

Sub-Saharan Africa Transport Policy Program (SSATP)



Second Development Plan 2008-2011

*Fostering Sound Policies and Strategies for the
Provision of Reliable, Safe, Efficient, and Affordable Transport*

October 2007



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SSATP: Transport policies and strategies to promote regional integration, economic growth, and poverty reduction

Sustainable institutional and financing arrangements for road transport infrastructure and rural & urban transport services

Comprehensive pro-poor, pro-growth transport sector strategies

Improving transit transport

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ACRONYMS

AfDB	African Development Bank
AGM	SSATP Annual General Meeting
AGEPAR	<i>Association des Gestionnaires et Partenaires Africains de la Route</i> (Association of African Road Managers and Partners)
ARMFA	African Road Maintenance Funds Association
ARTA	African Rural Transport Association
ASANRA	Association of Southern African National Road Agencies
ATS	Appropriate Transport Services
AU	African Union
CAS	Country Assistance Strategy
CEMAC	<i>Communauté Economique et Monétaire des Etats d'Afrique Centrale</i>
CICOS	<i>Comité International du Bassin du Congo-Oubangui-Songho</i>
COMESA	Common Market for Eastern and Southern Africa
DDP	The World Banks Development Data Platform
DFID	United Kingdom Department for International Development
DP-2	Second Development Plan
DPM	Deputy Program Manager
DRC	Democratic Republic of Congo
ECA	Economic Commission for Africa
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
ERTTP	Ethiopia Rural Travel and Transport Program
EC	European Commission
EU	European Union
gTKP	global Transport Knowledge Partnership
IFRTD	International Forum for Rural Transport and Development
IRF	International Road Federation
LTDP	Long-Term Development Plan
MDG	Millennium Development Goals
MGDS	Malawi Growth and Development Strategy
MRTTP	Malawi Rural Travel and Travel Program
NEPAD	New Partnership for Africa's Development
NMT	Non-Motorized Transport
OECD	Organization for Economic Co-operation and Development
OPR	Output to Purpose Review
PAM	Performance Assessment Model
PIARC	Permanent International Association of Road Congresses

PM	Program Manager
PMT	Program Management Team
PRS	Poverty Reduction Strategy
PRSP	Poverty Reduction Strategy Paper
PRTSR	Poverty Reduction and Transport Strategy Review
REC	Regional Economic Community
REC-TCC	Regional Economic Communities Transport Coordination Committee
RED	Road Economic Decision model
RF	Road Fund
RIT	Regional Integration Transport
RMF	Road Management and Financing
RONET	Road Network Evaluation Tools
RS	Road Safety
RSDP	Road Sector Development Program
RTTP	Rural and Travel Transport Program
SADC	Southern Africa Development Community
SGPRS	Second Generation Poverty Reduction Strategy
SITRASS	<i>Solidarité Internationale sur les Transports et la Recherche en Afrique Sub-saharienne</i>
SOTRACO	<i>Société de Transports en Commun de Ouagadougou</i>
SSA	Sub-Saharan Africa
SSATP	Sub-Saharan Africa Transport Policy Program
TCC	Transport Coordination Committee
TDMS	Transport Data Management Systems
UEMOA	West African Economic and Monetary Union
UN	United Nations
UNECA	United Nations Economic Commission for Africa

INTRODUCTION

1. Established in 1987, the Sub-Saharan Africa Transport Policy Program (SSATP) is an international partnership of 35 Sub-Saharan African (SSA) countries and the Regional Economic Communities (RECs) of Sub-Saharan Africa. It is funded by 11 donor agencies—the European Commission, Sweden, Denmark, Norway, Ireland, United Kingdom, France, African Development Bank, Islamic Development Bank, United Nations Economic Commission for Africa (UNECA), and the World Bank. Partner countries and RECs contribute through significant human resources and physical facilities. The seven professional staff of SSATP operate out of Washington, D.C., Yaoundé, Cameroon, and Nairobi, Kenya.
2. The SSATP promotes the development and implementation of sound transport sector policies and strategies, through and with transport sector professionals in SSA, in support of sustainable economic growth and poverty reduction among its partner countries. SSATP is now planning its 2008–2011 Development Plan (DP-2), the second four-year cycle of the programmatic approach adopted in 2004 (2004–2007)¹. The Long-term Development Plan (LTDP) was aimed at creating better awareness of the contribution of transport to poverty reduction and promoting a programmatic approach through convergence of program components. The DP-2 continues that basic aim, and reflects SSATP partners' response to the changing development environment, through a more selective focus on promotion of sound transport policies and strategies in areas where SSATP has unique expertise and comparative advantage. The DP-2 also emphasizes the strengthening of country and REC ownership and partnering with donor operations.
3. This document presents the proposed approach and implementation strategy for the upcoming period. It is set against the backdrop of a review of SSATP's contributions to the SSA transport sector and achievements to date, with a focus on the last four years. The document is organized in two parts:
 - **Part I** discusses the role and achievements of SSATP to date and the lessons learned from the review of LTDP.
 - **Part II** spells out the proposed work program for 2008–2011 and the planned realignment in program management to achieve the outcomes in support of the proposed program. It is based on the expressed demand for programs by partner countries, the capacity and comparative advantages of the SSATP organization, and donor priorities. It also reflects lessons learned during the implementation of the LTDP.

¹ The four-year expenditure cycle is called the Long-Term Development Plan (LTDP). For simplification, the proposed work cycle for the next four years is referred to as the Development Plan (DP-2) 2008–2011.

PART I – SSATP’S CONTRIBUTION TO AFRICA’S TRANSPORT DEVELOPMENT

4. The mission of SSATP is to facilitate policy development and related capacity-building in the transport sector of SSA. Sound policies lead to safe, reliable, and cost-effective transport, freeing people to lift themselves out of poverty, and helping countries to compete internationally.
5. Conceived jointly by the World Bank and the UNECA in the late 1980s, the partnership has grown and matured with ownership embedded in its partners and members. Over the years, the SSATP has achieved recognition as the principal transport policy development instrument in the region, and as one of the most important, trusted, and relevant sources of knowledge on transport-related matters in Africa.
6. The SSATP is proving to be a real partnership. Many countries are members because they see that the Program can provide them with the means to implement their programs. The SSATP has been able to provide its partner states with reliable and tested practices and processes—from the development of pro-poor strategies, through good practices on the setting up of effective financial and institutional measures, to the development of legal and practical measures to improve cross-border transport and reduce transport costs.

A recent assessment by the Independent Evaluation Group of the World Bank noted that “the SSATP has made a considerable effort to upgrade governance and management of the Program, through improved transparency, accountability, and responsiveness. The program agenda is back in the hands of the stakeholders and partners, and its focus is primarily on the contributory role of transport in Africa’s development, connecting with the aims of the New Partnership for Africa’s Development.”

7. An overview of the **Program’s achievements** is provided below.

IMPROVING ROAD MANAGEMENT AND FINANCING

8. The institutional and financial policy reforms for the road sector promoted by SSATP under the Road Management and Financing (RMF) work program have made significant contributions to many SSA countries’ road sector institutions and financing.
9. SSATP’s policy support has contributed significantly to the establishment of **road funds** in at least 27 countries and **road agencies/authorities** in 18 countries in SSA. For comparison, the number of road funds in SSA is significantly greater than the total number of road funds in Asia, Latin America, and Eastern Europe all together, where there is not a partnership program similar to SSATP. Although establishment of a road fund alone is not a suffi-

cient condition for improvements in the road network condition, in general it has proved a powerful impetus for sustained road maintenance, if properly structured.

10. Road funds in Africa have secured a more stable and predictable flow of funds for road maintenance, under best practices promulgated by SSATP. The results of financial audits indicate that, in general, funding arrangements are more transparent than in the past and an increasing number of road funds now have considerable financial autonomy. These road funds raise most of their revenues from road user charges and most of the proceeds are channeled directly to their account.
11. Of the 27 road funds, 14 have boards with private sector majorities, which have contributed significantly to the funds' transparency and autonomy. There is broad agreement that the road funds should levy a minimum of US 10 cents per liter of fuel to meet the financial requirements for routine maintenance. The 2006 Road Fund Matrix indicated that four countries (Chad, Côte d'Ivoire, Mozambique, and Namibia) have reached this level.
12. Significant improvements in contractor payments are also noted—the average time for payment is around 32 days. In some countries without such arrangements, the payment time is as long as nine months to a year. Road funds also provide a dependable basis for the development of local small-scale contractors².
13. The establishment of “second generation” road funds and the creation of road authorities have increased the effectiveness and efficiency of road sector expenditures, and are expected to attract additional resources to the sector. This, in turn, would be reflected in improvements in the overall condition of the road network. While an overall assessment of the effects of these reforms is still difficult, data collected by SSATP in 1996, 2004, and 2005 show a trend of improvements in the road network condition in countries such as Tanzania and Ethiopia, where both road funds and road agencies are in place. In Zambia and Kenya, on the other hand, where there have been strong road funds but no road authority (Zambia established a road agency in 2006); the overall road network conditions have shown hardly any improvement (See Table 1 below).

² In Tanzania, the number of registered local civil works contractors is about 1,500, of which about 870 are small-scale contractors with the capability to take on road maintenance contracts.

Table 1. Road Network Conditions in Selected Countries

	Overall Road Condition			Overall Road Condition			Overall Road Condition		
	1989		Network (Km)	1997		Network (Km)	2005		Network (Km)
	Good	Poor		Good	Poor		Good	Poor	
Ethiopia	47	19	14,020	16	47	15,769	38	36	39,162
Tanzania	13	55	28,011	33	25	10,300*	51	16	28,892
Zambia	33	33	20,756	20	42	17,051	16	64	20,605*
Kenya	61	20	63,324	23	37	6,554*	19	64	63,805

Note: For Zambia, 2003 data are provided instead of 2005 data.
For Tanzania and Kenya, the 1997 network data covers only a section of the network.

14. The above reforms have been further supported by SSATP through the development and delivery of tools such as the *Road Economic Decision (RED) model* and the *Performance Assessment Models (PAM)*, which have been taken up by SSATP members. Uganda, with SSATP support, adopted the application of the RED and PAM models for road maintenance planning in 2001 and 2003, respectively. The Program is currently finalizing the development of a model called *Road Network Evaluation Tools (RONET)*. The tools enable the capturing and processing of road network data in a results framework that generates information for sector monitoring and road programs. RONET allows SSATP members to predict future road conditions, transport costs, benefits to road users and to society, and road asset value, depending on the level of funding. RONET will, for the first time, enable country comparisons based on comprehensive data sets and common indicators.
15. SSATP staff also delivers, or helps with the delivery of, training on road management and financing principles as well as on technological innovations that improve the planning and operational functions of the road agencies. In 2006, the program provided or contributed to training of 275 professionals, from about 20 member countries. The model RED is also available to transport professionals through the SSATP Web site. During the year 2006, there were 700 consultations on the model RED.
16. At the regional level, a major effort has been put into supporting the sub-regional associations: AGEPAR (Association of African Road Managers and Partners), ARMFA (African Road Maintenance Funds Association), and, most recently, ASANRA (Association of Southern African National Road Agencies). These associations are seen as providing the most promising agents for change and knowledge sharing with regard to driving forward institutional development in the roads sub-sector in SSA.

STRATEGIES FOR AFFORDABLE TRANSPORT SERVICES

17. Under the LTDP, SSATP focused on extending the rural transport work done in previous years. The recently completed Rural Transport Services Study (2006) has helped develop a

methodology for the rapid assessment of rural transport: passenger and freight services as well as transport infrastructure. The study documented the dismal state of motorized rural transport services, the absence of regulatory frameworks and institutional structures in the four study countries (Burkina Faso, Cameroon, Tanzania, and Zambia), and made recommendations to bring about improvements in service delivery.

18. One of the major accomplishments of SSATP under the Rural Travel and Transport Program has been the adoption by Malawi and Ethiopia of SSATP-supported rural transport policies and strategies. These have led to the ongoing implementation of large-scale rural access improvement programs linked to rural development: the Malawi Rural Travel and Transport Program and the Ethiopia Rural Travel and Transport Program.

Impact of Rural Road Improvement in Ethiopia

Over the last 10 years, Ethiopia has undertaken a massive Road Sector Development Program supported by the European Commission (EC), the World Bank, the African Development Bank (AfDB), Germany, Japan, Ireland, and the United Kingdom, with 60 percent government funding. The policy components of the program are comprehensively informed by SSATP principles.

The Road Sector Development Program implementation has contributed to agricultural productivity growth. For example, as a result of gravelling of a rural earth road (Chida-Sodo road—AfDB funding), within one-and-a-half years of road opening, yields per hectare had doubled for many crops and tripled for some.

Productivity increase: quintal per hectare (q/h)

Crop type	Before gravelling (q/h)	After gravelling (q/h)
Maize	15	60
Wheat	7	24
Teff	5	12

19. Given the trend toward urbanization in SSA, SSATP over the last five years has increased the emphasis on urban mobility issues within its agenda. A notable recent SSATP knowledge product in this area is the study of the institutional, financial, and regulatory frameworks for urban transport in large SSA cities. The July 2005 report reviewed the urban transport systems of four large cities: Dakar, Senegal, Douala, Cameroon, Nairobi, and Kampala, Uganda; and developed improvement strategies covering infrastructure, traffic management, service quality, and network development. The study identified a phased program of improvements required in urban transport systems. The DP-2, through its urban mobility discussion group, will champion the implementation. Already in Burkina Faso, the study was used to help in the reorganization and reorientation of the *Société des Transports en Commun de Ouagadougou* (SOTRACO) to be more focused on the micro-enterprises.

20. During the LTDP, SSATP commissioned a review of constraints on mobility in African cities (Douala and Conakry) and the results were shared with SSATP members during the 2004 annual meeting. This report highlighted, among other things, the proportion of household income spent by the urban poor on transport, the constraints on pedestrian movements, and yielded a better understanding of the linkages between urban mobility and poverty. The report led to the preparation of the study of regulatory and institutional frameworks noted above. This demonstrates the benefit of sustained work in specific knowledge areas that SSATP has been able to provide.

TRANSPORT'S ROLE IN POVERTY REDUCTION

21. In the last 20 years, the number of people in poverty in SSA has doubled from 150 million to 300 million, more than 40 percent of the population. Only 34 percent of the rural population lives within 2 kilometers of an all-season road. While the direct impact of transport on poverty is still debated, it is self-evident that without the physical access provided by transport the opportunities for poverty reduction would be severely reduced.
22. It had become apparent a few years ago that, by and large, the initial round of Poverty Reduction Strategies (PRSs), prepared by SSA countries, did not pay adequate attention to the effects of transport on poverty and economic growth. As a result, national transport strategies often were not well aligned with PRS despite the common aim of both processes to reduce poverty and foster broad-based economic growth. In view of this, SSATP initiated a country-by-country process of Poverty Reduction and Transport Strategy Review (PRTSR). This process has opened up a discussion on the facilitating role of transport and its relationship with other sectors.
23. The review is undertaken by local stakeholders through steering groups composed of public, private, and civil society representatives. This process has so far been completed in 15 countries and is under way in six more. The thrust of the review is the following:
 - Identify the inconsistencies between the two strategies in terms of how the PRS conceives transport and how the transport strategies address transport-related issues raised in the PRS. In most cases, there are major disconnects between the two documents.
 - Define approaches on how the Poverty Reduction Strategy Papers (PRSPs) could better capture transport gaps and contributions, and likewise how transport strategies could better respond to the demands of the priority economic and social sectors of the PRSPs.
 - Assist in the implementation of the recommendations by sensitizing high-level policy makers and influencing the PRS and strategy formulation processes.

24. The recommendations resulting from this SSATP initiative are being integrated into the second generation PRSPs and transport plans in 10 SSA countries: Burkina Faso, Mali, Senegal, Uganda, Lesotho, Malawi, Rwanda, Swaziland, Tanzania, and DRC.
25. The PRTSR has demonstrated the facilitating role of the transport sector and indicated how changes in the transport sector not only can improve the delivery of transport services but can, by more effective integration, provide support and improvements in the implementation of services in other sectors, notably agriculture, health, and education.
26. Most importantly, the PRTSR has emerged as a tool for participatory policy development. The approach brought together both transport and nontransport professionals to assess the function of transport and the demand for transport as expressed in national development plans and PRS. It broadened the debate on the role of transport in economic and social development.

The PRTSR Initiative

A measure of the success of the PRTSR initiative is increased recognition of the transport sector in a country's PRSP, and the associated increase in funding for the sector. The funding increase results from recognition of transport's contribution to the country's economic growth and poverty reduction agenda and its identification as a priority sector in the PRS.

In **Malawi**, the PRTSR was completed in early 2005. It identified high transport costs and neglect of rural transport services as major constraints to marketing of agro products, with consequent impact on rural development. The Malawi Growth and Development Strategy, initiated in late 2005, benefited from the PRTSR process and results. The draft final Malawi Growth and Development Strategy includes infrastructure as one of the five pillars of the growth strategy, and within infrastructure, transport is recognized as a prerequisite for growth and poverty reduction.

The draft final report provides a clear framework for transport sector development with the overall sectoral goal defined as "to provide safe and competitive transport services and all year-round access to every society of the country." The results of the PRTSR are informing the update of Malawi's transport policy and sector program. The strategy urges the transport sector to deliver

- Improved mobility and accessibility to facilitate continued development in rural areas
- Improved mobility and accessibility of rural communities to goods and services in the rural areas at low cost to the economy
- Improved multimodal transport services, including obtaining smooth carriage of cargo in one transport chain, along regional corridors.

Similar results have been obtained in other countries. In the **Democratic Republic of Congo**, the PRTSR coincided with the drafting of the Second Generation Poverty Reduction Strategy (SGPRS) and the review of transport strategy papers. This facilitated the integration of the recommendations and the action plan of the PRTSR analysis into the two documents. In **Rwanda**, recommendations have been included in the redrafting of the SGPRS. For **Tanzania**, members of the steering committee have been involved in the drafting of the National Transport Policy. The recommendations are included in the ongoing broader discussions; for instance, in relation to the development of the 10-year transport investment plan and the proposals emanating from the Poverty Focus Group in Government. In **Lesotho**, recommendations from the PRTSR were included in the recently completed Transport Sector Policy.

TRANSPORT AND THE MILLENNIUM DEVELOPMENT GOALS

27. SSATP, in collaboration with UNECA, AfDB and the World Bank, facilitated the African transport and Millennium Development Goals (MDG) initiative that formulated the linkages between transport and the MDG. The process has involved African countries in undertaking case studies on the contribution of transport to poverty reduction and it was followed by the meeting of African ministers responsible for transport on April 6, 2005, under the auspices of the African Union (AU) that adopted the MDG-related transport targets and indicators.
28. The MDG-related transport targets and indicators were endorsed by African heads of state and governments, through the AU. These indicators will guide the transport strategies in identifying priority areas and setting targets, in particular when African countries develop pro-poor, pro-growth transport strategies and programs. In addition, the DP-2 will demonstrate how this could be a useful instrument while piloting the pro-poor, pro-growth transport sector strategies. These indicators are also useful when countries are estimating their financial demand to achieve the MDG.

MDG-related Transport Targets

The key targets for 2015 include

- Halving the proportion of the rural population living beyond 2 kilometers of an all-season road
- The difference in average transport cost between Africa and Asia narrowed downward by 50 percent
- Closing the inter-African highway gap

29. Improvements in physical access by themselves do not ensure a reduction in poverty. Such improvements, however, do provide a major opportunity to improve the economic and social conditions of the population. Lack of access is a fundamental characteristic of poverty. The provision of access is, therefore, a key component of a pro-poor approach. Equally, the provision of access is one of the prerequisites to the achievement of the MDG. Access to water supply, to health centers, to schools, to government offices, and to markets, is critical for the achievement of the MDG.

TRADE FACILITATION

30. In line with the objectives of the New Partnership for Africa's Development (NEPAD), SSATP, in partnership with the RECs, has developed and promoted sound regional transport corridor management strategies facilitating the efficient movement of goods and peo-

ple. The initiative has gained recognition by the AU as a valuable tool to be used in achieving AU's integration objectives.

31. The original Trade & Transport component disseminated guidelines on trade and facilitations transport. The activities of this component were continued under the Regional Integration & Transport theme of the LTDP, focusing mainly on transit corridors. SSATP has been successful in developing and strengthening methodologies for identifying critical problems along transit corridors and setting the framework for managing regional transport corridors.
32. SSATP with the REC partners have established a coordination body—known as the Regional Economic Communities Transport Coordination Committee (REC-TCC)—to drive the trade facilitation and integration initiatives of SSATP. The REC-TCC provides the lead on SSATP Regional Integration & Transport initiatives by developing and following up with a REC-TCC action plan within SSATP's annual work program.
33. Through the REC-TCC action plan, the Program has supported the corridor management group's establishment processes, monitored transport performance along transit corridors (observatories), and the establishment of one-stop border posts. The action plan focuses on major transit corridors linking landlocked countries to seaports. The priority corridors are categorized in three clusters:
 - **East and Southern Africa Corridors.** Comprising the Northern, North-South, Dar es Salaam, and Djibouti corridors connecting a number of landlocked countries (Uganda, Rwanda, Burundi, eastern and southern DRC, Zambia, Zimbabwe, Malawi, and Botswana) to various ports including Durban, South Africa; Dar es Salaam, Tanzania; Mombasa, Kenya; and Djibouti.
 - **Central African Corridors.** Extending from the ports of Douala, Cameroon; Matadi and Pointe Noire in the Republic of Congo; toward Bangui, Central African Republic; and N'djamena, Chad.
 - **West African Corridors - West African Economic and Monetary Union and Economic Community of West African States Corridors.** Extending from the ports of Abidjan, Côte d'Ivoire; Tema, Ghana; and Lomé, Togo; north to Ouagadougou, Burkina Faso; Niamey, Niger; and Bamako, Mali.
34. The work with the Common Market for Eastern and Southern Africa (COMESA) has been particularly effective. Their judgment was that "SSATP had been instrumental in bringing the various transport policy components onboard, which have been adopted by REC."
35. Although much remains to be done in formulating and implementing trade facilitation measures, the activities of the SSATP and the RECs have thus far yielded some notable results, as shown in the box below.

SSATP Regional Integration and Transport Initiatives

The Trade & Transport Logistics component of the 1990s led to:

- Creation of guidelines for trade and facilitation programs

And the Railway Management component led to

- Creation of guidelines for railways concessioning
- Concessioning of several African railways and many of them show efficiency gains.

East and Southern Africa Corridors

- **Northern Corridor** (serving Kenya, Uganda, Rwanda, Burundi, and eastern DRC)
 - Establishment of a one-stop border post at Malaba (between Kenya and Uganda)—expected to nearly halve the transit time
 - Reduction in truck turnaround times between Mombasa and Kampala from 10 days in 1995 to 6.25 days in 2005
- **North-South Corridor** (serving DRC, Zambia, Zimbabwe, Malawi, Botswana)
 - Monitoring at Beit Bridge has identified the causes and actors for the delays; the sensitization process has continued through the Beit Bridge action plan committee
 - Establishment of one-stop border posts at Chirundu, Zambia, and Beit Bridge have been initiated
 - Establishment of corridor management group is in progress
 - Dar es Salaam port security audit has been completed

Central African Corridors

- **CEMAC and ECCAS Corridors**
 - Conducted a workshop, organized by Comité International du Bassin du Congo-Oubangui-Sangha (CICOS)/SSATP in October 2006 that identified for the first time many issues regarding traffic flow impediments along the Congo basin

West African Corridors

- **UEMOA and ECOWAS Corridors**
 - Establishment of a one-stop border post at Cinkansé (between Burkina and Ghana), which is under construction, and a border post at Paga (Burkina and Ghana), which has been initiated
 - Adoption by member states of an agreement/memorandum of understanding on the establishment of corridor management committees/groups in Western Africa.
 - Action taken by government of Ghana to reduce the number of authorized checkpoints between the port of Tema and the border of Burkina Faso to four checkpoints

CROSS-CUTTING ISSUES

36. In response to partner requests, the SSATP has also begun addressing cross-cutting issues such as **gender** and **road safety** issues, and some early results are emerging. A gender inclu-

sion study carried out in three pilot countries (Guinea, Malawi, and Uganda) in December 2006 noted that the involvement of women, as well as consideration of their specific demands in transport projects, is better achieved when women participate at all stages of project development and when the projects intentionally encapsulate gender issues. The lessons drawn from this exercise, and the knowledge of women and transport networks, are providing guidance on how gender issues could be mainstreamed into consideration of transport strategies and programs.

37. Likewise, the road safety survey, completed in 21 countries, has identified important key issues that need to be considered in the process of developing transport strategies. These cross-cutting issues will continue to be highly relevant to formulating sound transport strategies and policies in SSA.
38. **Employment** is a key element in poverty reduction. The use of labor-based methods, particularly for the rehabilitation and maintenance of rural roads, has come out strongly as an issue with the member states.

Performance Monitoring and Data Management

39. One serious obstacle to the development of effective policy is the lack of reliable and accurate data on the transport sector. One of the most notable aspects of SSATP's work has been its ability to fill the void on reliable transport data in the region. SSATP has championed the development of a common set of transport indicators for SSA, with over 20 countries now collecting sector data. It has also become the main repository of work on database development, and has unique expertise in developing regional and sector-wide data management systems.
40. The SSATP initiative on transport performance indicators began toward the end of 2004 and has so far compiled two sets of transport-related data from more than 16 countries. The process has been picked up by four countries (Ghana, Ethiopia, Lesotho, Swaziland), which are currently producing data through local resources or donor support; the process could be adopted by some other countries (Tanzania, DRC, Kenya).
41. The data collection exercise also gathered information and knowledge on transport data management systems (TDMS) in participating countries. There is close collaboration among the World Bank, EC, and SSATP under this initiative. Given SSATP's prior knowledge and work in this area, it has become instrumental in building a regional TDMS to be included in the World Bank's Development Data Platform (DDP). The aim is to make all available data easily accessible to the public and create some momentum around the transport data issue. In addition, SSATP is actively collaborating with economic research initiatives reliant on transport sector data such as the World Bank's recent Economic Development in Infrastructures (2005), the Organization for Economic Co-operation and Development

(OECD) 2006 African Economic Outlook Report, and the World Bank ongoing African Infrastructure Country Diagnostic Study. On the operational side, SSATP is supporting donor partners in their drive for better monitoring of results in the field at the project and sector levels.

FORMULATION AND DISSEMINATION OF BEST PRACTICES

42. SSATP has been pivotal in disseminating transport knowledge in SSA. Since its inception, the Program has produced over 450 technical and good practice papers on topics related to key transport issues such as concessioning, private sector participation, road maintenance, transport data, rural transport, and institutional and financial reform. These have been disseminated through regional workshops, seminars, and direct delivery of documents. The SSATP web site is one of the richest online libraries for transport knowledge of SSA and is a well utilized resource with over 55,000 “hits” in 2006.
43. SSATP offers an excellent network of practitioners, researchers, operators, civil society, and private sector to exchange good practices and knowledge on key issues related to transport. The network is deeply rooted in all transport institutions and departments of member countries and RECs. It serves as an important instrument to disseminate transport policy knowledge and good practices.
 - **Training and production of tools:** SSATP has developed robust tools for guidance on road management issues and disseminated them to a wide range of stakeholders through workshops and delivery of these products to African transport professionals, road management institutions, and institutions of higher learning.
 - **Diverse media for knowledge and advocacy:** SSATP has also developed video clips for advocacy and promotion of transport policies, such as the DVD “Towards an Open Path: Reducing Transport Costs on the Northern Corridor”, highlighting the challenges faced by transporters along that transit corridor.
 - **Creating regional networks:** SSATP has been at the forefront in the creation of several regional networks for the transport sector. In general, these networks are theme-based and set up with the intention to transfer policy development and dissemination responsibilities to participants. Some examples include ARMFA, set up in 2003 with SSATP support, and the African Rural Transport Association (ARTA). Both bodies endeavor to foster the exchange of knowledge and experience—one for road maintenance financing and the other for issues related to rural transport services and infrastructure.
44. All in all, SSATP’s accomplishments in transferring knowledge, sharing experience, fostering sub-regional strategies, and helping create networks and associations have been remarkable. These networks, alliances, and knowledge sharing mechanisms, which support

transport policy discourse and change within SSA countries, are the result of substantial financial and human resources commitments by SSATP donors over the past two decades. Member countries and the REC, which have made enormous in-kind contributions to the process, look to SSATP to continue to serve as a platform for this cooperation.

KEY LESSONS LEARNED FROM LTDP

45. Below are the key lessons from LTDP that have influenced the planning of DP-2. The summary of the response of DP-2 to other issues raised by the OPR is presented in Annex 3.
46. Notwithstanding these notable achievements, it is important to be aware of the limitations of SSATP. The Program is essentially run by a small group of professionals; it is therefore imperative to leverage partner relationships but also to be selective about program activities that are central to achieving its core objectives. SSATP works closely with transport professionals in the European Union (EU), the World Bank, UNECA and, increasingly, the AfDB; the Program draws upon and is supported by the knowledge and expertise of these and bilateral development institutions.
47. An Output to Purpose Review (OPR) that was completed in December 2006 to assess mid-term progress of the LTDP suggested modifications in the ongoing program and made proposals for the way forward under DP-2.
48. The OPR noted that the theme-based program was not fully integrated into a unified approach and execution not guided by the outputs mentioned in the logframe. On this basis, the review suggested that the next program must have a coherent and rational framework with achievable outputs and purpose developed through a participatory process.
49. While country coordinators are now in place—seen as unifying elements in a programmatic approach and improving the implementation of program activities—more work was deemed necessary to ensure that the coordination role is functional. These relate to the role and mandate of the country coordinators, financial responsibility, and the authority of the regional coordinators and their capacity. Consequently, country and regional coordinators will now have more authority to implement the program-based approach of SSATP.
50. Presently, the regional coordinators have no resources of their own. The OPR considered that it would be sensible to provide the coordinators with some administrative support solely responsible to them as was envisaged in the LTDP program document. They should also have direct access to a clearly defined budget and their roles and responsibilities need to be fully understood by all SSATP staff.

51. Given the time constraints of the thematic leaders assigned by the World Bank—who also work on the Bank’s operational activities—full-time thematic leaders, separately funded by the SSATP Trust Fund or by other donors, were recommended. Nonetheless, the OPR stressed that World Bank staff inputs have been valuable and the continuation of the involvement of Bank operational staff ensures a concrete link and feedback between the work of the SSATP and the World Bank’s operational activities.
52. The OPR noted the high costs involved in the organization of the annual meetings. It proposed that the option of having a differently structured, high-level meeting on an annual basis be explored, including ministerial level participants to provide both direction and endorsement of the Program.
53. The PRTSR process will be expanded to include more prominent transport agency representation and strengthen inter-ministerial dialogue to influence the budget allocation process. The cross-cutting themes of gender and transport, HIV/AIDS, and employment will also be incorporated into the review process in a more structured way. The OPR also emphasized the need to implement the action plans of the PRTSR and proposed the pilot testing and promoting of pro-poor transport strategies as one of the outputs of the successor program.
54. SSATP’s work on roads management and financing has been particularly influential, leading to major changes in institutional structures and financing mechanisms for the roads sector. This work, however, did not sufficiently incorporate rural and urban mobility issues—an important dimension of poverty in both rural and urban areas.
55. With a base of 35 countries, SSATP resources have been stretched in attempting to include all country members in the work program. It also does not appear to be the most efficient use of its limited resources. In line with OPR, and the recommendation by the SSATP board, SSATP proposes a pilot approach in selected countries for implementation of DP-2, and will depend on dissemination and collaboration with partner agencies such as the EU, UNECA, AfDB, and the World Bank to mainstream implementation of the piloted approaches.
56. The OPR also noted that the SSATP is a storehouse of knowledge and good practices. The strength of the Program is its ability to generate good practices and a knowledge base on the key aspects of the transport sector. Therefore, it is of crucial importance for a program that aims to be a catalyst for change, that information is effectively disseminated to all stakeholders.

PART II – STRATEGIC FRAMEWORK FOR DP-2 (2008–2011)

INTRODUCTION

57. The stated mission of the SSATP during the DP-2 will remain as under the LTDP—to facilitate policy development. The program, however, has moved forward since 2004. A certain measure of achievement has been made and many lessons have been learned. DP-2 has incorporated these lessons and responded to the changed development environment. It has incorporated the outcome of OPR as well as the needs expressed by all stakeholders in order to improve the transport infrastructure and services in SSA. In the mechanism of implementation, the program seeks to develop and support ownership by the partners to the principles of SSATP. In this regard, partnership will be reinforced with the AU and NEPAD at the regional level, the RECs and associations at the sub-regional level, and the member country at the national level. Activities will also be focused on supporting partners in the process of institutionalizing and embedding the SSATP core concepts into the policy and strategy process for improving services and mobilizing adequate resources.

SSATP LINKAGE TO DEVELOPMENT ENVIRONMENT IN SUB-SAHARAN AFRICA

58. The present African transportation policy environment is being driven by the changing development strategies of a number of institutional actors in SSA. It repositions the role of transport in achieving the MDG, which becomes a key component of the SGPRS. To be effective in addressing the key issues mentioned below, SSATP must be mindful of the changing strategies of development partners in Africa. Some aspects of these efforts represent continuity of focus areas and some represent a significant shift in relation to SSATP objectives and activities under the DP-2. Table 2 summarizes the key strategic approaches for several partners.

Table 2: Transportation Policy Environment Relative to SSATP Programs

Actor/Institution	Policy Emphasis	Infrastructure Initiatives
African governments	<ul style="list-style-type: none"> ▪ SGPRS 	
NEPAD	<ul style="list-style-type: none"> ▪ Regional integration/trade promotion ▪ Growth in infrastructure investments ▪ Building technology and engineering knowledge & skills 	AU-NEPAD Infrastructure Action Plan
WB/EU/AfDB	<ul style="list-style-type: none"> ▪ Regional integration/trade promotion ▪ Infrastructure lending ▪ Institutional development and capacity building 	World Bank Africa Action Plan EU-Africa Partnership for infrastructure
Donor Agencies	<ul style="list-style-type: none"> ▪ Selective sectoral focus ▪ More emphasis on broad budgetary support 	
General (all)	<ul style="list-style-type: none"> ▪ MDG, SSATP partners' priorities ▪ Harmonization and aid effectiveness 	Paris Declaration & Aid Effectiveness

59. Most of the infrastructure initiatives for Africa recognize, directly or indirectly, the critical role of SSATP in ensuring that additional investments in transport are made within sensible policy frameworks and rational strategies necessary to improve access and reduce transport costs in the region.

KEY ISSUES FOR DP-2

60. The SSATP Development Program—phase 2—for the period 2008–2011 (DP-2) has been prepared to respond to the demands expressed by the 23 partner countries and supporting institutions, RECs, as well as bilateral donors. The areas where support is needed were first articulated during the SSATP annual meeting in Bamako (2005), and reiterated at the Maseru annual meetings (2006) based on the outcomes of the OPR. The main issues to be tackled during the period of DP-2 are, among others, the following:

- **Strengthening links between transport strategies and SGPRS.** During the implementation of the LTDP, the PRTSRs prepared for 23 countries have indicated (identified) that existing transport strategies need to be more responsive to the SGPRS. Indeed, the strategies prepared by member states, often missed essential elements, such as rural access and transport services, which are the pillars of the MDG-related transport indicators. In addition, they did not sufficiently address the relationship between transport and other sectors. Cross-cutting issues, such as HIV/AIDS, road safety, and environment, particularly issues related to climate change (for which the right policies and strategies need to be identified and adapted to the African situation), also needed better attention in the SGPRS.
- **Strengthening transport performance monitoring.** Despite the effort made by member states, the planning and decision-making process of investment in transport sector, still relied on insufficient and, at times, inaccurate data. Although impact monitoring is increasingly gaining prominence, efforts have been hindered because of lack of time series data, absence of well-developed methodologies, and fragile institutional capacity and resources.
- **Addressing rural transport services and access.** Institutional, regulatory, and financing frameworks for rural transport services must be improved to make these services available and affordable to the poor. Currently, more than 60 percent of the rural population in SSA live more than 2 kilometers away from an all-season road, depriving the poor of marketing products and increasing the difficulty the poorest rural people have in gaining access to economic opportunities and social services such as education, health, etc.
- **Sustaining reforms in road management and financing.** The strategies adopted to address road maintenance and management issues (road funds and agencies), while effective, are still fragile. Further policy dialogue and institutional issues to ensure sustainability of road funds and agencies remains crucial for the improvement of the road network and to provide solid foundation for investment in the sector. In addition to road funds, institutional arrangements for rural roads must be promoted to redress the overly complex and uncoordinated rural roads management and planning process in the context of decentralization. The critical shortage of financing for rural roads development and maintenance is another area to be addressed.

- **Improving urban mobility for the poor.** The outcome and findings of large cities studies undertaken during the LTDP have yet to be promoted and tested in other cities. Another element of concern under this subject that has to be developed and anchored within a coherent and comprehensive transport framework is the provision of affordable transport services for urban poor—by promoting public transport and pedestrian walkways, as well as dedicated bicycle paths.
- **Facilitating transit transport.** Despite some improvements in transit transport along some corridors, there is still a lot to be done, especially in providing support and advice to RECs and national entities on ways to reduce transit time through coordination of transport facilitation measures. Likewise, more needs to be done to reduce port-dwell time through increasing the engagement of the private sector (importers and freight forwarders) has yet to be addressed. Finally, ensuring good governance along transport corridors remains a challenge.

GOAL AND PURPOSE OF DP-2 (2008–2011)

61. The overall **goal** of DP-2 is to achieve SSATP’s mission and address the need for sound “**transport policies and strategies contributing to regional integration, poverty reduction, and economic growth**” in Africa. To reach this goal, DP-2 will help: “**Countries, RECs, and donors to implement sound policies and strategies leading to provision of safe, reliable, efficient, and affordable transport.**”

PROGRAM CONTENT

62. To achieve the purpose of the DP-2, the SSATP will focus on three broad themes. The first theme is related to the promotion of pro-poor and pro-growth strategies in the sector, the second is sustainable institutional and financial arrangements for road infrastructure and rural and urban transport, and the third is transit transport along selected corridors.

Theme 1 – Comprehensive pro-poor and pro-growth transport sector strategies

63. That transport strategies should be responsive to the SGPRS and the MDG-related transport indicators is now broadly accepted. The strategies are important instruments to guide the allocation of scarce resources to transport activities contributing to economic growth and poverty reduction. They also need to appropriately address cross-cutting issues such as road safety, gender, employment, and environment, for which stakeholders have expressed the wish for their inclusion in the DP-2. Under this theme, the program will also develop a pragmatic methodology for monitoring the impact of transport investment on poverty reduction. Climate change is a major challenge facing the world and transport is a significant factor contributing to the problem. In this regard, DP-2 will engage in raising awareness on transport’s negative impact on climate and promoting innovative ideas and good practices for reducing CO₂ or gas emissions in African countries.
64. The strategy development process will allow intensive participation of transport and non transport public institutions, the private sector, the civil society, and donors. To this end, SSATP will strengthen its coordination function, which will foster deeper and more sub-

stantive policy development. In partnership with donors, the SSATP will sensitize governments on the values of the coordination function and advise them on the design of policy dialogue processes and the establishment of sustainable policy dialogue fora by producing guidelines and sharing knowledge and good practices. Given this more substantive role, the SSATP will support national coordination based on a cost-sharing agreement.

65. The activities of DP-2 will be carried out through appropriate institutions in the country that are ready or in the process of being ready. Though three countries are targeted for in-depth evaluation and testing of the results, other countries will still be supported in the development and implementation of their PRSTR action plan. An outline of the selection criteria of the targeted countries has been developed and is presented in the implementation strategy section. Once the outcomes of the strategies are tested in the targeted countries, the results will be shared with other interested member states through a series of sub-regional workshops. This process will involve preparation and sharing of knowledge, the analysis of what works, and how things worked better in some countries. Member states would be kept informed of the progress in the targeted countries through regular meetings and the SSATP web site.

Results of activities under Theme 1

66. All the above activities will lead to the delivery of comprehensive pro-poor and pro-growth transport sector strategies identified, tested, and promoted at the end of the plan. The following are the main SSATP deliverables under Theme 1:

1	Application and impact of PRTSR outcomes in countries that have successfully implemented the PRTSR action plans documented; guidelines on application produced
2	Pro-poor, pro-growth strategies formulated and tested in target countries; guidelines on pro-poor, pro-growth strategies developed and strategies formulation process rolled out
3	SSATP knowledge on rural access integrated into the SGPRS
4	SSATP support provided to NGOs on issues related to cross-cutting issues: gender, HIV ... to enhance their knowledge in influencing policy and program development
5	Road safety policy developed for urban and rural poor (related to infrastructure and services) and mainstreamed in transport strategies
6	Guidelines developed by SSATP to address transport's impact on the environment, promote environmentally friendly transport modes, and set standards for energy efficiency and emissions and related taxation
7	Methodology for monitoring transport's impact on growth and poverty reduction developed, tested, and promoted; guidelines prepared for data collection at the national level and application of guidelines and data collection facilitated
8	Transport information libraries established in countries based on a cost-sharing agreement.

Theme 2 – Sustainable institutional and financial arrangements for road infrastructure and rural and urban transport services

67. This theme refers to the continuing need to improve the institutional and financial mechanisms in the transport sector both for transport infrastructure and transport services; in particular, in the rural transport sector.
68. Three specific areas will be addressed under this theme: sustaining road management and financing reforms, sustaining rural transport, and improving urban mobility. A comprehensive effort to measure the impact of the reforms will draw lessons for sustaining the efficiency of the sector. Several issues need to be addressed, including the financial sufficiency and sustainability of road funds, the robustness of road agencies to withstand political and economic shocks, the ability of road funds to promote governance in the sector, and developing a repository of best practice information on rural access and urban mobility. The activities, which include training and development of private sector, mainly small and medium enterprises, will strengthen the regional associations to enable them to facilitate and lead reforms, as well as improve effectiveness of road agencies and road funds.
69. To sustain reforms, SSATP will facilitate policy dialogue, sharing experiences, and collaboration with development partners. DP-2 will focus on good practices and the move toward intensive and focused advocacy (targeting policy makers). Increased advocacy is required to ensure allocation of the necessary resources to deal with the problems, as well as documentation of emerging lessons and good practices on financing. SSATP will support the regional thematic associations (ARMFA, ASANRA, and AGEPAR) to assemble the experiences and resources to take on the good practices documentation and dissemination tasks for this theme. Some of the RMF responsibilities will be transferred to the associations.

Results of activities under Theme 2

70. The results of the above activities will deliver effective institutional and financial arrangements adopted for safe, reliable, efficient, and affordable road transport services and infrastructure by the end of the plan. The deliverables are indicated in the table below.

1	Guidelines are updated to help countries improve road network financing strategies and road fund operations based on recent evaluations
2	Promotion activities related to good practices on RMF transferred to road associations (ARMFA, ANSARA, AGEPAR)
3	Performance of road agencies reviewed and best practice guidelines published and disseminated; guidelines to improve road maintenance strategies updated
4	Support provided to road associations according to their action plans, including RMF training (resource persons, short-term expertise, selected studies, strategic dialogue)
5	Models disseminated on rural RMF in the context of decentralization in targeted countries, clarifying roles of different levels of government, public and private sector balance, maintenance of rural roads, roles of communities, financing sources and responsibilities, etc.
6	Best practice examples of urban transport services (public and private) identified on the basis of experiences in selected cities, and disseminated
7	Information on financing initiatives for road infrastructure gathered and disseminated
8	SSATP has liaised with partners to develop private sector enterprises

Theme 3—Improving transit transport along selected corridors

71. The third theme deals with improving Africa’s transit transport through support to be provided to the RECs in preparing and implementing policies and strategies for better corridor management and ensuring flow of merchandises and people along selected corridors.
72. Methodologies and strategies developed during LTDP to improve trade facilitation measures, mainly transit corridor management, observatories, and one-stop border posts, need to be pursued and applied in targeted corridors. The monitoring of the implementation of these instruments need to be emphasized in order to document the impact on cost reduction. In this exercise, strong communication will be established between countries and the RECs to ensure better coordination and effectiveness of the implementation of the measures. Another important issue to be addressed is corruption identified in the corridors.
73. Lessons learned during the LTDP indicated that effective transit transport strategies and measures are efficiently developed and promoted through the participation of key stakeholders; therefore, this process will be followed during DP-2. The experiences gained from the ongoing regional facilitation initiatives show that the establishment of a corridor management group comprising key public and private stakeholders, from all corridor states, is the most convenient avenue for having a pressure group for the adoption of transport in transit facilitation measures. Under this theme, the program will also provide evidence that will be collected through corridor monitoring and observatories. The evidence will be related to the bottlenecks in transit corridors, and the use of legal instruments and implementation of strategy instruments for cross-border transport services and infrastructure. These learning and evidence-demonstration activities will be conducted in targeted corridors. Finally, the program will enhance and strengthen the links between national coordinators and the REC-TCC, and the communication between the corridor management institutions and the national trade facilitation committees. An important event in this area will be the organization of a roundtable consultative process for exchange of good practices at the regional level under the leadership of NEPAD/AU.

Results of activities under Theme 3

74. The above activities under Theme 3 will lead to transit transport measures being implemented along major corridors. The deliverable outputs are outlined as follows:

1	Support provided to the RECs for the establishment of functioning corridor management groups along three selected corridors. Examples of support to include studies on the establishment of the committees; resource persons
2	REC-TCC are used for dissemination of best practices on corridor management; RECs are assisted in developing cost reduction measures and dissemination of options on cost reduction from a study led by the World Bank
3	RECs are assisted to establish efficiently operating observatories (on a cost-sharing basis)
4	National coordinator’s participation in regional meetings supported
5	Private sector transport associations and NGOs involved in HIV/AIDS-related activities along corridors
6	Assistance provided to the private sector for improving freight movement (freight forwarding associations)
7	Transport information libraries established in RECs and web sites linked with SSATP web site

Expected Outcomes

75. The outcomes that could be expected to be brought about by the achievement of these outputs are described below.
76. **Improved collaboration between transport agencies and other agencies.** A clearer understanding of the role played by transport in facilitating the work of others can be expected to occur. The program will encourage the stakeholders to work effectively together and to collaboratively explore effective strategies. This should also ensure that issues, such as gender, HIV/AIDS, and employment are brought fully into transport planning.
77. **Recognition of the potential of transport investment for achieving practical results in relation to the MDGs.** Access to key components of any PRS is specifically mentioned in several of the MDGs and is one of the focus areas of the Program.
78. **Transport professionals benefiting from clearly defined roles and responsibilities, both individually and organizationally.** The support for the improvement of institutional and financial arrangements in the sector should have a motivating effect on transport professionals. Clearer definition of their role as transport facilitators, and broader implications of the role of transport in society, should provide a more conducive working environment.
79. **Improved overall condition of the road networks.** Enhanced performance of the transport institutions will result in improved condition of the networks. This should also impact the capacity of professionals to measure and sustain such improvement. In addition, transport operators should have a more positive attitude toward providing transport services, especially in the rural areas.
80. **Reduced transport costs providing an improved environment for business and investment in regional transport.** The corridor management activities aim at reducing transport costs and facilitating cross-border trade. This will have an effect not only on transport operators but also on the private sector in general, which will be more inclined to invest in cross-border trade.
81. **REC capacities enhanced in managing transit corridors.** Presently, the RECs are seen as planning and regulatory bodies. Demonstrating the improvements that can be made on selected corridors will enhance their role as institutions, effectively contributing to economic growth in their sub-regions.

PROGRAM IMPLEMENTATION STRATEGY

82. As discussed above, the underlying driving principle of DP-2 is to seek ownership of the SSATP concepts by partners; in particular, the countries, the RECs, and the donors. This will require an attitudinal change not only by partners but also by the SSATP management. It will be expected that such demand stems from the need to incorporate the procedures, systems, and practices into the everyday management of the transport sector.

83. The main elements of the new approach are:

- Focus on a targeted **group of countries** for developing pro-poor and pro-growth transport **strategies**, and replicate the results in other member states (replication can be done with the assistance of partners and development agencies). SSATP, in consultation with its partners, will identify targeted pilot countries using criteria such as
 - i) Willingness
 - ii) Complexity of problems related to transport policy development
 - iii) Status of transport strategies and sector program development (countries ready to review or develop strategies)
 - iv) Economic and social factors (post conflict countries, economic performance)
 - v) SSATP principles for equitable engagement of countries (geographic and language distribution, focus on economic growth and poverty reduction, etc.)
- Undertake pro-growth, pro-poor strategies piloting works in countries where transport is a priority sector in the PRSP or its equivalent national development strategy document.
- Prior to the start of the DP-2, SSATP will prepare a set of guiding principles to provide a framework for the work to be undertaken in the targeted countries.
- Focus on targeted **corridors** to set up observatories for data collection and monitoring and identifying issues related to travel time and nonphysical barriers, and corridor management committees to ensure cross-border coordination. The REC-TCC will identify three targeted corridors (one from East and Southern Africa, one from Central Africa, and one from Western Africa).
- Focus on **few urban environments, efficient rural transport systems, and effective institutional** environments to develop best-practice examples and success stories that can serve as examples or cases for emulation (with modification) by other SSA urban and rural areas and institutions.

84. **Continuity.** The focus of the program does not mean, however, that the SSATP will not continue to evaluate the impact of its work under LTDP, nor will it cease to develop effective and practical evidence-based approaches. Indeed, such work will be vital to ensure that the SSATP can provide useful and proven approaches in the targeted countries and corridors. SSATP will continue to focus on strengthening coordination function and intensively engage in policy dialogue. Furthermore, the program will work with donors and country policy makers to roll out the experience of the piloting countries and the adoption of the outcomes.

85. **Dissemination.** One important implication of the focusing of the Program is the need to ensure that the results of the thematic work are disseminated to all member states. DP-2 will strengthen the flow of information to member countries and regional organization. Strengthening dissemination of knowledge and good practices will also facilitate informed policy dialogue at the national and regional levels. SSATP will engage in these tasks with

the aim of institutionalizing policy dialogue. SSATP's network of partners and professionals are the primary channel for development of national policies and influence in decision making. Workshops, publications, the SSATP web site, and other media will continue to play a role in reinforcing these networks. The International Forum for Rural Transport and Development (IFRTD), International Labor Organization (ILO), global Transport Knowledge Partnership (gTKP), and other organizations are some of the networks that could be used.

86. At the country level, each national coordinator will have a complete list of SSATP publications. In addition, a basic stock of key SSATP publications will be provided in hard copy to each coordinator to allow professionals working on transport in the country to become aware of the wide range of materials available.

Engaging Countries and RECs

At country level

87. The key to the success of DP-2 will rest on national coordination. SSATP will seek and emphasize with partner countries the need to appoint individuals who can act as "SSATP champions" to influence policy decisions, and ensure that the SSATP thematic leaders work together as a team at the country level. The national coordination will be a sector "think tank" receiving information and good practices and developing strategies that can be fed into the national plans.
88. As part of the process, countries will take full responsibility for the activities of policy development previously funded by the SSATP. For example, SSATP has funded the workshops needed for the transport policy reviews but, henceforth, will be asking the countries to do so. The possibility of requesting member countries to consider sharing the cost of participation in workshops and meetings is also being considered.
89. The SSATP will raise the visibility of national coordinators by sensitizing governments to understand and appreciate the role of SSATP in supporting transport policy development. In addition, it will strengthen the capacity of the national coordination teams to effectively spearhead the implementation of SSATP activities at the country level. In so doing, SSATP will support the national coordinators in organizing high-level policy dialogue and dissemination of good practices and foster their access to SSATP knowledge products and development of transport policies in other countries. SSATP will provide financial support on a cost-sharing basis to national coordinators and encourage partners to make use of them.

At Regional Economic Communities level

90. The RECs are intended to be the building blocks of African regional integration. They suffer from several limitations, however, that hamper their effectiveness³. On the issue of transport, the RECs work through the REC-TCC on trade and transport facilitation issues. The SSATP under LTDP saw this committee as a vehicle for the mainstreaming of the

³ A survey undertaken by the ECA for the second edition of *Assessing Regional Integration in Africa (ARIA II)* reveals that most of the RECs are understaffed and suffer from a high rate of staff turnover.

SSATP approach. While the members of the REC-TCC are committed and motivated, they meet rather irregularly. Nevertheless, SSATP has worked with several of the RECs in the development and establishment of corridor management groups, monitoring observatories, and one-stop border posts. They are also helpful in facilitating high-level policy dialogue and information dissemination. Notwithstanding these efforts, inter-REC collaboration and communication between RECs and countries remain limited.

91. Several of the RECs have been closely involved in various meetings of the SSATP and the chairpersons of the REC-TCC have been influential participants in these meetings. SSATP will build upon this interaction and actively support the efforts of the REC-TCC chairperson to publicize and promote SSATP knowledge products and tools within the European community. It will also encourage them to take on a more assertive role in ensuring that countries implement regional agreements.
92. In the long term, it is important that the RECs, through the REC-TCC, deepen their participation and hence increase ownership of the program's objectives. This requires that SSATP, and particularly the regional coordinators, will work more closely with the RECs. Some of the activities of the DP-2 will ensure this. Strong efforts, however, will need to be made to include the RECs in other SSATP activities in the region. In the work undertaken in the three corridors, SSATP will involve the respective REC-TCC members in the development and implementation of its work program.

Engaging Partner Institutions

Engaging African Union and NEPAD

93. The application of the SSATP approach, endorsed at the meeting of ministers as part of the Annual General Meeting (AGM) of the SSATP in 2005, requires not only commitment by the countries and the RECs but also the support and involvement of the AU/NEPAD. Discussions have already taken place between the program and the representatives of the AU in this regard. Several constructive proposals have already been made, including the suggestion that the AU should be part of the SSATP Board.
94. Work on transport in the AU Commission comes under the responsibility of the Directorate of Infrastructure and Energy. Of the Directorate's six objectives, the two most directly related to SSATP are "to harmonize policies and strategies for the expansion, improvement, and modernization of infrastructure and energy facilities and services" and "to advise member states through formulation of continental policies and strategies." These objectives show a clear convergence with SSATP's concerns to develop coherent and integrated transport strategies. The SSATP intends to place some emphasis on a more intense collaboration with the Directorate to develop effective policies and strategies in the transport sector.

Engaging International Organizations Involved in Transport Development

95. To assume knowledge sharing of key SSATP functions, close ties with other programs are essential to coordinate and deliver cost-effectively the objectives of the Program. SSATP will seek and use developments and findings from other programs or initiatives related to

the Program focus. Particular linkages would be sought with IFRTD,⁴ ILO,⁵ SITRASS⁶, PIARC,⁷ and CODATU.⁸

Increasing Collaboration with Donors

96. As it withdraws from umbrella coverage across countries, SSATP will need to step up its efforts to reach out to multilateral donors and bilateral donors and seek their assistance in the promotion and implementation of policy recommendations and institutional frameworks developed and supported by SSATP.
97. The DP-2 must demonstrate the value added of its policy development work to donors operation and donors operational staff to promote SSATP products through their operational activities.
98. Donors will be encouraged to recognize the role and importance of national and regional coordination and interact with the coordinators. There is a need for country offices of donor organizations to be more informed by their parent bodies of the work and potential of the SSATP, and, where possible, to actively participate in the coordination and support country-level policy development and application.

PROGRAM MANAGEMENT

99. The recommendations of the OPR and the discussions in Maseru at the 2006 AGM stressed the need to restructure the management of SSATP so that it becomes more effective and more cost-efficient. The basic change that will be made is functional decentralization.

Functional Decentralization

100. The regional coordinators will be strengthened through more autonomy and authority with a dedicated budget. As a key element of the proposed changes in SSATP management, this will bring SSATP closer to the countries it serves. The regional coordinators will intensively engage in country and REC transport policy dialogue and facilitate SSATP

⁴ **International Forum for Rural Development:** Promotes a broader approach to meeting the transport needs of rural populations. Focus is given on the introduction and dissemination of intermediate means of transport, the improvement of local transport infrastructure, the expansion of appropriate rural transport services, and the use of integrated planning approaches.

⁵ **International Labor Organization:** Provides advisory support, information services, and training to stakeholders and others involved in the promotion and application of labor-based technology.

⁶ **Solidarity internationale sur les transports et la recherche en Afrique subsaharienne:** Provides a network of studies and researchers aimed at facilitating and strengthening African research teams in transport economy.

⁷ **Permanent International Association of Road Congresses:** Aims to facilitate international cooperation and foster progress in the formulation of policies and the development of road technology.

⁸ **Cooperation for Urban Mobility in Developing World:** Objective is to promote the actions of animation and scientific exchanges and technical, economic, and social issues concerning the systems of urban displacements and peri-urban areas.

thematic work across their sub-regions. The regional coordinators will be enabled to provide greater support to national coordinators, and have greater interaction with the REC-TCC and the regional associations. The number of regional coordinators will increase from two to three, with a new coordinator located in West Africa. The regional coordinators will also be mandated to clear procurement decisions and payment requests, and approve reports submitted by consultants. These changes are expected to improve the delivery, efficiency, and effectiveness of the SSATP Program.

101. In order to increase efficiency and accountability, the regional coordinators will prepare detailed work cost plans. These will be reviewed periodically with the SSATP management. The regional coordinators will report directly to the Program Manager.

Program Management Team

102. Given the focus on effective resource management and the intention to transfer ownership of the SSATP to the country partners, the Program will be led by a small group of professionals. To deliver the results under each theme, SSATP requires the following expertise to ensure quality assurance of its works:

I. Comprehensive pro-poor and pro-growth transport sector strategies (Transport Sector Strategies theme)

Transport economist, road safety expert, data expert, communication/information technology expert, rural transport expert, urban transport expert

II. Sustainable institutional and financing arrangements for road infrastructure and rural and urban services (Transport Sector Management theme)

RMF—institutional expert, road safety expert, data expert, communication/information technology expert

III. Improving transit transport (Transit Transport theme)

Road safety expert, data expert, logistics expert, communication/information technology expert

In this regard, the program will use to its extend and in order to ensure synergies with partners, the expertise available at UNECA, AfDB, World Bank, RECs, research centers and member States. Qualified expert will also be identified and used for the delivery of appropriate outputs.

103. Staff from the World Bank, UNECA, AfDB and others institutions will be engaged as necessary to provide some part time leadership under the identified themes. The following expertise in these institutions and member States will also be used: rural transport, urban mobility, RMF, road safety, HIV/AIDS, gender, and logistics and trade facilitation. To ensure full-time leadership of the themes and activities, coterminous staffs will back up the part-time expertise from partners. This will ensure a more cost-effective way of using the wide range of expertise from SSATP partners.

104. The PMT will therefore include the following positions:

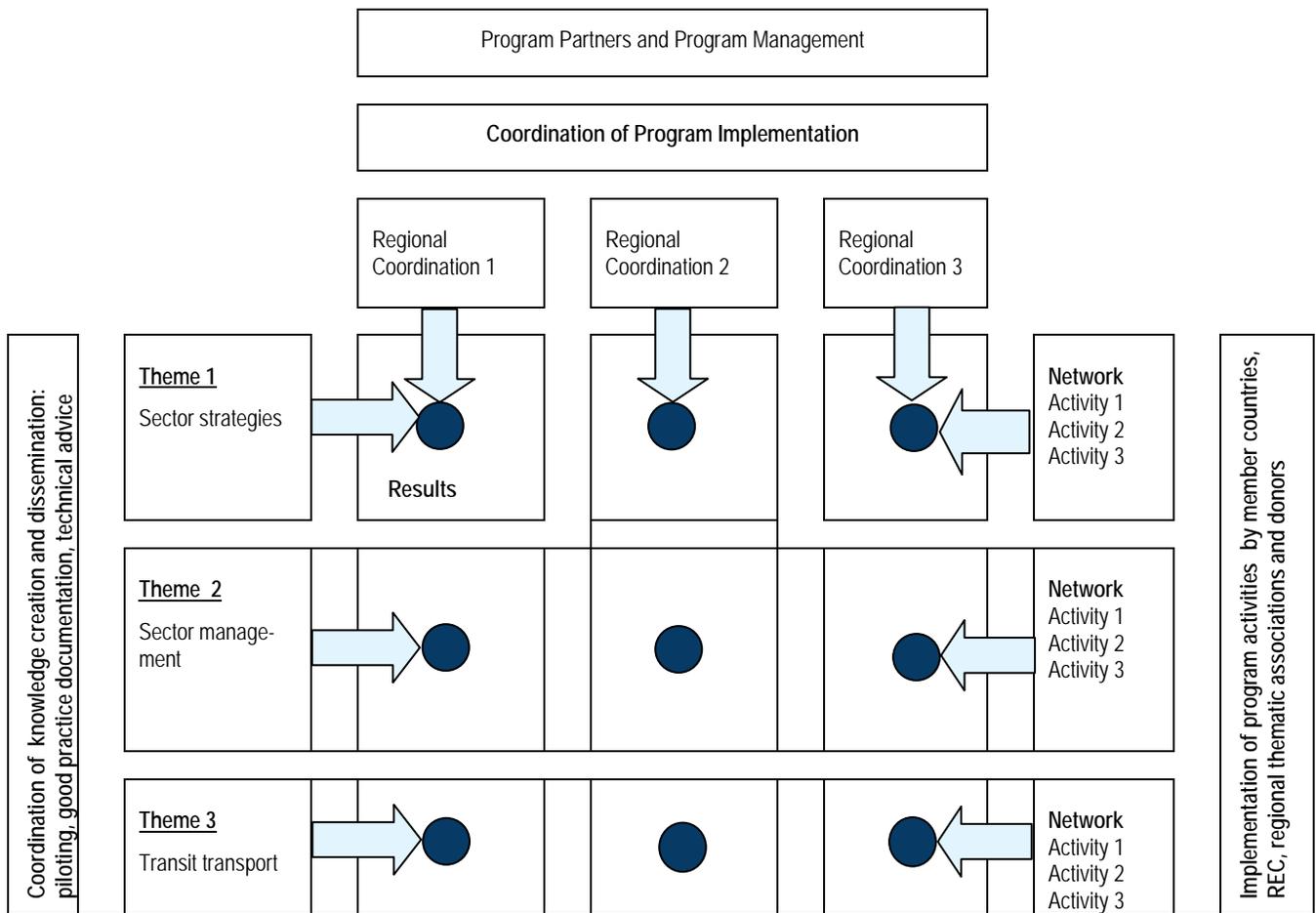
- i) **Program Manager**, overseeing performance and coordination of themes and liaison with donors and partner institutions
- ii) **One full-time thematic leader** to cover one theme
- iii) **Three regional coordinators** for 1) West Africa, 2) Central Africa, and 3) East and South Africa), fully responsible for the operationalization of the tasks under all the themes, at country and RECs levels, in their respective regions.
- iv) **Full-time seconded transport specialist, full-time data management specialist, and full-time seconded road safety specialists**
- v) **Communication officer and program assistant**

105. Toward the mid-term of DP-2, when the piloting works are advanced and dissemination of good practices becomes the predominant activity, SSATP shall establish a hub in one of the World Bank offices in Africa and start relocating some of the staff.

The Process of Delivering Results

106. Program activities will be implemented by a network of stakeholders involving member countries, RECs, regional thematic associations and donors, while the program management team will coordinate and facilitate implementation. The SSATP Board oversees the program and the Constituent Assembly (consisting of active SSATP donors) and the AGM provide policy direction. Figure 1 shows the process of delivering the results of DP-2.

The process of delivering results:



107. At the center, the thematic leaders are envisaged to have pivotal roles in this partnership, with responsibility for leading the effort on gathering and delivering knowledge, working closely with the regional coordinators, and advising countries and RECs on thematic policy issues. They will give strategic guidance for delivering the agreed deliverables. Staff from the World Bank, and increasingly from other partner organizations, will be involved on a part-time basis with responsibilities for particular activities related to road safety, rural and urban transport, HIV, gender, and climate change. To enhance the contribution of the part-time staff, the institutions providing the experts and SSATP shall enter into a performance agreement folding in schedule of staff assignment (time and specific role) and results. Arrangements will be formalized to secure this type of support.

108. The part-time experts from donor partners are the backbone to the knowledge inputs to the themes and activities. The Program will benefit from the wealth of information of donor institutions and the wealth of knowledge of their operation staffs. Good coordination with donor operations will improve the promotion of policies. Through this framework, they will promote improved international standards of donor coordination.

Procurement

109. SSATP will address the problems associated with procurement through provision of guidelines and training. Further, to increase ownership by country and REC partners, the feasibility of setting up recipient-executed arrangements will be explored, which could further facilitate decentralizing decision making. If those arrangements are found practical and consistent with SSATP operating guidelines and the governing trust fund arrangements, they will be piloted in DP-2.
110. One of the challenges observed in the procurement of services was the mismatch between the capacity of the service providers and the size of contracts. Therefore, DP-2 will focus on prior assessment of the local capacity and package contracts accordingly.

Mid-Term Review

111. Midway into DP-2, the Program will undertake a strategic review to
 - i) Set strategic directions for the future of the Program
 - ii) Review issues related to location of the Program
 - iii) Assess progress of DP-2 and indicate areas for improvement

SSATP Annual Meeting and Other Thematic Meetings

112. SSATP would organize shorter, smaller, and more effective annual meetings—three days including the AGM, and limiting the number of participants. The AGM will review progress, set priorities for the coming year, decide on strategic issues, and be selective on knowledge sharing, focusing each AGM on a few themes. Such an approach, in addition to being cost-efficient, will allow adequate time for preparation of in-depth sessions in the selected themes. The annual meeting will, of course, continue to be useful in encouraging participation and allow partners to be part of the planning and decision-making process.
113. By the same token, stand-alone thematic workshops will be streamlined. These sessions often attract more participants than specific thematic groups at the annual meeting. The DP-2 will rationalize the size of the thematic workshops to make knowledge sharing more effective and also review the mode of financing, moving toward self-financing.

Risk and Mitigation Measures

114. At a general level, the two main risks to the SSATP Program are from the supply of funding from donors and the demand for policy and data inputs.
115. Securing the expected donor funding—which has decreased partly because of some donors moving away from transport, and mobilizing sufficient resources (human and financial) for policy development activities at the local and REC levels is viewed as a medium-level

risk. SSATP will need to more specifically and methodically demonstrate its strength and inform its traditional donors of its accomplishments and future work plan, as well as to seek out new donors to win additional support.

116. Achieving the buy-in of donors and governments for SSATP policy products, and in particular for implementing policies and regional-level conventions, may run a low-level risk. In general, the need for data and information is both apparent and pressing. The risk element mainly falls in terms of implementation and adoption of good practices. SSATP needs to leverage its networks, expertise, and data to make the case for change as compelling as possible. Moreover, the strategy of SSATP to engage donors and country stakeholders in all policy development and implementation processes would create a strong sense of ownership and buy-in. Strengthening the cooperation between SSATP policy development activities and donor operations, while maintaining high-level country–donor dialogue, will also mitigate the risk.

Planning and Monitoring Framework

117. The logframe (Annex 1) provides guidance on the structure and core functions to be adopted in the annual work programs. Likewise, the indicators will be cornerstones for monitoring the implementation of DP-2. Most importantly, program partners and SSATP have to establish baseline data for each indicator at the start of DP-2.

FINANCING

118. The total financing requirement for DP-2 is estimated at US\$20 million, over four years at the very minimum. If additional resources become available, the program would be augmented. Of the total estimated cost, 15 percent will be disbursed on piloting works in selected countries and corridors. The remaining amount will be allocated for rolling out the outcomes of the piloting works to all member countries and corridors as well as policy dialogue, good practice dissemination, and operational support costs of the Program Management Team (PMT). An outline of the financing requirements is provided in Annex 2.
119. Member countries and RECs contribute through significant human resources and physical facilities. In principle, member countries should increasingly cover local costs associated with country-level activities. As it was proposed in the OPR, it is essential that member countries increase the budgetary allocation to transport policy development activities and strengthen their planning and policy development capacities. Apart from distributing the programs costs more equitably, this approach is also bound to increase country ownership in SSATP activities.
120. Member countries and RECs should also focus on generating more support to policy development through the country–donor dialogue. A good practice for this is the strategy adopted by the REC-TCC. The committee initiates the RECs to secure financial support to corridor management activities from potential donors.

ANNEX 1: DP-2–LOGICAL FRAMEWORK

Narrative Summary	Verifiable Indicators	Means of Verification	Risks/Assumptions
<p>Overall Goal Transport policies and strategies contributing to regional integration, poverty reduction, and economic growth</p> <p>Purpose Countries, RECs, and donors implement sound policies and strategies leading to provision of reliable, safe, efficient, and affordable transport</p>	<p>Improved mobility to market, economic opportunities, and social services</p> <p>Transport strategies leading to affordable transport services and improved accessibility</p>	<ul style="list-style-type: none"> • Household surveys • Official statistical reports • Periodic survey of transport costs • Household surveys • Satellite data • Reports from ministries responsible for transport • SSATP annual reports 	<ul style="list-style-type: none"> • Tandem national and regional economic growth and transport improvement • Good/active participation and commitment of countries, RECs, and donors • Balanced development between transport infrastructure and service
Theme 1 Output	Output indicators		
1. Comprehensive pro-poor and pro-growth transport sector policies and strategies identified, tested, and promoted			
1.1 Application and impact of PRTSR outcomes documented	1.1 Completion of the development of pro-poor and pro-growth transport sector strategies in targeted countries	<ul style="list-style-type: none"> • Transport policy and sector program documents • Reports from ministries responsible for transport 	<ul style="list-style-type: none"> • SSATP has the financial capability to support intensive dissemination and sensitization activities
1.2 Guidelines on pro-poor and pro-growth transport strategies produced based on PRTSR assessment and piloting works	1.2 Number of member countries with comprehensive pro-poor transport strategies. DP-2 intends to see that at least the PRTSR countries will have adopted such strategies.	<ul style="list-style-type: none"> • Public expenditure review reports • SSATP coordination reports 	<ul style="list-style-type: none"> • Resources/skills available at national and regional thematic association levels • Regional and thematic associations are sustainable
1.3 Road safety policies and strategies mainstreamed in national transport strategies	<p>Impact Indicators</p> <p>1.3 Percent increase of investment in transport activities contributing to economic growth and poverty reduction</p>		<ul style="list-style-type: none"> • Political will to adopt strategies • Political will to remove nonphysical barriers • Good/active participation and commitment of countries, RECs, and donors
1.4 Climate-friendly transport strategies mainstreamed in national transport strategies	1.4 Reforms sustained and transport institutions strengthened		
1.5 Stakeholders equipped with methods for evaluating the impact of transport investment on growth and poverty reduction	1.5 Number of direct employments created in the transport sector		
1.6 Transport policy knowledge better shared among country stakeholders and SSATP coordination strengthened			

Narrative Summary	Verifiable Indicators	Means of Verification	Risks/Assumptions
Theme 2 Output	Output indicators		
2. Effective institutional and financial arrangements adopted for safe, reliable, affordable and accessible road transport services and infrastructure		<ul style="list-style-type: none"> • Reports from ministries responsible for transport • Reports from city administrations • Periodic surveys • Household surveys • Geo-referenced satellite data • Sensitization workshop reports • SSATP annual reports 	<ul style="list-style-type: none"> • See Output 1 Risk/Assumptions
2.1 Guidelines are updated by SSATP to help countries improve road network financing strategies and road fund operations based on recent evaluations	2.1 Number of countries with effective regulatory institutions for rural and urban transport services		
2.2 SSATP good practices on RMF are overseen by road associations (ARMFA, ASANRA, AGEPAR...); RMF training transferred to road associations	2.2 Number of countries that have put in place institutional frameworks for the management of national and rural (access roads) infrastructure		
2.3 Performance of road agencies reviewed by SSATP and best practice guidelines published	2.3 Number of countries that have defined financing/funding mechanisms for maintenance and rural access development. The countries that have adopted a comprehensive transport strategy are expected to initiate a process to meet full maintenance funding requirements.		
	Impact Indicators		
2.4 Models disseminated on rural road management and financing in the context of decentralization, in targeted countries	2.4 Percent increase in number of people living less than 2 kilometers from all-weather roads		
2.5 Best practice examples on urban transport services (public and private) identified by SSATP based on experiences in selected cities, and disseminated	2.5 Percent reduction in transport cost		
2.6 Information on financing initiatives for road infrastructure gathered and disseminated by SSATP	2.6 Improvement in road conditions		
2.7 Partnerships are established with stakeholders and private sector to support the development of SMEs; e.g., CDEs, contractors associations, etc.	2.7 Number of towns and cities with efficient and effective public transport services and pedestrian infrastructure		

Narrative Summary	Verifiable Indicators	Means of Verification	Risks/Assumptions
Theme 3 Output		Output indicators	
3. Trade facilitation measures adopted and implemented in major regional transit corridors	3.1. Corridor management groups/committees established/strengthened for target corridors	<ul style="list-style-type: none"> • Observatory/corridor monitoring reports • REC-TCC/SSATP annual reports 	<ul style="list-style-type: none"> • See Output 1 Risk/Assumptions
3.1 Guidelines are updated by SSATP to help countries improve road network financing strategies and road fund operations based on recent evaluations	3.2. Establishment of effective observatories. DP-2 intends to see well-functioning monitoring systems in the three selected corridors and good practice disseminated to all priority transit corridors		
3.2 SSATP good practices on RMF are overseen by road associations (ARMFA, ASANRA, AGEPAR...); RMF training transferred to road associations	Impact Indicators		
3.3 RECs and corridor groups establish and operate observatories	3.3 Reduction in transport costs		
3.4 Regional trade facilitation instruments better implemented at national level	3.4 Reduction in truck and train turnaround times		
3.5 Private-sector road transport associations and NGOs to be involved in HIV/AIDS along corridors			
3.6 SSATP responds to private sector for improving freight movement along corridors (freight forwarding associations)			
3.7 Transport information libraries established in RECs and web sites link with SSATP web site			

Activities for Theme 1 Output 1	Input- Resources	Risks/Assumptions
<ul style="list-style-type: none"> • Assess implementation of PRTSR action plans and evaluate impact of PRTSR • Pilot pro-poor, pro-growth transport strategy in selected countries and disseminate outcomes • Develop guidelines for integrating SSATP knowledge on rural access • Piloting road safety policy development • Support road safety institutional reforms and dialogues (local and national workshops) and disseminate results • Assess the challenges and negative impacts of transport on climate change in selected countries and develop guidelines • Document and disseminate good practices related to climate-friendly transport • Pilot development of impact-monitoring system/methodologies workshops • Support monitoring and evaluation dialogue (national and regional workshops) and disseminate results • Facilitate implementation of data collection system at national level • Engage in national high-level policy dialogue • Support the strengthening of the coordination function based on cost-sharing principles • Provide SSATP publications to country libraries • Support linkages between SSATP and country transport web sites 	<p>US\$20 million provided over four years through trust funds and the World Bank budget</p>	<ul style="list-style-type: none"> • It will be possible to build consensus on common strategies • Countries and RECs increase resources for transport policy development and implementation • Good collaboration between donor operations and SSATP policy development initiatives at the country and regional levels • Governments provide strong support to SSATP coordination functions

Activities for Theme 2 Output	Input- Resources	Risks/Assumptions
<ul style="list-style-type: none"> ▪ Review existing financial mechanisms for rural and urban transport, including targeted countries (local and regional workshops) ▪ Update guidelines to help member countries improve road maintenance strategies and road fund operations, based on relevant evaluations and experiences ▪ Test the financial mechanisms, institutional and regulatory frameworks in targeted countries ▪ Document good practice results and disseminate for adoption by member countries ▪ Facilitate policy dialogue on road asset management ▪ Identify and test mechanisms enhancing performance of road agencies ▪ Carry out targeted advocacy to promote strategies ▪ Support road associations and universities through resource persons, short-term expertise, selected studies, strategic dialogue, and limited sponsorship ▪ Analyze and, if necessary, design appropriate institutional and regulatory frameworks for rural transport infrastructure ▪ Support local and regional workshops ▪ Clarify roles of different levels of government, public- and private-sector balance, maintenance of rural roads, roles of communities, financing sources and responsibilities, etc. ▪ Develop public transport and walkability/pedestrian strategies ▪ Analyze and, if necessary, design appropriate institutional and regulatory frameworks for urban road infrastructure ▪ Support local and national workshops ▪ Collate and disseminate information on appropriate road infrastructure financing mechanisms ▪ Carry out targeted advocacy to promote strategies ▪ Support SME and contractor training programs 	<p>See Inputs–Resources under Result 1</p> <p>In-kind contributions from road sector associations</p>	<p>See risks and assumptions under Result 1</p> <p>Regional associations have the capacity to take on some of the SSATP’s work</p>

Activities for Theme 3 Output	Input- Resources	Risks/Assumptions
<ul style="list-style-type: none"> Elaborate and test legal instruments for regional trade facilitation 	See Inputs–Resources under Result 1	See risks and assumptions under Result 1
<ul style="list-style-type: none"> Adopt and disseminate successfully tested legal instruments 	In-kind contributions from RECs and regional associations	National governments and RECs harmonize regulatory arrangements
<ul style="list-style-type: none"> Monitor and evaluate implementation of legal instruments 		
<ul style="list-style-type: none"> Provide technical assistance for establishment of corridor management groups on selected corridors 		Good inter-REC communication
<ul style="list-style-type: none"> Document and disseminate good practice examples 		
<ul style="list-style-type: none"> Carry out targeted advocacy to promote strategies 		
<ul style="list-style-type: none"> Support study on costs and benefits of running corridor observatories 		
<ul style="list-style-type: none"> Support observatory monitoring 		
<ul style="list-style-type: none"> Assist RECs in the dissemination and sensitization of options on cost reduction 		
<ul style="list-style-type: none"> Assist RECs to develop cost-reduction measures on selected corridors (based on studies by the World Bank and other partners) 		
<ul style="list-style-type: none"> Support and facilitate participation of SSATP national coordinators in regional transport forums 		
<ul style="list-style-type: none"> Support private sector and NGOs in applying for funding from global HIV/AIDS funding instruments 		
<ul style="list-style-type: none"> Collate and disseminate emerging good practices 		
<ul style="list-style-type: none"> Carry out targeted advocacy and involve private sector in regional discussions on trade facilitation 		
<ul style="list-style-type: none"> Provide SSATP publications to REC libraries 		
<ul style="list-style-type: none"> Support linkages between SSATP and REC transport libraries 		

ANNEX 2. COST ESTIMATE OF DP-2

ITEM NO.	DESCRIPTION OF ACTIVITIES AND ASSUMPTIONS	COST ESTIMATE IN US\$/YR
1	Comprehensive pro-poor and pro-growth transport sector strategies	545,000
1.1	Piloting, testing, and disseminating comprehensive pro-poor and pro-growth transport strategies in three targeted countries; adoption of strategies by targeted counties <ul style="list-style-type: none"> • Application and impact of PRTSR action plan documented; SSATP knowledge integrated in SGPRS • Process support to targeted countries: i) process design, support technical documents preparation, etc.; US\$240,000 per targeted country, and ii) country-level workshops: US\$80,000 per targeted country (total 3*240,000 + 3*80,000 = \$960,000 over four years—average \$240,000 per year • Roll out process to nontargeted countries: i) production of guidelines and training (US\$180,000), ii) regional workshop for dissemination and sensitization (combined with monitoring; one after completion of the piloting work and the next to review challenges during adoption and implementation at US\$80,000); (total 180,000 + 2*80,000 = 340,000) over four years—average \$85,000 per year. Further country-level dissemination work is included in items 4 and 6. 	465,000
1.2	Development of road safety policies in three targeted countries (US\$40,000 per country) and dissemination of good practices at two region-level workshops (US\$60,000 per workshop) <ul style="list-style-type: none"> • Support to targeted country: total 3*40,000 = \$120,000 over four years—average \$30,000 per year • Dissemination to member countries: total 2*60,000 = \$120,000 over four years—average \$30,000 per year 	
1.3	Good practice documentation, guidelines and promotion related to climate change \$160,000 over four years—average \$40,000/year	
1.4	Piloting, testing, and dissemination of impact-monitoring system; guidelines; regional workshop <ul style="list-style-type: none"> • Support to targeted countries: \$160 over four years—average \$40,000 per year • Rolling out: regional workshop cost combined with 1.1 and country-level cost is included in items 4 and 6 	
1.5	Good practice papers, policy dialogue, targeted interventions: transport strategies and cross-cutting issues and guidelines	80,000
2	Sustainable institutional and financial arrangements for infrastructure and rural and urban transport services	420,000
2.1	Development of rural transport services institutional, regulatory, and financing model, involving four targeted countries; testing/adoption of strategies and proposals in targeted countries <ul style="list-style-type: none"> • Support to targeted countries: total for piloting work \$160,000 over four-year period—average \$40,000 per year • Roll out to member countries: regional-level dissemination workshop \$80,000 over four years—average \$20,000 per year. Further country-level dissemination work is included in items 4 and 6. 	60,000
2.2	Development and review of rural access management and financing strategies, involving four targeted countries; testing/adoption of strategies/proposal in pilot countries <ul style="list-style-type: none"> • Support to targeted countries: total for piloting works \$120,000 over four years—average \$30,000 per year • Roll out to member countries: regional-level dissemination workshop \$80,000 over four years—average \$20,000 per year. Further country-level dissemination work is included in items 4 and 6. 	50,000
2.3	Identification of best-practice public transport and walkability/pedestrian strategies in four targeted countries; testing/adoption of strategies/proposal in targeted countries <ul style="list-style-type: none"> • Support to targeted countries: total for piloting works \$120,000 over four years—average \$30,000 per year • Roll out to member countries: regional-level dissemination workshop \$80,000 over four years—average \$20,000 per year. Further country-level dissemination work is included in items 4 and 6. 	50,000
2.4	Sustainable road management and financing impact assessment and good-practice generation in four targeted countries <ul style="list-style-type: none"> • Support to targeted countries: total for piloting works \$160,000 over four years—average \$40,000 per year • Roll out to member countries: two regional-level dissemination workshops \$160,000 over four years—average \$40,000 per year. Further country-level dissemination work is included in items 4 and 6. 	80,000
2.5	Good practice documentation + impact reviews + support to thematic dialogue through regional associations + targeted interventions (all components)	180,000
3.	Improving transit transport	540,000
3.1	Support for thematic dialogue + rollout outcomes of piloting works through RECs and REC-TCC + targeted intervention on nonfocus corridors and good-practices documentation transport information	150,000
3.2	Support RECs for corridor management group establishment; legal framework, baseline survey, sensitization workshops in three targeted corridors (legal \$50,000 + baseline survey \$80,000 + two workshops 2*\$55,000)*3 = \$720 over four years—average \$180 per year)	180,000
3.3	Observatory/monitoring in three targeted corridors: (survey \$60,000 + validation and dissemination \$100,000)*3 = \$480 over four years—average \$120,000 per year	120,000
3.4	Assessment of operational cost of observatories	30,000
3.5	Develop cost-reduction measures	60,000
4.	Support to countries: High-level policy dialogue and strengthening national coordination functions (10 countries per year at a rate of US\$30,000)	300,000
5	Annual meeting	400,000
6	Dissemination of piloting works outcomes, good practices, countries, and REC's libraries and publications (translation, etc.)	400,000
7	Strategic review/Midterm review and program-end evaluation	75,000
8	PMT operational support cost (excluding World Bank part-time thematic leaders and seconded staff)	1,300,000
9	PMT overhead costs	600,000
10	Administrative fees and price escalation (10%)	500,000
	TOTAL	5,080,000

ANNEX 3. DP-2'S RESPONSE TO THE OPR

Summary of DP-2's Response to the OPR	
Some of the key recommendations of the OPR	DP-2 response
<ul style="list-style-type: none"> • Develop effective mechanisms to advise policy makers on the means to implement a pro-poor transport approach. 	<ul style="list-style-type: none"> • Guidelines based on experience to be developed by SSATP. At AU/NEPAD level, follow up to achieve buy-in of SSATP policy products.
<ul style="list-style-type: none"> • Develop a process whereby the support presently provided by the program to countries is decentralized to recognized institutions. 	<ul style="list-style-type: none"> • SSATP will strengthen the regional associations and work in collaboration with regional institutions and universities.
<ul style="list-style-type: none"> • Provide high-level representation on the country coordination units, which can influence at the policy level and cover the totality of the work of the SSATP. 	<ul style="list-style-type: none"> • Enhanced dialogue between the PMT and the responsible government ministries, including national workshops to showcase the SSATP work.
<ul style="list-style-type: none"> • Reinforce support to the subregional associations. 	<ul style="list-style-type: none"> • Identify with the subregional institutions the measures required for them to take on responsibility for SSATP activities.
<ul style="list-style-type: none"> • Regional coordinators need to be provided with administrative support and have direct access to a clearly defined budget and their roles and responsibilities fully understood by all SSATP staff. 	<ul style="list-style-type: none"> • Budget allocated directly to regional coordinators, with reporting lines clarified.
<ul style="list-style-type: none"> • Increase funding allocation to rural transport and urban mobility and develop and support the implementation of approaches to rural road maintenance. 	<ul style="list-style-type: none"> • Emphasis on financial and institutional arrangements for rural roads; rural transport seen as a key element in pro-poor strategies.
<ul style="list-style-type: none"> • Develop guidelines for RECs on corridor management and carry out impact studies on the cost-reduction benefits of improved corridor management. 	<ul style="list-style-type: none"> • Work to be focused on three corridors to increase value added and produce guidelines; DP-2 will review good practices in corridor management and strategies for transport costs reduction.
<ul style="list-style-type: none"> • Support fuller understanding at country level of REC's corridor work. 	<ul style="list-style-type: none"> • PMT to act as facilitator between SSATP coordination and RECs.
<ul style="list-style-type: none"> • Procurement guidelines need to be disseminated and used. 	<ul style="list-style-type: none"> • Guidelines dissemination in progress; DP-2 will test procurement of services through recipient-executed funds.
<ul style="list-style-type: none"> • Make donors aware of what the SSATP can offer at the country level and ensure that their country offices are informed of the SSATP capabilities. 	<ul style="list-style-type: none"> • PMT will work through the Constituent Assembly to encourage donors to promote the SSATP.
<ul style="list-style-type: none"> • There needs to be a closer relationship between the SSATP work in a country and the work of the World Bank. This is particularly pertinent in relation to the PRTSR. 	<ul style="list-style-type: none"> • Country and regional work plans to be discussed with respective, appropriate Bank staff.
<ul style="list-style-type: none"> • Strengthen and empower national coordination. 	<ul style="list-style-type: none"> • Provide coordinators with evidence-based proposals for the SSATP approach; PMT to promote greater commitment to the Bamako Declaration.
<ul style="list-style-type: none"> • Involve local donors in the SSATP process. 	<ul style="list-style-type: none"> • PMT to encourage involvement of coordinators in donor country meetings with government officials on transport issues.
<ul style="list-style-type: none"> • Allocate full-time thematic leaders. 	<ul style="list-style-type: none"> • DP-2 will ensure full-time leadership of themes and activities
<ul style="list-style-type: none"> • Clarify issues related to location of SSATP secretariat. 	<ul style="list-style-type: none"> • DP-2 will establish a hub in Africa and, by midterm, a strategic review will be undertaken to determine location of secretariat.
<ul style="list-style-type: none"> • Organize differently structured, high-level annual meetings. 	<ul style="list-style-type: none"> • DP-2 will have a small annual meeting to decide on strategic issues.
<ul style="list-style-type: none"> • Pilot approach focusing on selected countries. 	<ul style="list-style-type: none"> • DP-2 knowledge-creation activities are based on piloting.
<ul style="list-style-type: none"> • SSATP should be storehouse of knowledge good practices. 	<ul style="list-style-type: none"> • DP-2 will create good-practice documents and guidelines, and disseminate knowledge.
<ul style="list-style-type: none"> • Strengthen country and REC ownership. 	<ul style="list-style-type: none"> • Empowering and strengthening countries, RECs, and associations