategic development plan were presented at the Johannesburg Regional Economic Communities Transport Coordination Committee (REC-TCC) in November 2017

Intermediate outcome 2	Indicators	Means of verification
Consensus built on strategic orientations for performance-based corridor development plans	Strategies for performance-based corridor development adopted by one REC	REC, country, and corridor decisions

Outputs	Indicators	Means of verification
<ul style="list-style-type: none"> ▪ Preparation of technical notes on knowledge gaps, assessment and dissemination of experience and good practices, and promotion of performance-based corridor development ▪ Program to promote integrated, performance-based corridor development. 	<p>International good practices reviewed.</p> <p>Stakeholder meetings held to advocate performance-based corridor development approach.</p>	SSATP publications and progress reports

Activity 1.2: Feasibility study of the MCLI Transport Observatory**Activity 1.2****Feasibility study of the MCLI Transport Observatory****Objective**

Provide a proof of concept and showcase the strategic relevance and value for money that can be derived by the three countries - Mozambique, South Africa, and Swaziland - from a corridor management institution through operation of a transport observatory

Achievements in 2017

- The inception report providing an initial scoping of the availability of data and data sources was reviewed and adopted
- The scoping of the data was consolidated, and the data donation arrangement was explored with corridor stakeholders
- A set of data in support of a proof of concept for the Maputo Corridor Transport Observatory is being collected and analysed

Outcome 2: Development of the capacity of institutions to engage in an inclusive policy dialogue on regional integration

Outcome 2	Indicators	Means of verification
Development of the capacity of institutions to engage in an inclusive policy dialogue on regional integration	One institution that meets the capacity criteria (must be sustainable, inclusive, and have monitoring and diagnosis tools)	Institution charters
Intermediate outcome 3	Indicators	Means of verification
Capacity building to ensure that institutions are (1) sustainable, (2) inclusive, and (3) have adequate monitoring and diagnosis tools	Capacity development plan prepared in one institution, including financing framework with composition of institution reflecting diversity of stakeholders (control agencies, logistics operators, traders, agricultural producers, civil society organizations).	<ul style="list-style-type: none"> ▪ Budgets of the institutions ▪ Decisions of the institutions ▪ Transport observatory reports
Outputs	Indicators	Means of verification
<ul style="list-style-type: none"> ▪ Capacity review of regional integration institutions, including funding needs and ways to involve stakeholders ▪ Assistance for establishment and expansion of transport observatories 	<ul style="list-style-type: none"> ▪ Capacity review and capacity development plan approved by one institution with funding framework for the institution identified and strategies prepared to engage, involve, and inform stakeholders ▪ Two Regional Economic Communities with unit created or regional entity, including corridor/regional transport observatory entrusted with responsibility for corridor performance monitoring 	Study report / decision by the institution

Intermediate outcome 4	Indicators	Means of verification
Continental framework for cooperation in place through the REC-TCC	<ul style="list-style-type: none"> ▪ Indicators on corridor performance published ▪ One institution has agreed to host the REC-TCC 	<ul style="list-style-type: none"> ▪ Budgets of the institutions ▪ Decisions of the institutions ▪ Transport observatory reports
Outputs	Indicators	Means of verification
Support for regional coordination mechanism	One REC-TCC meeting a year for four years	

Activity 2.1: Support for the SSATP REC-TCC meetings

Activity 2.1

Support for the SSATP REC-TCC meetings

Objective

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

Achievements in 2017

- Substantive presentations were made by selected REC-TCC members on the outputs of the Pillar A activities during the annual general meeting plenary session dedicated to knowledge and experience sharing. The outputs are port performance indicators, container terminal concession guidelines, corridor performance monitoring system, and support of the Maputo Corridor
- The REC-TCC chair attended the Executive Committee meeting in February 2017, held just after the SSATP General Assembly. The chair was invited to pursue his efforts in reaching out to the continental organizations (African Union and UN Economic Commission for Africa, UNECA) and to REC members and to leverage the potential of the ICT-based remote interactive digital platforms for the outreach and visibility of the initiatives to be carried out
- The third REC-TCC meeting under the Third Development Plan (DP3) was held in Johannesburg, South Africa, November 20–22, 2017, in partnership with the Maputo Corridor Logistics Initiative. The meeting was organized back to back with the regional transit workshop for eastern and southern Africa held November 22–24, 2017, and jointly organized by SSATP, the World Customs Organization (WCO), the International Road Union (IRU), and the MCLI. All REC-TCC participants from eastern and southern Africa were therefore able to also attend the transit workshop
- The meeting deliberated on the election of a new REC-TCC chair to succeed to the incumbent who represents the Southern African Development Community secretariat and whose two-year term mandate was up at the end of 2017. However, the election was consensually postponed until the next REC-TCC meeting and, eventually, the group extended the current mandate until then
- The decision to hold the REC-TCC meeting in South Africa was a strategic one. It gave the MCLI an opportunity to invite high-level representatives of the Department of Transport of South Africa to attend (it is a pivotal player in the adoption process of the pending draft MoU and strategic development plan). As a result, representatives attended the meeting, and the exposure turned out to be very instructive and informative for the South Africa Department of Transport and the government of South Africa
- The MCLI made a presentation on the key strategic orientations of the MoU and the strategic plan as well as the prospects for their adoption by the competent ministerial authorities in the three corridor countries
- The Pillar A long-term work program, including ongoing activities and new activities up to the end of the DP3, was reviewed and endorsed

Activity 2.2: Road map for efficient transit regimes**Activity 2.2****Road map for efficient transit regimes****Objective**

Build capacity among logistics industry professional associations in order to achieve an efficient road transit system. It is critical to equip stakeholders with real capabilities, so they can effectively participate in a policy dialogue with the border management institutions on both regulation and enforcement. To that end, SSATP built a partnership with the WCO and IRU for the organization of two workshops (one for eastern and southern Africa and one for western and central Africa)

Achievements in 2017

- A regional transit workshop for eastern and southern Africa was held November 22–24, 2017, in Johannesburg, South Africa, back to back with the REC-TCC meeting and jointly organized by SSATP and the IRU, WCO, and MCLI
- The meeting was attended by about 75 participants drawn from the national customs administrations, the national associations and the federations of clearing and forwarding and road transporters, regional shippers' organizations, and the member RECs: Common Market for Eastern and Southern Africa (COMESA), East African Community (EAC), and Southern African Development Community (SADC). Other transport industry associations and corridor management institutions from eastern and southern Africa as well as development partners also attended the workshop
- Participants discussed the challenges faced by the stakeholders in their transit transactions and proposed solutions for increased efficiency of transit regimes in light of the recommendations stemming from the WCO Directives of Transit adopted in July 2017
- The workshop offered a platform for sharing experience and good practices to improve transport conditions along international corridors within the region. These examples included the COMESA Regional Cargo Transit Guarantee (RCTG), East Africa Single Customs Territory (SCT), and IRU TIR system

Outcome 3: Promote efficient logistics services

Outcome 3	Indicators	Means of verification
Promote efficient logistics services	Decrease in total logistic cost on selected corridors	Data collected by transport observatories

Intermediate outcome 4	Indicators	Means of verification
Regulatory framework in place for each type of logistic service: (1) trucking services, (2) terminal operators, (3) inland waterways, (4) control agencies (customs), and (5) single	At least one country is engaged in paratransit services restructuring or improvement program	REC and country gazettes

Outputs	Indicators	Means of verification
For each type of logistics service, a case study that includes: <ul style="list-style-type: none"> ▪ Analysis of the problems ▪ Preparation of reform scenarios and review of options ▪ Quantification of the cost of inaction ▪ Political economy analysis ▪ Assessment of capacity development and training needs for operators 	Three case studies carried out.	Decisions of RECs and countries

Activity 3.1: Develop guidelines on container terminal concessions in African ports**Activity 3.1****Develop guidelines on container terminal concessions in African ports****Objective**

Increase the efficiency of terminals and lower prices for container transit through terminals

Achievements in 2017

- The guidelines on container terminal concessions have been finalized and published. They provide strategic and practical advice to help high-level government decision makers and general managers of port authorities attract professional private sector partners to invest in and operate container terminal facilities. They will specifically offer practical advice to better prepare for the concession process, contract development, and subsequent management of the concession
- Two versions of the guidelines have been posted on the SSATP website, and both the electronic and hard copy of the publication concession have been distributed to Executive Committee (EC) members, REC-TCC stakeholders, and regional and international organizations and development partners
- A dissemination workshop for port authorities and the technical staff of RECs from eastern and southern Africa was held in early July 2017 in Mahé, Seychelles, in collaboration with the Port Management Association of East and Southern Africa (PMAESA). The workshop was facilitated by SSATP and constituted a maiden launching of the English version of the guidelines

- The key policy recommendations of the guidelines were presented at the meeting of the Joint Parliamentary Committee on Transport of the Economic Community of West African States (ECOWAS) held in October 2017 in Cotonou, Benin. The committee acknowledged the critical usefulness of the guidelines to decision makers and is committed to supporting their dissemination at a high level

Activity 3.2: Develop key port performance indicators

Activity 3.2

Develop key port performance indicators

Objective

- Develop a sustainable approach and make available a harmonized set of port performance indicators (PPIs) for African port authorities.
- This activity is being conducted in close collaboration with the Port Management Association of West and Central Africa (PMAWCA) and PMAESA. It began with 10 pilot ports selected in consultation with the port associations: Dakar, Abidjan, Tema, Douala, and Pointe Noire in western and central Africa and Djibouti, Mombasa, Dar es Salaam, Maputo, and Lobito in eastern and southern Africa. In 2017, upon request of the port associations, it was extended to include the port of Lagos in Nigeria.

Achievements in 2017

- The interim report on assessment of the information technology (IT) systems in use in 10 pilot ports was disseminated to the Africa port authorities at the February 15–17, 2017, meeting in Dakar of the Pan-African Port Cooperation (PAPC).
- The main findings of the report were presented at the knowledge and experience sharing session of the SSATP annual general meeting in Morocco in February 2017, where participants deemed the availability of high-quality PPIs a public good.
- In May 2017, a second round of data collection was launched during the assessment of the port of Lagos (Tin Can Island and Appapa). The second round included data collection on the capacity gap and assessment of the training needed by the pilot port authorities to collect, collate, process, and publish the PPIs.

Activity 3.3: Develop corridor performance monitoring in eastern and southern Africa

Activity 3.3

Develop corridor performance monitoring in eastern and southern Africa

Objective

- Develop a web-based corridor performance monitoring system (CPMS) that will provide reports and indicators measuring border crossing times and route trucking times for several corridors in eastern and southern Africa.
- Such a system takes advantage of data collection and analysis techniques based on GPS (spatial) tracking data. The core issue is to quantify the impact on border crossing time and the associated costs to all stakeholders of the introduction of fully functioning one-stop border posts (OSBPs) at border crossings on transport corridors. This activity was launched in November 2016, and Crickmay, a South Africa-based company, is the technical IT service provider.

Achievements in 2017

- The pilot version of the CPMS was released online in February 2017, and a live demo was presented during the SSATP annual general meeting in February 2017.
- The CPMS has been live and continuously reporting on corridor performance since February 2017. The online dashboard covers 42 border posts. This objective was achieved through SSATP's constant engagement with REC-TCC partners from eastern and southern Africa to expand the scope of the nodes and routes covered and fine-tune the indicators provided.

Annex C

Pillar B: Urban Transport and Mobility

Table B.2 Pillar B: Results Framework

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

High-level objective	Indicators	Means of verification
Securing universal access by sustainable transport for urban populations by 2030	As defined in Sustainable Development Goals 11	United Nations report on progress in achieving the SDGs

Outcome 1: ENABLE - National and urban decision makers and technical staff aim to adopt, and are capable of putting in place, sustainable urban transport management approaches (including planning, monitoring, coordination, and financing mechanisms)

Outcome	Indicators	Means of verification
ENABLE - National and urban decision makers and technical staff aim to adopt, and are capable of putting in place, sustainable urban transport management approaches (including planning, monitoring, coordination, and financing mechanisms)	At least six countries have integrated transport plans based on the EASI concept.	
Intermediate outcome 1	Indicators	Means of verification
<i>Institutional:</i> Establishment of a clearly defined entity in charge of urban transport management and coordination, as well as assurance that key responsibilities are properly assigned and carried out	At least two countries have set up a lead entity in charge of urban transport planning or have ensured that the main urban public transport responsibilities at the urban/metropolitan levels are clearly assigned and carried out	Country decisions under their laws and regulations
Outputs	Indicators	Means of verification
Guidelines based on the best practice standards to support the establishment of an entity in charge of urban transport planning, management, and coordination with all stakeholders as well as a road map to serve as guidance to setting up a metropolitan entity in charge of urban transport planning.	Guidelines published	SSATP publications

Achievements in 2017

SSATP is helping Mauritania and Côte d'Ivoire to establish urban transport authorities (UTAs) and Senegal to strengthen the existing one (Executive Council of Urban Transport of Dakar, CETUD):

- With SSATP support, a consultant has helped Mauritania to design a comprehensive framework for the creation of a urban transport authority and a clear action plan for its creation.
- SSATP is assisting the government of Côte d'Ivoire in creating a new UTA. A position paper and a framework are already under consideration by the government.
- SSATP has partnered with the government of Senegal to organize the first national urban transport forum. It has come out with strong recommendations to strengthen the UTA (CETUD) mandate, its financing, and its power to enforce the rule of law.

Intermediate outcome 2	Indicators	Means of verification
<i>Financing:</i> Strengthening of the financial framework for urban transport management in African cities by developing guidelines to support the establishment of sustainable financing mechanisms	Dedicated source of financing for sustainable urban transport set up in at least two countries	Countries' decisions and budgets under their laws and regulations

Outputs	Indicators	Means of verification
Guidelines and best practice standards for the design and implementation of sustainable urban transport financing mechanisms for African cities	Guidelines published	Guidelines published

Achievements in 2017

- The integrated UTM study was launched in eight pilot countries (Côte d'Ivoire, Guinea, Senegal, Ethiopia, Kenya, Rwanda, Ghana, and Nigeria) and focused on creating the sources of dedicated funding for urban transport management.
- The study is under way, and recommendations are expected in the country reports before the end of 2018.

Outcome 2: AVOID - Build the capacity of urban decision makers and technical staff by familiarizing them with urban forms that minimize the need for motorized transport and favor public and nonmotorized transport

Outcome	Indicators	Means of verification
AVOID - Build the capacity of urban decision makers and technical staff by familiarizing them with urban forms that minimize the need for motorized transport and favor public and nonmotorized transport	At least six countries have integrated transport plans based on the EASI concept.	Country reports
Intermediate outcome 3	Indicators	Means of verification
Public transport and urban forms that minimize the need for motorized transport are promoted in the planning of urban transport systems	At least two countries have strategies that give priority to public transport systems.	Country reports

Outputs	Indicators	Means of verification
Guidelines for effective promotion of public transport systems in national and municipal transport strategies	Guidelines published	SSATP publications

Achievements in 2017

- The integrated UTM study was launched in the eight pilot countries, focusing on effective public transport systems. The study is under way, and recommendations are expected in the country reports before the end of 2018.
- At the request of the government of Mauritania, SSATP has assisted in the development of a public transport improvement strategy for Nouakchott. A report that includes a country transport policy assessment note, a draft strategy document, and an action plan aimed at reviving the public bus transport company (STP) was developed and submitted to the government.

Outcome 3: SHIFT - Help urban decision makers and technical staff gain the knowledge of and competencies needed to make preliminary assessments on adopting and implementing sound integrated multimodal urban mobility plans that promote nonmotorized transport modes and the restructuring of informal public transport services

Outcome	Indicators	Means of verification
SHIFT - Help urban decision makers and technical staff gain the knowledge of and competencies needed to make preliminary assessments on adopting and implementing sound integrated multimodal urban mobility plans that promote nonmotorized transport modes and the restructuring of informal public transport services	At least 6 countries have integrated transport plans based on the EASI concept.	Country reports

Intermediate outcome 4	Indicators	Means of verification
<i>Multimodal:</i> Improvements in nonmotorized transportation and paratransit providing urban transport services in cities	At least one country is engaged in a paratransit services restructuring/improvement program.	Country reports

Outputs	Indicators	Means of verification
Guidelines for effective participation of paratransit modes in demand response with minimum standards of transport services based on African and global best practices.	Guidelines published	SSATP publications

Achievements in 2017

- The integrated UTM study was launched in the eight pilot countries, focusing on restructuring paratransit transport systems.
- The study is under way, and recommendations are expected in the country reports before the end of 2018.

Outcome 4: IMPROVE - Help urban decision makers and technical staff gain the knowledge and competencies needed to take preliminary steps toward adopting and implementing the key measures needed to improve traffic conditions in cities of member countries

Outcome	Indicators	Means of verification
IMPROVE - Help urban decision makers and technical staff gain the knowledge and competencies needed to take preliminary steps toward adopting and implementing the key measures needed to improve traffic conditions in cities of member countries	At least six countries have integrated transport plans based on the EASI concept	Country reports

Intermediate outcome 5	Indicators	Means of verification
Improvements in traffic management and control in cities	Traffic and parking management program I launched in at least two countries.	Country reports

Outputs	Indicators	Means of verification
<ul style="list-style-type: none"> ▪ Guidelines to support planning and implementation of efficient traffic and parking management ▪ Promotion of best practices for secondary cities 	<ul style="list-style-type: none"> ▪ Guidelines for traffic management published ▪ A showcase for secondary cities published 	SSATP publications

Achievements in 2017

- The integrated UTM study launched a focused country diagnostics and assessment in eight pilot countries (Côte d'Ivoire, Guinea, Senegal, Ethiopia, Kenya, Rwanda, Ghana, and Nigeria), focusing on the key areas of integrated UTM management and delivering national government support for traffic management and control, particularly in secondary cities.
- The study is under way, and recommendations are expected in the country reports before the end of 2018.

Intermediate outcome 6	Indicators	Means of verification
UTC for secondary cities: Best examples of urban transport management in secondary cities highlighted	Traffic and parking management program I launched in at least two countries.	Country reports

Outputs	Indicators	Means of verification
<ul style="list-style-type: none"> ▪ Guidelines to support planning and implementation of efficient traffic and parking management ▪ Promotion of best practices for secondary cities 	<ul style="list-style-type: none"> ▪ Guidelines for traffic management published ▪ A showcase for secondary cities published 	SSATP publications

Achievements in 2017

- The integrated UTM study launched a focused country diagnostics and assessment in eight pilot countries (Côte d'Ivoire, Guinea, Senegal, Ethiopia, Kenya, Rwanda, Ghana, and Nigeria), focusing on the key areas of integrated UTM management and delivering national government support for traffic management and control, particularly in secondary cities.
- The study is under way, and recommendations are expected in the country reports before the end of 2018.

Annex D

Pillar C: Road Safety

Table B.3 Pillar C: Results Framework

High-level objective to which the pillar is contributing: Enabling the African Union Commission (AUC) and UN Economic Commission for Africa (UNECA) to inspire countries to achieve the UN Decade of Action for Road Safety 2011–2020 and Africa Road Safety Plan 2011–2020 goals

High-level objective	Indicators	Means of verification
Enabling the African Union Commission (AUC) and UN Economic Commission for Africa (UNECA) to inspire countries to achieve the UN Decade of Action for Road Safety 2011–2020 and Africa Road Safety Plan 2011–2020 goals	As defined in the UN Decade of Action goals and Africa Road Safety Action Plan goals as well as targets defined under SDG 3	United Nations, World Bank Group (WBG), AUC, UNECA, Regional Economic Communities (RECs) reports

Outcome 1: Improved capacity for African countries to manage and monitor performance

Outcome	Indicators	Means of verification
Improved capacity for African countries to manage and monitor performance		
Intermediate outcome 1	Indicators	Means of verification
Stronger knowledge and understanding of status and prospects of attaining road safety goals in Africa	<ul style="list-style-type: none"> ▪ African Road Safety Charter adopted by African ministers ▪ Regional road safety observatory established in one REC ▪ African road safety observatory concept and a preliminary road map developed ▪ Road safety monitoring and evaluation strategies and systems available in three countries 	
Intermediate outcome 2	Indicators	Means of verification
Proposal of and agreement on harmonized set of road safety performance indicators that can be produced and published in a sustainable way in all African countries	<ul style="list-style-type: none"> ▪ African Road Safety Charter adopted by African ministers ▪ Regional road safety observatory established in one REC ▪ African road safety observatory concept and a preliminary road map developed ▪ Road safety monitoring and evaluation strategies and systems available in three countries 	

Intermediate outcome 3	Indicators	Means of verification
Development of sub regional and regional observatories	<ul style="list-style-type: none"> ▪ African Road Safety Charter adopted by African ministers ▪ Regional road safety observatory established in one REC ▪ African road safety observatory concept and a preliminary road map developed ▪ Road safety monitoring and evaluation strategies and systems available in three countries 	

Outputs	Indicators	Means of verification
<ul style="list-style-type: none"> ▪ Progress monitored at the continental, regional, and country level on implementation of the Africa Road Safety Plan of Action ▪ Country analysis of reporting status, actions, and progress ▪ Road safety data that observatories need have been identified ▪ Road safety data management capacity and needs assessed at country, regional, and continental level ▪ Road safety data are harmonized 	<ul style="list-style-type: none"> ▪ Data needs assessment completed ▪ Action plans adopted to collect indicators ▪ Guidelines for data monitoring systems developed 	SSATP publications and progress reports

Activity 1.1: Help countries adequately measure their performance to achieve the UN Decade of Action goals and the Africa Road Safety Action Plan goals

Activity 1.1

Help countries adequately measure their performance to achieve the UN Decade of Action goals and the Africa Road Safety Action Plan goals

Objective

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

Achievements in 2017

- Conducted a needs assessment and proposed a set of minimum indicators that African countries will collect and monitor. A draft report was prepared and discussed at the anglophone data workshop in Nairobi and will be discussed at the francophone workshop in early 2018.
- Organized a series of road safety workshops on data management. The first workshop was held in November 2017 for anglophone countries. The workshop was opened by the UN Special Envoy for Road Safety Jean Todt. Discussions revolved around the importance of good-quality data for defining and implementing effective road safety interventions. It was attended by 19-member countries.
- Discussions are under way on the establishment of a regional data observatory. A partnership was built with external partners - International Traffic Safety Data and Analysis Group (IRTAD), Safer Africa, *Fédération Internationale de l'Automobile* (FIA), African Development Bank (AfDB), Islamic Development Bank (IsDB), Economic Community of West African States (ECOWAS).

Activity 1.2: Harmonize road safety data indicators**Activity 1.2****Harmonize road safety data indicators****Objective**

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

Achievements in 2017

- Conducted a needs assessment and proposed a set of minimum indicators that African countries will collect and monitor. A draft report was prepared and discussed at the anglophone data workshop in Nairobi and will be discussed at the francophone workshop in early 2018.
- Organized a series of road safety workshops on data management. The first workshop was held in November 2017 for anglophone countries. The workshop was opened by the UN Special Envoy for Road Safety Jean Todt. Discussions revolved around the importance of good-quality data for defining and implementing effective road safety interventions. It was attended by 19-member countries.
- Discussions are under way on the establishment of a regional data observatory. A partnership was built with external partners - International Traffic Safety Data and Analysis Group (IRTAD), Safer Africa, *Fédération Internationale de l'Automobile* (FIA), African Development Bank (AfDB), Islamic Development Bank (IsDB), Economic Community of West African States (ECOWAS).

Activity 1.3: Develop subregional and regional observatories**Activity 1.3****Develop subregional and regional observatories****Objective**

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

Achievements in 2017

- Conducted a needs assessment and proposed a set of minimum indicators that African countries will collect and monitor. A draft report was prepared and discussed at the anglophone data workshop in Nairobi and will be discussed at the francophone workshop in early 2018.
- Organized a series of road safety workshops on data management. The first workshop was held in November 2017 for anglophone countries. The workshop was opened by the UN Special Envoy for Road Safety Jean Todt. Discussions revolved around the importance of good-quality data for defining and implementing effective road safety interventions. It was attended by 19-member countries.
- Discussions are under way on the establishment of a regional data observatory. A partnership was built with external partners - International Traffic Safety Data and Analysis Group (IRTAD), Safer Africa, *Fédération Internationale de l'Automobile* (FIA), African Development Bank (AfDB), Islamic Development Bank (IsDB), Economic Community of West African States (ECOWAS).

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

Outcome	Indicators	Means of verification
Promotion of effective road safety policy and strategy formulation and implementation at the country and regional levels	Recorded stabilization of crashes in three countries	Global reports and country reports
Intermediate outcome	Indicators	Means of verification
<ul style="list-style-type: none"> ▪ Country road safety policies and strategies better aligned to the UN Decade of Action and Africa Road Safety Action Plans goals ▪ Effective high-impact road safety interventions implemented 	<ul style="list-style-type: none"> ▪ Three countries adopt strategies that reflect the Africa Road Safety Action Plan ▪ Five countries report actions on high-impact road safety interventions ▪ Three countries/cities prepare road safety strategies 	Country reports
Outputs	Indicators	Means of verification
<ul style="list-style-type: none"> ▪ Existing countries policies and strategies reviewed and required changes identified to better align them with the UN Decade of Action ▪ Road safety capacity and institutions assessed and needs for policy and strategy development identified in selected cities to advance urban road safety strategies ▪ Road safety capacity for policy and strategy development strengthened in the cities 	<ul style="list-style-type: none"> ▪ Three countries have prepared road safety strategies. ▪ Guidelines were developed for road safety policy on urban areas. 	Country reports
Achievements in 2017		
<ul style="list-style-type: none"> ▪ A road safety strategy for the city of Addis Ababa was launched in March 2017, and positive results are already evident. The Addis Ababa Road Safety Strategy approved by the City Cabinet envisions Addis Ababa as a city free from road trauma by 2030, and it sets two targets: (1) to halve the number of deaths and severe injuries from road traffic crashes by 2023; and (2) to provide access to safe, affordable, accessible, and sustainable transport systems for all by 2030. Reported fatalities in the first six months fell by 7 percent in the city over the previous year's, with a 19 percent increase nationwide. ▪ Assistance to the government of Côte d'Ivoire to develop a national road safety strategy was under way. Stakeholder meetings were held, and a draft strategy was being prepared. ▪ The government of The Gambia received assistance in defining a road safety policy direction as part of its new national transport policy, produced in 2017. ▪ The government of Mali was supported in the development of a road safety institutional framework and guidance on implementation of its road safety strategy. The Mali strategy was validated and launched in December 2017 with a major stakeholder workshop endorsing the findings. This also led to interest in replicating the process and findings in neighboring countries. 		

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

Outcome	Indicators	Means of verification
Stimulation of good practice in road safety management.	<ul style="list-style-type: none"> ▪ Increase in the number of Sub-Saharan countries with fully empowered cross-sectoral lead agency ▪ Support of the development of strong institutions focused on road safety 	Data collected by Global Status Report and FIA country profiles
Intermediate outcome	Indicators	Means of verification
Regulatory framework in place for each type of logistic service: trucking services, terminal operators, inland waterways, control agencies (customs), single windows	<ul style="list-style-type: none"> ▪ Two new countries decide to create lead agencies ▪ Two countries decide to raise the profile of their lead agency ▪ Organization of lead agencies created in one subregion ▪ Network of legislators for road safety set up 	
Outputs	Indicators	Means of verification
<ul style="list-style-type: none"> ▪ Operational guidelines for road safety lead agencies, including review of the status of the creation of road safety lead agencies by African countries and criteria for gauging their effectiveness ▪ Capacity development plan prepared for road safety lead agencies ▪ Policy notes on the creation of lead agencies and on raising the profile of lead agencies and funding lead agencies ▪ Guidance note on the creation of a regional organization of lead agencies 	<ul style="list-style-type: none"> ▪ Guidelines produced ▪ Capacity assessments completed ▪ Identification of one regional secretariat for regional lead agency organization 	Country and global reports
Achievements in 2017		
<ul style="list-style-type: none"> ▪ Worked with the government of Senegal to create an autonomous road safety agency. The organizational structure has been designed and approved by stakeholders. The legal instruments for its existence have been drawn up, pending parliamentary consultation. ▪ An initial dialogue was begun with the Kenya National Transport Safety Authority (NTSA) on reforming the legal framework for road safety in Kenya and strengthening the organizational structure of the NTSA. 		

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

Outcome	Indicators	Means of verification
Better integration of road safety policy and interventions in locally and externally funded road developments	Effective use by development partners, road funds, and municipalities of guidelines to improve the effectiveness of their support of road safety	Data collected by countries and development partners
Intermediate outcome	Indicators	Means of verification
Capacity of development partners, road funds, and municipalities strengthened to improve effectiveness of their support of road safety	Use of SSATP guidelines confirmed Establishment of a network of road safety legislators for Africa	Country data and development partner reports
Outputs	Indicators	Means of verification
Guidelines on how development partners can improve support for road safety through investments, how local funding of road safety could be made more effective, and how to mainstream road safety in urban road projects	<ul style="list-style-type: none"> ▪ Review portfolios of development partners and begin the preparation of guidelines based on findings ▪ Partner with ARMFA to support strategies to mainstream road safety into road maintenance as part of its dialogue with road agencies ▪ Development of guidelines 	Decisions by countries
Achievements in 2017		
<ul style="list-style-type: none"> ▪ Discussions began on the creation of a network of African legislators for road safety - a regional grouping that would be linked to the global network and would become a major advocate for good legislation and the communities the legislators serve. ▪ Post-review of road projects undertaken the last five years to define how a road safety strategy is developed and financed in the operational projects. The team is currently reviewing the portfolio of the World Bank and is looking at (1) how road safety is conceptualized; (2) how the road safety component is defined; (3) how it is funded; and (4) the adequacy of the funding in relation to the outcomes expected. The review is under way, and a draft report is expected in 2018. 		

