

Sub-Saharan Africa Transport Policy Program



SSATP POVERTY REDUCTION – TRANSPORT STRATEGY REVIEW PROCESS

Progress Report

Africa Region
World Bank

November 2005



*SSATP Poverty Reduction-Transport
Strategy Review Process (PRTSR)*

PROGRESS REPORT

by Lead Consultant
and
Participating Countries

November 2005

CONTENTS

Preface	2
1 Overview of country progress	3
1.1 The PRTSR process	3
1.2 Progress to November 2005	4
1.3 Support to the PRTSR process	4
1.4 Preliminary findings	5
1.5 Future steps	7
Reports by countries that have completed their PRTSR reviews:	
2 Cameroon	9
3 Côte d'Ivoire	15
4 Lesotho	21
5 Malawi	27
6 Mali	33
7 Senegal	39
8 Tanzania	45
9 Zimbabwe	51
Reports by countries that are implementing their PRTSR reviews:	
10 DR Congo	57
11 Ethiopia	61
12 Gambia	63
13 Ghana	65
14 Swaziland	67
15 Uganda	71
16 Zambia	73
<u>Annexes</u>	
1 National PRTSR contacts	75
2 PRTSR support team contacts	76

PREFACE

This report presents an overview of the progress made by November 2005 in implementing Poverty Reduction-Transport Strategy Reviews (PRTSR) in SSATP member countries.

The first chapter, written by the PRTSR Lead Coordinating Consultant, briefly summarizes the objectives and elements of the PRTSR process, the support being provided by SSATP to participating countries, and emerging lessons and findings.

Subsequent chapters contain brief progress reports submitted by participating countries. These reports summarize the experiences of implementing the PRTSR process, and – for countries that have completed their reviews – the resulting recommendations and follow-up actions. Most but not all PRTSR countries submitted progress reports.

1. OVERVIEW OF COUNTRY PROGRESS AND EMERGING RESULTS

1.1. The PRTSR process

The strategic objective of the Sub-Saharan Africa Transport Program (SSATP) for the period 2004-2007 is to anchor national transport strategies firmly in national goals and strategies for poverty reduction. To achieve this objective, a participatory process that enables country stakeholders to review and adapt their poverty reduction and transport strategies is being progressively implemented in SSATP member countries.

The Poverty Reduction-Transport Strategy Review (PRTSR) process addresses two fundamental questions:

- Does the national poverty reduction strategy provide a sufficiently clear framework to orient transport sector strategies? If not, what changes are required?
- Does the strategy for the transport sector take fully into account the goals and priorities of the poverty reduction strategy? If not, what changes are required?

The conclusions of a PRTSR review may lead to adaptations to the poverty reduction strategy or to the transport strategy, or both. The adaptations concern the content of national strategies, as well as the processes of decision-making.

The review process is based on two essential principles:

- Ownership of the process and its results by national stakeholders;
- Participation of a representative group of leading people who have excellent knowledge of the issues and who can influence changes in national strategies.

The process involves a structured series of steps, including:

- Official approval and establishment of a Steering Group to manage the process, composed of leading people involved in transport and poverty reduction strategies (public, private and civil society);
- Engagement of a local facilitator and collection of relevant documentation on the strategies to be analysed;
- Creation, on the basis of a rigorous stakeholder analysis, of a Stakeholder Group, composed of influential people from the public sector, private sector and civil society, representing priority sectors and issues concerning transport and poverty reduction;
- Organisation of 3 participatory workshops during which the stakeholders analyse:
 1. The poverty reduction strategy and how it addresses transport;
 2. The transport strategy and its coherence with the poverty reduction strategy;
 3. The processes and actors involved in the formulation of these strategies;
- Agreement by the stakeholder group on the conclusions and recommendations;
- Design and implementation of a plan of action to put the recommendations into effect.

1.2. Progress to November 2005

10 countries have completed their review of national strategies

By November 2005, 10 countries have completed their review and identified the actions needed to better connect transport strategies with poverty reduction.

- Three countries – **Tanzania, Guinea and Rwanda** – completed the review of their national strategies during the pilot phase in 2003, when the PRTSR method was still being tested and developed.
- In 2004 and 2005, seven more countries have completed the review of their transport and poverty reduction strategies, using the method outlined in the PRTSR Guidelines: **Cameroon, Côte d’Ivoire, Lesotho, Malawi, Mali, Senegal and Zimbabwe.**

Malawi, which completed its review in December 2004, is currently implementing its action plan, and has already made changes to its transport policy and PRSP. The other countries, which completed their reviews during 2005, are currently finalising reports and action plans.

All these countries have produced high quality – and very interesting – reports of the process and conclusions of their reviews; these reports will soon be available on the revamped SSATP web site. What has been the hallmark of the progress in these countries?: strong official support; excellent leadership by broad-based Steering Groups, adherence to participatory principles, and active engagement of a broad range of stakeholders throughout the review process.

11 more countries are involved in the PRTSR process

11 countries are currently implementing the review process or undertaking preparatory steps. The **Democratic Republic of Congo** (RDCongo) has undertaken a review of its draft PRSP and transport strategy, and will complete its review – of policy-making processes – by the end of 2005. **Swaziland** has made strong and rapid progress, and also hopes to complete its review process by end 2005, once the support services are in place. **Kenya**, which organized its first workshop in 2004 but then encountered contracting difficulties, hopes to re-establish its Stakeholder Group and complete its review process. Eight other countries – **Burundi, Cap Verde, Ethiopia, Gambia, Ghana, Niger, Uganda and Zambia** - have obtained official approval and established Steering Groups, and are undertaking the preparatory steps.

Other countries have taken some preliminary steps

Initial steps to raise awareness and gain official support have been taken in Angola, Gabon, Mozambique and Nigeria. The involvement of the Lusophone countries was given a boost in June 2005 by the provision of information and support in Portuguese.

1.3. Support to the PRTSR process

A major investment in the process is made by the countries themselves, with significant contributions of time by members of the Steering Groups throughout the process and by the Stakeholders during the workshops. To support the process, SSATP provides:

Financial support: A small budget is available to each country for the preparation of the review process, the engagement of a facilitator and the organization and reporting of the meetings and workshops. Funding for the PRTSR process currently comes from: European Commission, World Bank, Sida, NORAD, DANIDA, Development Cooperation Ireland and Islamic Development Bank.

Documents: the “PRTSR Guidelines”, targeted at Steering and Stakeholder Group members, are now available in English, French and Portuguese. This has been complemented by a “Country Facilitators’ Toolkit” – also available in 3 languages – containing model workshop programs and guidance on the planning and facilitation of participatory workshops. Guidance notes on how to procure facilitation and support services, including draft ToR, have also been produced and disseminated.

Technical support: Advice on the PRTSR process and methodology is provided by a team of 6 consultants. Guidance to country Steering Groups and facilitators is provided by 5 regional support consultants (RSC) – two each for Francophone and Anglophone countries, one for Lusophone countries. A lead coordinating consultant (LCC) oversees the process. Advice to country Steering Groups on how to procure support services is provided by SSATP PMT, which also steers the contracting of facilitators and logistical support.

Training: Three training workshops have been organised for Steering Group members and facilitators in Nairobi (in May 2004 and July 2005) and in Yaoundé (in May 2004). In some cases individual training workshops have been organized (for Mali in 2004, for Cap Verde in October 2005). Further training for new countries entering the process is planned.

1.4. Preliminary findings

The PRTSR process

The PRTSR approach is providing a very effective set of principles and methodology for involving stakeholders and undertaking the reviews of national strategies. Countries that have completed the workshops appreciate the rigour of the systematic steps and analytical frameworks. However, the method is innovative and challenging, and requires an open approach to cross-sector dialogue and stakeholder participation, very good explanation of the process and

method to stakeholders and engagement of facilitators with strong experience of participatory workshops.

The good examples of PRTSR implementation are characterized by: high-level support for the review of national transport and poverty reduction strategies; a small but strong Steering Group with dynamic leadership and strategic vision; establishment of a broad-based Stakeholder Group with influential and knowledgeable people; understanding and acceptance of cross-sector involvement and participatory principles; engagement of a very good facilitator; and open-ness to guidance and advice by the technical support team.

Establishing a sound basis for the review process to proceed has been difficult in some countries, in spite of the training and guidance provided. Reasons appear to include: insufficient top-level commitment; a Steering Group that is too large or inappropriately-composed to function well; resistance to the involvement of non-transport actors and to full cross-sector participation; and a lack of start-up resources. High-level commitment by the national authorities responsible for transport and poverty reduction strategies is an essential factor in solving the other difficulties.

Understanding the importance of well-constituted and balanced Steering Groups, and of their functioning as cross-sector groups not as the property of a lead Ministry, has been difficult – and remains difficult - in some countries. Recognition by public sector transport professionals of the legitimate contributions and roles of other sectoral and civil society players is necessary for the success of the PRTSR process.

A major difficulty faced by all countries, and by the SSATP Program Management Team (PMT), is managing the process for selecting and procuring local facilitators and support services. Changes in World Bank procurement rules were an early problem, resolved in mid 2005 by an agreement on simplified procedures. However, the time between selecting a local consultant and the signing of their contract is often much longer than anticipated, which has created difficulties for the timely planning of tasks and workshops. Sometimes the failure to follow the agreed selection procedures and provide the required information has also created delays and additional work, for countries and support team alike. Moreover, in several cases contractors have had to support the full cost of the workshops before payments are made, and stakeholders have participated in workshops without costs being immediately covered. There is a need for greater realism concerning the time needed and better communication between countries and SSATP PMT on the rules and procedures to follow.

PRTSR results

The results emerging from the PRTSR reviews include:

- A much better understanding of national policies and strategies by leading figures involved in their formulation and implementation;

- Building of informal links and networks between leading actors from different sectors;
- Proposals for adaptations to national strategies, both poverty reduction and transport, to establish more robust and coherent frameworks for anchoring transport strategies in poverty reduction;
- Identification of the mechanisms needed for cross-sector dialogue – intra-institutional and inter-institutional – on transport and poverty reduction.

National reports of the workshops and of the conclusions and recommendations are being produced by countries, and will be made available on the SSATP web site.

A first analysis of the emerging results will be undertaken by PRTSR countries during preparatory meetings in Bamako, and presented in a plenary session at the 2005 Annual Meeting.

1.5. Future steps

Follow-up and involvement of new countries: The review process does not end with the publication of the final report and agreement on the action plan, but continues with follow-up of the implementation of the recommendations and actions. By the end of 2007, all SSATP member countries should have undertaken a PRTSR process, and be implementing the recommendations.

Donor support: At their meeting in Brussels in June 2005, EU donors agreed that they would engage fully with the implementation of action plans on a country-by-country basis, ensuring that their assistance strategies take full account of PRTSR review outcomes. No information is currently available on the follow-up actions by donors.

Exchanging experiences: Many countries have expressed an interest in sharing experiences, and learning from each other. Already, good practices are being shared with participating countries (e.g. Swaziland's Steering Group, the stakeholder analyses conducted by Kenya, Mali and Senegal; and the final reports by Côte d'Ivoire and Malawi). Much more can be done in the future.

Dissemination to a wider audience: Some dissemination of information about PRTSR has already taken place, for example to the OECD DAC InfraPoor group. Further steps to promote PRTSR and its results will be taken.

2. CAMEROON

2.1. Launch of the PRTSR process in Cameroon

The Poverty Reduction-Transport Strategy Review process started on November 18 2004 following the signature by the Minister of Transport of Decision N° 01129/D/MINT/SG/DEPP of November 18 2004 designating the members of the PRTSR Steering Group.

2.2. Principaux documents analysés

- 1) PRSP
- 2) Elaboration of the Transport Sector Strategy: Diagnostic
- 3) Elaboration of the Transport Sector Strategy: Report
- 4) Transport Sector Programme (1990)
- 5) Rural Roads Transport Programme Document, PRODOC, Ministry of Transport, Studies Division: Final Report, July 2002.

2.3. The Steering Committee

The composition of the Steering Committee is as follows :

- One representative of the Ministry of Transport ;
- One representative of the Ministry of Economy and Finance;
- One representative of the Ministry of Public Works;
- One civil society representative;
- One private sector representative.

The Steering Committee has met 18 times since the launch of the process. The meetings have focused on the understanding of the process and Guidelines, the stakeholder analysis, the preparation and assessment of the workshops, the validation of the workshop reports, and the formulation of an action plan. The way in which the Steering Committee has worked is simple: it has a Chair and a Rapporteur. It benefits from support from the facilitator. All decisions are taken by consensus.

2.4. The Stakeholder Group

The PRTSR analysis in Cameroon brought together 18 stakeholders from the public (6) and private (6) sectors and civil society (7). In addition, other resource persons were invited: the Mayor of Mbalmayo, the Manager of the one-stop-shop for export trade in Douala, SSATP's

policy advisor in Yaoundé, the World Bank representative in Yaoundé responsible for poverty issues, an official of the Ministry of Transport.

The main weakness in terms of participation was the absence during all workshops of one member of the Steering Committee (Ministry of Public Works) and the absence of another during the first workshop.

2.5. Methodology

The facilitation and logistics were undertaken by the « Institut Supérieur de Management Public » (ISMP). The team provided by ISMP was composed of a female facilitator, a logistics expert and a secretary.

The analysis was undertaken during three workshops: workshop 1 (29-30 September 2005) ; workshop 2 (3-4 October 2005) and workshop 3 (6-8 and 18 October 2005).

Strengths of the methodology: the process is detailed and well sequenced. Among other things, the revision of the stakeholder analysis with the support of the Regional Support Consultant enabled the creation of a balanced Stakeholder Group composed of high-level people from the targeted organizations. The Stakeholder Group, through its enthusiasm and engagement with the problematic addressed, greatly facilitated the analytical work undertaken in the workshops.

Difficulties encountered: Three principal difficulties were encountered:

- The successive modifications of the membership of the Steering Committee slowed down the work;
- Workshop 2, foreseen for 2 days needed 3 days; similarly, workshop 3, foreseen for 3 days finally lasted 4 days. The time constraints relative to the scale of the work should be taken into consideration.
- In the absence of the transport sector strategy, the analysis was carried out on three complementary documents. This meant some long days of work, sometimes ending after 9pm.

Solution adopted: The residential workshops helped ensure the availability of the participants, as they were far from their professional demands and could invest more than their normal hours of work.

2.6. The main findings

2.6.1 Main findings concerning the treatment of transport in the poverty reduction strategy

How are transport issues currently treated?

1. Transport sector objectives are not mentioned in the PRSP.
2. Lack of a system to ensure the security of passengers and goods.

3. Absence in the PRSP of concerns about the development of communication routes linking rural areas to health facilities.
4. Absence of encouragement of the development of comfortable, low-cost means of transport in rural areas.
5. Absence in the PRSP of the promotion of the acquisition of intermediate means of transport.
6. Absence of attention to the strengthening of road safety measures.
7. The PRSP does not foresee the encouragement of public-private-civil society partnerships for the development of transport infrastructure.
8. Improvement of traffic conditions.

2.6.2 Main findings concerning the integration of poverty reduction issues in transport strategies

What is the current contribution of the transport strategy to poverty reduction?

- Maritime transport issues are well developed.
- There is no incoherence between the objectives of the PRSP and those of the transport strategy¹.
- The concerns of priority economic sectors are taken into account in the transport strategy.
- The transport strategy responds to the objectives and needs of priority social sectors to the extent that it facilitates multiple choices of affordable access and mobility.
- There is coherence between the PRSP and transport strategy challenges in terms of: rehabilitation of transport infrastructure, opening up of access by poorly-served areas, liberalisation of the transport sector.
- The priority actions which can help to reduce poverty, which are not taken into account in the transport strategy are: the promotion and regulation of urban transport; public transport; motorbike-taxis; specific regulations in terms of transport for disadvantaged groups.
- The priority needs of social groups which are not taken into account include: the quality of transport (infrastructure, services); transport services tailored to the needs of priority groups; the involvement of sector actors (traders, transporters).

2.6.3 Main findings concerning decision-making processes to anchor transport strategy in poverty reduction strategy

To what extent do stakeholders participate in the formulation and implementation of strategies?

- Key economic sectors, social sectors and disadvantaged groups do not participate in the formulation and implementation of transport policy and strategy.

¹ It should be noted that the transport section in the PRSP was formulated on the basis of the transport sector program document (1990).

- There is strong representation by the public sector in the transport component and some actors dealing with cross-cutting issues. Only the public sector is consulted during decision-making.

For the PRSP, all stakeholders are involved in the technical monitoring committee and in the evaluation of PRSP activities. The population is consulted (by interviews and documentation), but not in a systematic way on transport issues.

2.7. Recommendations and Actions

2.7.1 Main recommendations to anchor transport strategy in poverty reduction strategy

- ***TRANSPORT IN THE POVERTY REDUCTION STRATEGY***

1. Introduce the following objective to the transport sector in the PRSP: Assure accessibility and mobility of people and goods.
2. Establish and improve road signs and strengthen accident prevention and road safety.
3. Establish a school transport system (bus) to facilitate access to schools and health facilities in rural areas: mobility of children, students, teachers and other civil servants.
4. Develop and promote rapid intervention teams to respond to accidents.
5. Resolve the problem of high transport costs.
6. Open up routes for transport (verges-fields).
7. Promote the creation of employment through infrastructure and transport services.
8. Extend the national rail network and increase rail transport capacity.
9. Improve the legislative and regulatory framework of transport.
10. Train drivers in first aid (develop the emergency services).
11. Establish a systematic monitoring of the health of drivers (mental and physical state, drug abuse, etc) including alcohol testing.

- ***TRANSPORT POLICY/STRATEGY AND POVERTY REDUCTION***

1. Formulate a transport sector strategy that takes into account all sub-sectors.
2. Integrate the transport sector in the MDGs.
3. Reduce road taxes.
4. Ensure the professionalization of SMEs in the transport sector, promote training and re-training of SME transport operators.
5. Reinforce accident prevention and road safety.
6. Undertake an origin-destination survey to improve transport planning.
7. Promote IMTs adapted to ecological zones.
8. Regulate motorbike-taxi transport in urban and rural areas.
9. Install fire stations along the main routes.
10. Improve the transport data-base, create a national transport observatory.
11. Support and extend the transnational concertation framework on transport facilitation at sub-regional level.

12. Promote safe means of transport for the transport of dangerous materials.
13. Develop a transport system adapted to the disposal of highly toxic mining products.
14. Rehabilitate all the national meteorological stations.

- ***DECISION-MAKING PROCESSES***

1. Make the PRTSR Stakeholder Group operational and involve them at all steps of formulation and decision-taking on the poverty reduction strategy, adding all the development partners and other transport sector actors.
2. Involve the full range of stakeholders in the revision and implementation of the transport sector strategy.
3. Define a concertation framework between the Ministry of Transport and the other partner authorities.

2.7.2 Actions to implement the recommendations

The following table indicates the main objectives and the current state of their implementation.

Objectives	Imple- mented	In process	To be initiated
1. Improve the transport component of the PRSP			*
2. Formulate a transport sector strategy			*
3. Rehabilitate transport infrastructures and platforms			*
4. Construct transport infrastructure	*	*	*
5. Maintain the good condition of transport equipment and infrastructure		*	*
6. Develop appropriate transport means and services in rural areas		*	*
7. Reinforce transport sector capacities		*	*
8. Improve good governance in the transport sector			*

3. CÔTE D'IVOIRE

3.1. Launch of the PRTSR process in Côte d'Ivoire

The implementation of the PRTSR process in Côte d'Ivoire started with the participation of a country delegation to a regional training workshop on the process, organized by SSATP in Yaoundé, Cameroon on May 17-19 2004. Following this, an inter-ministerial Decision n° 0244 - to create a Steering Committee for the analysis of national transport and poverty reduction policies and strategies - was signed on August 11 2004 by three Ministries, the Ministry of Transport which took the lead, the Ministry of Economic Infrastructure and the Ministry of Planning and Development. On this basis, a second Decision N° 0252 MEMT/CAB - entitled the Ministerial Decision to nominate Members of the Steering Committee for the analysis of national transport and poverty reduction policies and strategies – was signed by the Ministry of Transport following propositions by the three Ministries.

The Steering Committee was duly constituted and the PRTSR process officially launched by the Minister of Transport on August 23 2004.

3.2. Main documents analyzed

The main documents analyzed are:

1. The Poverty Reduction Strategy (PRS), September 2002 version ;
2. Opportunities for Poverty Reduction and Growth (August 2000);
3. Statement of general policy for the transport sector (1998);
4. Order N° 2000-67 of 9 February 2000 establishing the fundamental principles of the road transport system;
5. Compendium of key texts concerning the institutional reform of the road maintenance sector (2001);
6. Budgetary allocations for transport and infrastructure (1999 to 2004).

3.3. The Steering Committee (SC)

The Steering Committee of Côte d'Ivoire comprises five representatives:

- 1 from the Ministry of Transport, acting as Chair;
- 1 from the Ministry of Economic Infrastructure, acting as General Secretary;
- 1 from the Ministry of Planning and Development (the Coordinator of the Poverty Reduction Unit);
- 1 from civil society;
- 1 from the private sector.

The Steering Committee has, according to demands, a weekly working meeting aimed at coordinating and steering the PRTSR activities. To date, around 15 weekly working meetings have been held, in addition to the workshops. Two of the meetings were extended to include all the stakeholders:

- ✓ The first enlarged meeting established contacts with the Stakeholder Group, under the presidency of the Minister of Transport;
- ✓ The second was a meeting to validate the final report of the PRTSR analysis under the presidency of the Chair of the Steering Committee.

3.4. The Stakeholder Group (SKG)

The Stakeholder Group (SKG) comprises 23 people, of whom 10 come from the public sector, 7 from civil society and 6 from the private sector. In terms of gender balance, there is a weak representation of women in the SKG: only 6 women out of 23 actors were identified, one of whom is a member of the Steering Committee.

All the stakeholders identified as members of the SKG participated in the various workshops.

3.5. The workshops and the methodology

Three workshops were organized, as follows :

- **Workshop N°1:** Analysis of the poverty reduction strategy. Dates: 11-12 May 2005; Place: Hôtel IBIS Abidjan – Plateau.
- **Workshop N°2:** Analysis of national transport policies and strategies. Dates: 18-20 May 2005; Place: Economic and Social Council Abidjan (Plateau).
- **Workshop N°3:** Analysis of the decision-making process for formulating policies and strategies, and elaboration of an action plan to orient the revision of transport and poverty reduction policies and strategies. Dates: 26-27 May 2005; Place: Economic and Social Council Abidjan (Plateau).

The working methodology was based on use of visualization techniques, which allowed participants to focus the maximum of attention on the results to achieve and which also facilitated and accelerated the reporting of the work of the workshops.

The methodological approach for the conduct of workshops requires excellent facilitation and, in particular, a good knowledge of the Guidelines by the facilitator and all the Stakeholders.

3.6. Main difficulties encountered, and solutions found

The main difficulties encountered in implementing the process concerned:

1. Women's representation in the Stakeholder Group. All the organizations identified when establishing the SKG proposed men to represent them. To compensate, the Steering Committee directly invited some women to represent certain of the identified organizations.
2. Understanding of the Guidelines. Not all the Stakeholders had the same level of understanding of the Guidelines, in spite of the explanations given by the Steering Committee. The support given by the regional support consultant and Siélé Silué of the World Bank during the first two workshops helped to overcome the main difficulties encountered.
3. The members of the SKG came from diverse backgrounds, a majority of them were not sufficiently informed about the different strategies and policies being analyzed. To overcome this difficulty, the Steering Committee called on, at each workshop, experts to briefly present, on the one hand, the Poverty Reduction Strategy and, on the other hand, the transport policy. The interventions of these experts were made on a voluntary basis, as they had not initially been foreseen in the planning.

3.7. Main findings of the PRTSR analysis in Côte d'Ivoire

Many conclusions related globally to an insufficient anchoring of transport strategies in the Poverty Reduction Strategy were identified by the analysis of the different documents by the Stakeholders during the workshops (see Final Report of the PRTSR Process in Côte d'Ivoire, available in French). For this short report, we have identified just some of the main conclusions.

3.7.1. Main findings concerning transport in the poverty reduction strategy

- *Transport services and infrastructure*
 1. The links between poverty reduction and the development of transport services and infrastructure are insufficiently highlighted
 2. Issues of transport services are insufficiently developed, compared to issues of infrastructure
- *Transport costs and their sectoral consequences*
 3. The PRS does not address sufficiently the question of transport costs and their sectoral implications
- *A vision of transport in terms of people's needs*
 4. The mobility needs of certain population groups are not reflected in the transport policy as presented in the PRS
- *Transport and education*
 5. The link between transport and education does not clearly appear.
- *Gender in the transport sector*

6. The implications of transport in terms of the reproductive and productive activities of women are not sufficiently addressed in the PRS.

3.7.2 Main conclusions drawn from the analysis of the integration of poverty reduction in the transport strategy

- *Road safety*
 1. Road safety is not treated as a key objective in transport policy.
- *Road infrastructure management*
 3. The problem of surveillance of transport infrastructure is not treated in the transport strategy.
- *Priority population groups*
 4. The transport strategy does not foresee specific actions to improve the mobility of target groups such as women, children, disabled people, people with HIV/AIDS, elderly people, etc
- *Rural transport*
 5. The problems of rural transport services and infrastructure are insufficiently taken into account in the PRS and in the transport strategy
- *Priority social sectors*
 6. The various transport policy documents do not make a sufficient diagnosis of the transport needs of priority social sectors in order to identify weaknesses before proposing corrective actions.
- *Priority economic sectors*
 7. The objectives of transport policy are general and there are no specific objectives concerning the priority economic sectors
 8. The various transport policy documents do not make a sufficient diagnosis of the transport needs of priority economic sectors such as agriculture, mining and energy, in order to identify weaknesses before proposing corrective actions.
- *Lake and river transport*
 9. Transport policy does not propose any development strategy for lake and river transport.

3.7.3 Main conclusions drawn from the analysis of policy-making processes

Concerning the mode of formulation of transport policies and strategies:

The sectors whose interests are well represented in the debates during the formulation of transport strategies are:

- a) Economic sectors: Infrastructure, Transport, Economy and Finance;
- b) Social sectors: HIV/AIDS
- c) Target groups: People living with HIV/AIDS, sex professionals, migrants, security forces, etc. (It should be noted that these target groups were involved in the elaboration of an action plan on HIV/AIDS in the transport sector).

Sectors less well represented - including public, private and civil society - are:

- a) Economic sectors: Agriculture, water, forestry, mining, energy, hydrocarbons, environment, housing;
- b) Social sectors: Education, health, living environment, justice, social security;
- c) All priority target groups.

Organizations that could better represent the sectors and groups less well represented in the formulation of transport strategy are: line Ministries; professional associations; civil society; sectors and social groups not taken into account.

Existing mechanisms to elaborate transport strategies in the PRS:

- Existence of a PRS focal point at the level of technical Ministries: Transport and Infrastructure;
- Existence of representatives of the Ministries of Transport and Infrastructure in the PRS Steering Committee;
- Existence of the PRS consultative group.

Concerning the mode of formulation of poverty reduction strategies

Treatment of transport issues in the PRS development process:

- Transport issues are treated in a sectoral manner ;
- The main actors have been associated in a participatory way during the consultation and formulation.

Representation of transport actors in the PRS development process:

- The main technical Ministries (Infrastructure and Transport) and all identified actors in the public, private and civil society sectors.

Possible improvements in the PRS development process:

- Treat transport issues in a transversal manner, so that each sector of activity can express its needs and propose actions.

3.8. Recommendations and Actions

Principal recommendations for the revision of the PRS:

1. Take into account the transversal dimension of transport: Put into place an intersectoral steering committee to elaborate, implement and monitor-evaluate transport policies and strategies; Create a national SSATP coordination to support the various transport policy and strategy formulation initiatives and to integrate these in the PRS; Allow all stakeholders to express their transport needs in the framework of the revision of the PRS.
2. Adapt the PRS objectives to take into account the MDGs;
3. Treat separately the issues of transport infrastructure and services;
4. Integrate the revised transport policy in the PRS;
5. Take into account the recommendations of the PRTSR analysis, and revise the transport component of the PRS.

Recommendations concerning the improvements to make to transport policy and strategies

Elaborate a coherent and complete transport policy document, which takes into account:

- The concept of transport as a fundamental human right to ensure the mobility of everyone, women and men;
- Promotion of transport as a means of social and regional integration;
- Definition of a national rural transport strategy;
- Urban and inter-urban transport throughout the country;
- All modes of transport (road, lake-river, air, rail) across the country and their interconnection;
- The orientation of transport policy to the well-being of the target groups;
- Transversal issues, such as good governance, gender equity, environment, etc.

Activities to be implemented:

- Establish an intersectoral steering committee to elaborate, implement and monitor-evaluate transport policies and strategies
- Create a national SSATP coordination to support the various transport policy and strategy formulation initiatives and to integrate these in the PRS
- Involve all the stakeholders (priority economic sectors, priority social sectors, priority target groups, etc) from the public and private sectors and civil society to express their transport needs.
- Undertake an analysis of all priority economic and sectors
- Take into account the recommendations of the PRTSR workshops.

4. LESOTHO

4.1. Focus and launch of the PRTSR process in Lesotho

The Ministry of Public Works and Transport (MOPWT) and Ministry of Finance and Development Planning (MOFDP) is responsible for formulation of Transport Policy and Poverty Reduction Strategy (PRS) respectively. The latter has been completed and approved by Government while the transport policy is still a draft. The PRSTSR review process was launched in September 2004 following the PRSTSR training in Kenya. The trained officials from the Ministry of Finance and Transport requested an approval for the review process. Following consultations within these ministries, the Principal Secretary of the Ministry of Public Works formerly approved the review process and established the multi-sectoral steering group to steer the process.

The Steering Group prepared the list of documents to be reviewed. The main ones were Draft Integrated Transport Policy (2005), Poverty Reduction Strategy (2004/2005 – 2006/2007), National Vision for Lesotho-2020 (May 2004), and Lesotho Road/Transport Infrastructure Network (2003).

4.2. The Steering Group

The Steering Group comprises the following members:

- i) Director of Planning in the Ministry of Public Works and Transport (MOPWT),
- ii) Chief Engineer Department of Rural Roads in the MOPWT,
- iii) Chief Economic Planner, Member of PRS Technical Group for formulation of PRS in the Ministry of Finance and Development Planning,
- iv) Executive Director, Lesotho Council of Non-Governmental Organisation,
- v) Director, Legal and Transport Affairs in the Private Sector.

The first main responsibility of the Steering Group was to secure funds for the review process, prepare a tentative review programme. Parallel to this, the SG started the procurement process for the Service Provider who provided the Facilitator and the Resource Person. SG customized the standard SSATP review process Terms of Reference (TOR) to meet the needs for Lesotho and prepared the Request for Proposal (RFP) for the engagement of the Service Provider based on the World Bank procurement guidelines. The RFP was sent to four consultancy companies through the office of Principal Secretary as per government regulations and the evaluation was done based on SSATP guidelines.

The recommended firm had very good facilitator but did not have a good resource person. The SG encouraged the Service Provider to engage a trained resource person. At the beginning of the process, the SG had weekly meetings for months then the frequency of the meetings reduced gradually to fortnightly meetings during the procurement stage. Following the engagement of the Service Provider in April 2005, the SG had five meetings with the Facilitator during stakeholder analysis and final selection of the members of the stakeholder group. The total number of meetings attended was more than twenty.

4.3. The Stakeholder Group

The stakeholder group that reviewed the documents involved twenty-five representatives of the civil society, public and private sector (see table below). The stakeholders consisted of people with broad knowledge of poverty reduction, transport, social and economic sector issues, including cross cutting issues. In general, the representation was broad. There were more representatives from Public Sector especially transport sector and more than 30 % of the participants were women. The participants were mainly from Director's level.

The attendance was very good. Each participant wanted to ensure that all issues, which are not reflected in the documents being reviewed, are included in the recommendations.

	Stakeholder	Public	Private	Civil society
Steering Group	Finance & Dev. Planning (F)	X		
	Lesotho Chamber of Commerce & industry (M)		X	
	Lesotho Council of NGOs (M)			X
	Public Works & Transport (F+F)	X		
Transport	Department of Rural Roads (F)	X		
	Civil Aviation (M)	X		
	Roads (M+M)	X		
	Road Safety (M)	X		
	Local Government	X		
	- Lands Survey & Physical Planning (F+M)			
	- Local Councils (M)			
	MoPWT (M x 2)	X		
	Traffic & Transport (M)	X		
Lesotho Bus and Taxi Association (M)		X		
Road Transport Association (M)		X		
Social sectors	Education (M)	X		
	Health (F)	X		
	Justice (F)	X		
	CHAL (NGO) (F+M)	X		
	Christian Council of Lesotho (M)			X

	Stakeholder	Public	Private	Civil society
Economic sectors	Natural Resource (F+M+M)	X		
	Trade, Industry, Cooperative & Marketing (M)	X		
	Tourism, Environment & Culture (M)	X		
	Farmers Association (M)	X		
	Lesotho Tourism Development Corp. (F)	X		
	Finance & Development Planning (F x 3)	X		
Cross-cutting issues	Women in Law in Southern Africa (F)		X	
	Network of People living with HIV/AIDS (M)			X
	Lesotho National Federation of Disable Persons (M)			X
	Gender, Youth, Sports & Recreation (M)	X		

4.4. The workshop process and method

The Stakeholder group was invited to a preparatory meeting at the Ministry of Public Works and Transport where the Steering Group and the facilitator briefed them about the review process and programme for three workshops as shown in Table 1. The Honourable Minister of Public Works and Transport officially launched the three review workshops on the 9th August and reiterated the goal and purpose of the review process. He encouraged the stakeholders to work hard as a team during the review process.

Schedule of workshops

Dates	Activities
9 – 11 Aug	Workshop 1: Assessment of the poverty reduction strategy
30 Aug – 1 Sept.	Workshop 2: Assessment of the transport strategy from a poverty reduction strategy perspective
20-21Sept.	Workshop 3: Assessment of how policies and strategies are made
14 Oct	Completion of Workshop 3 - Recommendations and preparation of Implementation Plan

The Local facilitator was orientated and assisted by two regional facilitators during the first workshop in order to ensure that the process was steered in the right direction. In general, the Facilitator managed to animate and guide three participatory workshops and meetings as a result, an atmosphere of positive but critical reflection was created and the stakeholders felt free to identify weakness where they existed. At the end of each workshop, the report was written following the format shown on the guidelines. Before the start of workshop II, the report for workshop I was validated. At the moment, the facilitator and resource person are compiling the final report.

4.5. Strengths and challenges of the PRTSR process

The identified strengths of the review process are as follows:

- i) Very good review process guidelines
- ii) The METAPLAN methodology, which was used to facilitate the workshops, made it easy to see /identify gaps and contradictions in both documents.
- iii) The international and regional facilitators were always ready to help and provided expert guidance at all times.
- iv) Implementation process is realistic and easily carried out because affected people are involved during review process.
- v) Better understanding of how policies and strategies can be formulated to address the needs of the people.

In general, the main challenges for the review process were as follows:

- i) Process took longer than planned especially approval of funds.
- ii) Managing a consultancy firm, which signed the contract directly with the World Bank, was not easy.
- iii) Orientation of the local facilitator by regional team experienced in the process is a key to successful workshops.
- iv) Lack of clarity of some transport terms: transport services and infrastructure; access and mobility; and intermediate means of transport (IMT).

No major difficulties were encountered.

4.6. The main results

4.6.1. Main findings concerning transport in the poverty reduction strategy

Out of nine priority sectors in the PRS, Transport was rated as priority number three. However the analysis of the transport sector seems to be lacking. In fact, the PRS only focused on one type of access, roads construction and maintenance as a result it is partly addressing the transport needs of the poor especially for a country like Lesotho which is two thirds mountainous. The PRS has noted that transport is critical for the development of priority economic sectors but it does not specify modes of transport required under different sectors.

Agriculture, Mining and Tourism.

The specific needs of Transport by the above sectors are not adequately analysed in the PRS. They are only broadly mentioned in the Transport chapter. For social sector and priority population groups, the implication is that construction of roads will automatically solve the mobility problems of these sectors and groups.

The conclusion was that while it is a good start to construct roads, the PRS did not go further and consider all issues of access and mobility and a need of enforcement of appropriate design standards during road construction so that safety and mobility requirements especially for vulnerable groups are observed.

4.6.2. Main findings concerning poverty reduction in transport strategy

The draft Transport Policy does not seem to be able to link clearly, transport with poverty reduction in the situation analysis chapter. However there are PRS goals and objectives mentioned in the draft policy. The meeting concluded that the Transport Policy draft document should be restructured.

The document mentioned number of strategies under each section within the sector but corresponding chapters on challenges are very weak as a result one does not clearly see what challenges are being addressed by the strategies. Because the document is very weak on situation analysis it became difficult to assess whether the policy strategies are actually addressing priorities in the PRS.

The draft policy document does not focus on the contribution of transport to key economic sectors. Participants identified number of gaps under this section and have recommended more consultation in order to include challenges within each sector. Issues of mobility of the poor and vulnerable/priority population groups (sick, elderly, children, people with disability, orphans etc.) are not taken care of in the policy, nor were they catered for in the PRS. The meeting concluded that further consultations and stakeholder workshops are necessary for formulation of effective transport policy.

4.6.3. Main findings about policy process to link transport and poverty reduction

In brief, the main findings are as follows:

- i) Comprehensive transport needs assessment should be done so that the policy can well address the needs of economic and social sectors including all population groups especially the poor.
- ii) PRS should treat transport as a cross-cutting issue.
- iii) General analysis of transport services and all types of transport infrastructure are important for both PRS and Transport Policy.

4.7. Recommendations and their implementation

4.7.1. Main recommendations to anchor transport strategy in poverty reduction

In brief, the recommendations are as follows:

- i)** PRS should analyse the needs and impact of transport on the economic and social sectors as well as priority population groups and cross cutting issues.
- ii)** PRS / Transport Policy Technical Working Groups should be sensitized on importance of all types of transport services and infrastructure.
- iii)** The Transport Policy should also emphasize its contribution to poverty reduction.

4.7.2. Steps to implement the recommendations

- i)** The Ministry of Public Works and Transport has to undertake comprehensive consultations for Transport Policy formulation and implement the recommendations of the review workshops (fill the identified gaps) by including recommended issues in the Policy.
- ii)** The recommendations of the review workshops should be presented to the Ministry of Finance and Development Planning and follow up their implementation during review of PRS after three years.
- iii)** When the PRS is reviewed after 2006/2007, the responsible team should be sensitized on role of transport in poverty reduction.

5. MALAWI

5.1. Focus and launch of the PRTSR process in Malawi

The launch of the PRTST Process in Malawi was done in March 2004. This was after a sensitization visit by the SSATP Programme Mr Nigel Ings who met with Principal Secretaries of Ministries of Transport and Public Works (MoTPW), and Local Government and Rural Development (MLGRD).

The Malawi Rural Travel and Transport Programme (MRTTP) was appointed as the Coordinating office for the process and the launch meeting was attended by high level representatives of MoTPW which is responsible for the Transport Policy, Ministry of Economic Planning and Development (MEPD) which is responsible for Poverty Reduction Strategy, MLGRD and the National Roads Authority (NRA) which is an implementing agency for public roads in Malawi. The launch meeting discussed how to organise the process, the composition of the Steering Group and schedule of meetings.

The official approval of the process was granted by both the MoTPW and MEPD and the main documents which were reviewed were:

- Malawi Poverty Reduction Strategy (MPRS)
- National Transport Policy (NTP)
- Annual PRS Review Reports 2002 and 2003.

5.2. The Steering Group

The Steering Group was composed of both public, private and civil society representatives. The Chairperson of the Group is the Programme Coordinator of the MRTTP and his office has been assisting with secretarial duties as well. The Group organised eight preparatory meetings and three post review meetings during the process. The first meeting was held in March 2004 and the Group agreed that they would be meeting once a month in preparation for the process. The following is a list of all Steering Group Members:

- Mr. Jephthah Chagunda, Malawi Rural Travel and Transport Programme, Chair
- Mrs. Rhoda Elias, Ministry of Economic Planning and Development
- Mr. Samuel Chikapusa, Ministry of Transport and Public Works
- Mr. Temwa Gondwe, Malawi Economic Justice Network
- Mr. Shadreck Matsimbe, Road Transport Operators Association
- Mr. Steve Siwande, National Roads Authority

5.3. The Stakeholder Group

The Stakeholder Group was composed of public, private and civil society representatives as well as indicated in the PRTSR Guidelines. The nomination of membership was to the highest office of an organisation and some of them delegated to their officers. The composition of the stakeholders was as follows: Consumer Association of Malawi; Malawi Local Government Association; Ministry of Health; Ministry of Gender, Community Services and Child Welfare; National farmers Association of Malawi; Malawi Police Service; National Construction Industry Council; and all Steering Committee members.

The main strength of the Stakeholders group was the diverse composition of the stakeholders which brought together a pool of experience which resulted in rich discussions and a high quality output. The main weaknesses were lack of gender balance and failure to identify strong representation from civil society who is active in transport issues.

5.4. The workshop process and method

As per the Guidelines, workshops were the main methods that were used to solicit information from the stakeholders. Three workshops were arranged in Mangochi, Malawi for this purpose. The first workshop was conducted between 24th to 29th October 2004 and this workshop combined the activities of workshop 1 and 2 as outlined in the guidelines.

The third workshop was conducted from 7th to 11th November, 2004 to identify the current policy processes for linking transport policy and poverty reduction strategy. Two working groups were thus formed and each of the groups assessed the process for each of the policies/strategies.

The recommendations for improvements that had been made from the three workshops were divided into three groups in order to develop an action plan for the implementation of the proposed recommendations

Validation of the reports was obtained by two meetings that were arranged with the stakeholder group in Lilongwe to discuss the two reports for the three workshops.

5.5. Main difficulties encountered and how overcome

The main difficulties encountered were:

- a. Complicated Procurement Procedures: The SSATP did not provide clear guidelines for the procurement process of the activity hence there were too much delays in the disbursement of funds despite the signing of contracts with service providers.

- b. High Level Participation: Challenge to bring high-level stakeholders together for a long time to discuss the documents.

These challenges could be solved if the SSATP put down clear procurement guidelines for the process and the role of the Steering Group is facilitating the payments.

High-level participation could be attained if proper planning is done in good time and high level stakeholders are given enough time to prepare. If they delegate, then the representatives will have the authority of the organization.

5.6. The main results

5.6.1. Main findings concerning transport in the poverty reduction strategy

The analysis made the following observations and conclusions:

- a. The MPRS has highlighted transport issues mainly in pillars 1 and 3. In these pillars emphasis is on transport infrastructure and not services. Other modes of transport such as air, water and railway are not covered. However, road infrastructure is confined to rural feeder roads.
- b. The MPRS has emphasized more on the rural poor than the urban poor in terms of both transport services and infrastructure yet the urban poor sometimes live in areas that are not accessible by road or they lack infrastructure such as bus stages, stations, and pedestrian pavements.
- c. The MPRS is not clear whether government should provide transport services where the private sector does not find it economically viable. This is critical in less accessible areas such as islands where water transport is the only means of accessing the areas and other hilly areas that are only accessible by train.
- d. The MPRS has covered transport requirement for agriculture and trade sub-sectors but not other social and economic sectors such as tourism, health, and education. The strategy does not mention the sectoral problems in relation to mobility, accessibility and transport services.
- e. The MPRS recognizes the regional distribution of poverty and targets the interventions in those areas.
- f. Transport safety is not covered in the MPRS.

5.6.2. Main findings concerning poverty reduction in transport strategy

An analysis of the poverty reduction strategy made the following observations and conclusions:

- a. Although the transport policy was developed before MPRS, the policy addresses pillars 1 and 3 of the MPRS. In relation to pillar 1 of the MPRS, the policy promotes services, creates an enabling environment through meeting economic demand and socio-

political needs while minimizing the cost to the economy, improving the availability and maximizing utilization of transport infrastructure and equipment in both urban and rural areas.

- b. The national transport policy does not treat poverty directly but tackles it from a trickle down perspective.
- c. Transport policy does not cover development of other rural infrastructure such as energy, telecommunication, water, and postal as a way of solving transport needs.
- d. Strategies in the NTP do not address crosscutting issues such as HIV/AIDS and Science and Technology.

5.6.3. Main findings about policy process to link transport and poverty reduction

The consultations in the MPRS process were almost thorough but gaps were observed as far as transport issues are concerned. Transport issues were covered only in the infrastructure and safety net Thematic Working Groups (TWGs) and this left transport issues from other sectors. Some stakeholders that were involved in the process did not necessarily represent transport aspects of the MPRS because they participated in TWGs that did not discuss transport.

It was observed that the use of umbrella organizations such as Council for Non-Governmental Organization in Malawi (CONGOMA) for all NGOs and the Malawi Confederation Chambers of Commerce and Industry (MCCCI) for the private sector might not adequately address the interests of some organizations. This could be the case because some organizations are either not part of the groupings or they are part of the groupings but their interests are not prioritized in the grouping.

5.7. Recommendations and their implementation

5.7.1. Main recommendations to anchor transport strategy in poverty reduction

The Stakeholders came up with twelve recommendations to the MPRS and nine recommendations for the NTP.

The main recommendations are as follows:

- a. Transport as a cross cutting issue should be covered in all sectors.
- b. Appropriate modes of transport (rail, air and marine) and transport services and infrastructure that have a direct bearing on poverty reduction should be included in the MPRS.
- c. Transport infrastructure and services requirements for both motorized and non-motorized transport services in the rural and urban poor areas should be well articulated. These include pedestrian walk and bicycle tracks.

- e. A need for the provision of social and economic services such as essential healthcare, rural schools, water points, energy, closer to population centers to reduce transport demands should be indicated in the MPRS.
- f. Transport requirements for access and mobility to social and economic services such as essential health package, rural schools and water points should be addressed in the MPRS.
- g. The issue of enhancing women's participation in the planning, decision-making, and implementation of transport programs should be made obvious in the MPRS
- h. The users and suppliers of transport services should be included in the MPRS process.
- i. Both MPRS and NTP should involve civil society representatives who can address the advocacy needs of the policy formulation and implementation process

5.7.2. Steps to implement the recommendations

The action plans for the improvements in the policy processes for the MPRS and NTP were developed which include time frame since the stakeholder group was aware of the schedules for the reviews for the MPRS and NTP which was on going at the moment. The government policy has shifted from mere poverty reduction but it is also merging the policy with economic growth strategies to so that the country could move out of the current poverty levels.

Upon completion of the action plan, the stakeholder group agreed on the way forward as outlined below:

- Outputs from the review process to input into the on-going reviews of the NTP and MPRS
- Presentation of the recommendations to the review committees and management of relevant ministries and departments.
- Steering group to make sure that recommendations are addressed in NTP and merging of the MPRS and Economic Growth Strategy.
- Members of the stakeholder group to ensure that recommendations are included in the review of the policies. Some members that belong to the review teams are expected to take up this responsibility.
- Members of the stakeholder group to lobby authorities to take responsibility to implement recommendations from review process.

6. MALI

6.1. Launch of the PRTSR review in Mali

The PRTSR process in Mali was officially launched at a training workshop, held on June 21-22 2004 at the Hotel Salam, presided over by the Minister of Equipment and Transport. This workshop brought together actors - from civil society and the private and public sectors – involved in the links between transport and poverty reduction. The quality of the institutional representation enabled the establishment of a balanced Steering Group and the selection of the Stakeholder Group. One of the fundamental lessons of the workshop was the establishment of a Steering Group with the following mandate:

- To seek and obtain the official support of the authorities;
- To finalise the stakeholder analysis with the support of the facilitator;
- To formulate the request for financial support;
- To identify a resource person.

The workshop also identified the range of documents needed for the analysis.

6.2. The Steering Group

The Steering Group (SG) involves representatives from:

- The Coordination of NGOs and Women's Associations (CAFO)
- The Consumers Association of Mali (ASCOMA)
- The Technical Coordination Unit of the Strategic Framework for Poverty Reduction (CSLP Unit)
- National Directorate of Transport (Chair of SG)
- National Directorate of Roads (SG Secretary)
- National Directorate of Planning and Development (DNPD)

The SG was established by Ministerial Decision n° 04 – 0083/MET – SG of July 14 2004. To be effective, the Group established technical working groups and a Ministerial Cabinet advisor with responsibility for following the process and reporting to the Minister on a regular basis. All the minutes of Group meetings were regularly communicated to the advisor.

Following the first step of selecting the Stakeholder Group, two information meetings with the stakeholders were organized, on May 18 and July 1 2005, by the Steering Group supported by the facilitator and resource person.

6.3. The Stakeholder Group (SKG)

The stakeholder analysis, undertaken on the basis of the sectors of the Poverty Reduction Strategic Framework (PRSF) and completed with the actors traditionally involved in the planning process of transport policies and strategies, identified 25 priority institutions, as follows:

N°	Organizations	Justification
1.	Technical Coordination Unit of the Strategic Framework for Poverty Reduction (Cellule CSLP)	Responsible for supporting the Ministry of Economy and Finance in its task of steering and coordinating the Poverty Reduction process.
2.	Sustainable Human Development Observatory (ODHD).	Responsible for the implementation of the SFPR and for the promotion of sustainable human development.
3.	Professional Association of Micro-Finance Institutions (APIM)	Micro-finance network covering the whole country and supporting initiatives by actors who have no access to the main banking system.
4.	Federation of NGOs (FECONG)	Groups together all NGOs that intervene in several development sectors – substantial knowledge of poverty issues.
5.	National Directorate of Roads	Responsible for transport policy in terms of accessibility.
6.	National Directorate of Transport	Responsible for transport policy in terms of mobility.
7.	National Directorate of Planning and Development (DNPDP)	Intervenes in all questions concerning the elaboration of sectoral policies.
8.	Security Services (Ministry of Security and Civil Protection)	Has good knowledge relating to the movement of people and goods. In direct contact with users and drivers.
9.	National Federation of Transporters of Mali (FNTRM)	Stakeholder in the elaboration of all transport policies. Covers all modes of transport, including river transport actors.
10.	National Federation of professional associations of road transporters (FENA GROUP)	Groups together all drivers, apprentices and mechanics. Has a good knowledge of transport and poverty links.
11.	Consumers Association of Mali (ASCOMA)	The main association to defend the interests of consumers.
12.	Coordination of Associations and Women's NGOs (CAFO)	Groups together - and is strongly representative of – all women's associations and NGOs Has a significant capacity to mobilize and to influence policy.
13.	Permanent Assembly of Agricultural Chambers of Mali (APCAM)	Representative of, and defends, the interests of farmers.
14.	National Directorate of Rural Development (DNAER)	Responsible for implementing national policy on rural development.
15.	Malian Cotton Development Company (CMDT)	Plays an important role in the development of the 3rd region in both agriculture and transport.
16.	National Federation of Craftspeople of Mali (FNAM)	Groups together the majority of actors intervening in the informal sector, covering many trade associations. Has major influence and a good knowledge of poverty issues in general.
17.	Chamber of Commerce and Industry of Mali (CCIM)	Groups together and represents all economic actors including miners. Has a major capacity to influence policy.
18.	National Directorate of Health (DNS)	Responsible for implementing national health policy; plans health resources

N°	Organisations	Justification
19.	National Directorate of Basic Education (DNEB)	Responsible for implementing national education policy; plans school education resources
20.	National Agency for Employment Promotion (ANPE)	Has good knowledge of the challenges of poverty/employment
21.	National Federation of Community Health Associations (FENASCOM)	Has a significant capacity to influence and mobilize. Good knowledge of health and transport issues.
22.	National Assembly Committee for Public Works, Housing and Transport	Group of MPs responsible for preparation of voting of laws concerning transport issues
23.	National Directorate for Waste Treatment and Control of Pollution (DNACPN)	Is involved in all issues of the formulation of national policy; has a good knowledge of transport and poverty issues, especially concerning environmental dimension.
24.	GIE Collective (COGIAM).	Groups together many private actors in the area of waste treatment, which is an important creator of employment and is also linked to the transport of waste products.
25.	Malian Local Authorities Association (AMM)	Good knowledge of transport / poverty issues, especially concerning access
<i>Note: Actors who are not sufficiently well represented are those from priority economic sectors such as mining and industry. The CCIM can represent their interests.</i>		

6.4. The workshops

The three workshops took place on July 5-6, July 13-15 and August 3-4 2005. At the end of the workshops the SG was extended by two representatives of the stakeholders (agricultural sector and transporters union) to finalize the recommendations and elaborate the action plan.

6.5. Main difficulties and solutions found

A difficulty encountered during the third workshop was the lack of documentation on planning processes. This had to be completed by the expertise of the stakeholders and members of the Steering Group, who are regularly involved in these processes.

6.6. Main findings

6.6.1. Main findings concerning transport issues in the poverty reduction strategy

From analysis of the PRS, the following observation can be made: the transport problematic is clearly present and responds to the global objective of poverty reduction through Strategic Axe 3 “Development of basic infrastructures and productive sectors”. Nonetheless, there is insufficient overall legibility of the PRS and certain issues are given insufficient treatment, notably:

- 1) The conduct of studies to determine the socio-economic impacts of railway concessioning;
- 2) The conduct of studies to determine the socio-economic impacts of the privatisation of the Malian Cotton Development company (CMDT);
- 3) Development of accompanying measures to reduce transport costs;

- 4) Promotion of IMTs;
- 5) Socio-economic evaluation of the Transport Sector Program;
- 6) Encouragement of mining companies to invest in road construction and maintenance;
- 7) Training and information for transport users;
- 8) Adaptation of IMTs;
- 9) Prevision of future programs of action to improve access of rural and peri-urban areas;
- 10) Taking into account road transport in education and health indicators: establishing links between education and health resources and the road and transport networks;
- 11) Training of actors;
- 12) Taking into account the geographical dimension (rural / urban areas);
- 13) Taking into account the mobility and access needs of specific groups: disabled people; elderly pedestrians; women who are pregnant or accompanied by small children.

6.6.2. Main findings concerning the treatment of poverty reduction in transport policies and strategies

Poverty reduction objectives are taken into account well in national transport strategy objectives, notably in various axes:

Axe 1 Ensure institutional development and improvement of governance and participation;

Axe 2 Develop human resources and access to basic social services;

Axe 3 Develop basic infrastructure and productive sectors.

Nonetheless, it appears necessary to:

- Place a specific emphasis on IMTs in relation to axe 3,
- Extend to foreign users coverage of the costs of infrastructure maintenance and rehabilitation.

The needs of priority economic sectors are taken into account in the framework of the transport strategy.

The inadequacies of the transport strategy mainly concern problems of mobility and the costs of transport especially for the poorest.

6.6.3. Main findings concerning decision-making processes to anchor transport strategy in the PRS

The debates on this issue were intense and concerned the following aspects:

1. The question of the status and membership of umbrella organisations for the private sector was raised. The Permanent Assembly of Agricultural Chambers (APCAM), the Permanent Assembly of Crafts Chambers (APCMM), the Malian Council of Shippers, the Chamber of Commerce and Industry (CCIM) are structures with a public character, but in practice are responsible for defending the interests of private organizations.

2. The Policy Statement on Transport has been elaborated since 1993 and is open to participation, but mainly the public sector, since the private sector and associations were in an embryonic state. The Statement has only little taken into account other private actors and the civil society.
3. The Policy Statement, as it was conceived, responds mainly to concerns about institutional reform, to assure an intervention framework for the transport/poverty development actors.
4. A real evolution has been witnessed in the process of involvement: the majority of actors are consulted nowadays during the elaboration of all strategies underway and have been widely involved in the process of elaborating the PRS.

To summarize, the main conclusions and recommendations formulated are:

- Decision-making mainly involves the public domain, although the private sector and civil society are being better consulted about their views, and increasingly taken into account
- Undertake a stakeholder analysis to identify the most representative actors
- Better taken into account disadvantaged groups
- Strengthen the capacities of all actors on gender, to better take into account disadvantaged and vulnerable groups
- Place a particular emphasis on public consultation during planning
- Clarify and define the roles of different actors: public, private, civil society
- Refer to the poverty reduction strategy objectives when formulating transport policies and strategies.

TWO GENERAL RECOMMENDATIONS:

- Make an inventory of transport sector actors
- The process of policy formulation must prioritize and integrate a participatory approach in order to better take into account the needs on the ground.

6.7. Recommendations and actions to be implemented

6.7.1. Main recommendations to anchor transport strategy in the PRS

The results of the workshops identified some inadequacies in the Poverty Reduction Framework Strategy (CSLP) and in the transport policy and strategies.

The various recommendations can be summarized as follows:

- **The Poverty Reduction Framework Strategy « CSLP »**
 1. Make the « CSLP » document much clearer in terms of transport issues;
 2. Clearly define in the « CSLP » the transversal issues related to transport.

➤ **National transport policies and strategies**

1. There is a need to formulate a single reference document on transport policy and strategy in partnership with all sectors of activity in order to improve accessibility and mobility of the priority target groups;
2. There is a need to fully reflect these policies and strategies in the revised CSLP document.

6.7.2. Actions to implement the recommendations

The Steering Group was reinforced by two representatives of the stakeholders (Agriculture and the Transporters Union) to finalise the recommendations and formulate the action plan.

Sector Concerned	Objectives	Actions to be implemented	Key Actors	Expected Results
Poverty Reduction Strategic Framework (CSLP)	- Contribute to improving the CSLP ; - Integrate transport issues in the CSLP	<ul style="list-style-type: none"> ❖ Create an intersectoral monitoring-evaluation (CISSE); ❖ Establish a National SSATP Coordination ❖ Involve all stakeholders ❖ Raise the awareness and encourage decision-makers to take into account the conclusions and recommendations of the PRTSR workshops. 	- CSLP Unit -Ministries concerned; -Transport unions; -Consumers Associations - CPIS; - SSATP National Coordination	☞ « CSLP 2007-20011 » document will integrate transport issues
Transport Policy and Strategy Documents	- Contribute to formulating a single transport strategy document; - Integrate poverty reduction issues in the single document	<ul style="list-style-type: none"> ❖ Establish the CISSE; ❖ Establish a National SSATP Coordination ❖ Involve all stakeholders 	- CSLP Unit -Ministries concerned; -Transport unions; -Consumers Associations - CPIS; - SSATP National Coordination	☞ A single National Transport Policy and Strategy Document established, conforming to the findings of the PRTSR workshops
Formulation of the CSLP et Transport Policy and Strategy	- Establishment of a system of monitoring-evaluation of the action plan	❖ Establishment of an Action Plan monitoring-evaluation Committee according to the established system.	- Ministries concerned and their departments - CISSE ; -CSLP Unit	☞ Strategy documents formulated and approved ☞ Periodic monitoring undertaken; ☞ Mid-term evaluation undertaken

7. SENEGAL

7.1. Launch of the PRTSR review in Senegal

The process of analyzing the anchoring of transport policies in the strategies for poverty reduction and pro-poor growth was started at a training workshop in Yaoundé, organized by SSATP from May 17 to 19 2004. The Senegal, along with its peers, engaged itself in implementing the PRTSR process and formulating an action plan.

The action plan is based on the recommendations of the three workshops, following the process defined in Yaoundé. The three workshops have been run by a Steering Group and a Stakeholder Group, with the support of a facilitator (Mamadou Talla) selected following the agreed procedures and with the approval of the Minister of Road Infrastructure and Domestic Maritime Transport (MIETTTMI).

The determination and involvement of the Minister has significantly facilitated the official recognition of the PRTSR process by the highest national authorities. Moreover, the two groups of people involved in this dynamic review process – the Steering Group (SG) and the Stakeholder Group (SKG) - were composed of leading personalities in their respective domains.

7.2. The Steering Group

On this basis, and conforming to the Guidelines, the following people were chosen to form the Senegalese Steering Group:

N°	Name	Responsibility	Sector
1	Bassirou Guissé	Director of Public Works (MIETTTMI)	Public
2	Thierno Seydou Niane	Coordinator of the PRS Monitoring Unit (CSPLP-DSRP)	Public
3	Abdourahmanne Barry	Member of the Board of the National Council of development NGOs (CONGAD)	Civil society
4	Gérard Senac	Chair of the National Employers Council of Senegal (CNP)	Private
5	Soudou Diagné	Director of Road Transport	Public

Given the composition of this Group and the high level positions of its members, they decided to establish a Technical Committee, with the task of following the work on a daily basis and reporting periodically to the Steering Group. The composition of this Technical Committee is as follows:

N°	Name	Responsibility	Role	Sector
1	Pape Thierno Niang	Project manager, Public Works Directorate, MIETTTMI	Secretary of the Technical Committee	Representing the Director of Public Works
2	Abdourahmanne Barry	Board Member of CONGAD	Member	Civil society
3	Mamadou Talla	PRTSR Facilitator	Facilitator	Private
4	Ndiarka Ndiaye	Contractor providing logistical support to PRTSR process	Contractor / logistics	Private
5	Madame Aissatou Ka	SBTP/ National Employers Council	Member	Representing Chair of CNP
6	Mamadou Assane Niang	Economist at PRS Monitoring Unit (CSPLP-DSRP)	Member	Representing the PRS Monitoring Unit Coordinator

In organizational terms, the Steering Group functioned as a Management Board, giving its mandate to the Technical Committee to execute all the tasks needed to implement the PRTSR process, and amending and validating as necessary.

7.3. The Stakeholder Group (SKG)

The Stakeholder Group has 31 members, six of whom are women. It involves 16 public sector representatives (transport, economic and social sectors, PRS implementation unit), 3 private sector representatives (employers' organizations) and 11 civil society representatives (transporters unions, development NGOs, associations of elderly people and the disabled, and the federation of women's associations).

The high-level participation of women, although only six in number, is to be noted, including the Chair of the Federation of Women's Associations of Senegal (FAFS), who is Chair of the women's group involved in the PRS implementation. In terms of transversal issues, it was hoped to work with the Government and the National Assembly, but their work demands did not allow them to be directly involved in the PRTSR review.

7.4. The workshops and the approach

Concerning the Stakeholder Group, four meetings were organized between March 24 and April 31. The main events are presented below:

N°	Object of the meeting	Duration and place	Date
1	Information day on the PRTSR process: presentations of SSATP and the PRTSR methodology, information on the dates of the workshops, dissemination of documentation, various other issues.	1 day at the Savana Hotel, Dakar	24 March 2005
2	Workshop 1 : Analysis of the PRS	2 days at the Savana Hotel, Dakar	31 March – 01 April 2005
3	Workshop 2 : Analysis of the transport policy and strategy	3 days at the Savana Hotel, Dakar	13 – 15 April 2005
4	Workshop 3 : Analysis of policy-making	2 days at the Savana Hotel, Dakar	28 -29 April 2005

The methodology was appreciated by all the participants in the sense that it allowed not only allowed analysis in depth of the various documents, but also and especially because it enables everyone to participate in the work. Nonetheless, the French version of the Guidelines could be reviewed to be more understandable.

7.5. Main difficulties encountered and solutions found

The main difficulty concerns the finalization of the action plan. After having collected the main results of the analysis, it was decided in plenary to establish a small committee, with responsibility for converting them into an action plan, using the format proposed in the Guidelines. Unfortunately this work took a long time due to the repeated unavailability of certain members of this committee or the difficulty of finding dates for the meetings. Finally, an action plan has been finalized, but has not yet been validated by the Stakeholder Group.

7.6. The main findings

The findings are the main outputs of the (i) the analysis of the PRS from a transport perspective, (ii) the analysis of the transport documents from the perspective of their contribution to the national poverty reduction objectives, (iii) the comparative analysis of the outputs of the PRS and transport analyses, and finally (iv) the analysis of policy-making.

7.6.1. Findings of the analysis of the PRS from a transport perspective

The main findings emerging from the analysis of the PRS can be summarized as follows:

- In the PRS the transport sector is well defined, notably through two of the three priority axes aimed at halving poverty by 2015, i.e. (i) wealth creation and (ii) capacity building and promotion of basic social services.

- For certain economic sectors, such as agriculture, livestock and mining, the commitments are clearly defined. Infrastructure is mentioned in the PRS as supporting the opening up of production zones. The SKG recommends that the commitments are extended to other growth sectors.
- Concerning problems of access to basic social sectors and mobility in general, a certain number of actions (8 in all) are foreseen in the PRS matrix of measures. These mainly concern objectives and strategies aiming to: (i) improve the organization of the sector and (ii) improve urban and rural transport.
- The needs of disadvantaged groups, notably disabled people and the elderly, are not taken into account in a systematic manner in the PRS.
- Regional disparities and disparities between urban and rural zones are taken into account in the PRS. Both the poverty diagnostic (ESAM) and the priority action plan takes into account the geographical dimension.
- The PRS identifies transversal issues such as good governance, decentralization, employment, HIV/AIDS, but not specifically in the area of transport. Transport is treated in a transversal manner.

7.6.2. Findings of the analysis of the transport documents from the perspective of poverty reduction

In order that the transport sector can contribute effectively and efficiently to the PRS, it is necessary to take into account the following aspects:

- Group together the different means of transport in a single department to promote good coordination of the multi-modality of transport
- Modernize the management of the transport system
- Improve the competitiveness of the transport sector
- Revive secondary ports in order to support the development of local transport
- Reinforce the capacities of the different actors in the transport sector
- Re-organize the transport sector and motivate the various actors
- Encourage the involvement of the private sector and other roads users in the financing and maintenance of transport infrastructures
- Integrate the systems of transport which take into account the specific access and mobility difficulties of disabled people in rural and urban areas and at livelihood level
- Develop appropriate means of transport for disabled people
- Establish a mechanism to allow the implementation of laws and decrees making it obligatory for all workers to be affiliated to a pension system (linking the obtaining of a transport permit to the affiliation of transport workers to IPRES)
- Prioritize a transport system capable of overcoming the difficulties of women in terms of access to water, firewood, food provisions and health services.
- Prioritize a lighter fiscal system in the transport sector and promote the establishment of an appropriate and affordable credit system (notably for disadvantaged groups).

7.6.3. Main findings concerning policy-making and decision-making processes

In terms of the ways in which policies and strategies are formulated, the analysis drew the following conclusions:

- The social and economic sectors and representatives of target groups are not represented during debates on the formulation of transport policy
- For the public sector the following structures could improve the representation: the Directorates or Departments of Water, Sanitation and Waste Treatment, Employment, Agriculture, Social Action, Youth and Family.
- Concerning the PRS, intersectoral issues are well prioritized.
- In terms of the formulation of transport policies, intersectoral questions are not well taken into account. The dimensions related to equity and gender, good governance, decentralization, security, peace and HIV/AIDS should be better integrated by the public authorities and their partners.
- To improve the contribution of transport to the poverty reduction strategy, the transport component should be established as a priority sector.

7.7. Recommendations

At the end of the third workshop, the Stakeholder Group identified 20 results. These results, which can be considered as action lines, are included in the Action Plan. In addition, various recommendations were made by the group to improve the strategy for formulating transport policies.

7.7.1. General recommendations – Results : identified action lines

The agreed action lines reflect the sequence of the comparative analysis. They respond to the question of how the poverty reduction strategy can take into account transport as a transversal issue and to what extent transport policy takes into account the poverty reduction dimension. The results can be classified in five groups, which are (i) strategic issues, (ii) issues related to priority economic sectors, (iii) issues related to social sectors, (iv) addressing the needs of target and disadvantaged groups, and (v) transversal issues. The table below presents the main results.

LEVEL	RESULTS
Strategic/ institutional	<ul style="list-style-type: none"> ▪ Modernize the public services in charge of transport
Economic	<ul style="list-style-type: none"> ▪ Modernize and strengthen port, ariport and rail handling equipment to increase their competitiveness ▪ Develop national air transport ▪ Improve and development roads, maritime, rail and air transport systems ▪ Revive secondary ports in order to support the development of local transport ▪ Develop a multi-modal transport system ▪ Define livestock route zones in regions with strong livestock potential ▪ Adapt national policy in the context of international marine transport
Social	<ul style="list-style-type: none"> ▪ Facilitate the access and mobility of students ▪ Promote rural transport ▪ Take into account veterinary services in the framework of IMTs (hippomobile)
Target Groups	<ul style="list-style-type: none"> ▪ Improve the living environment taking into account elderly and disabled people ▪ Promote a tariff policy taking into account elderly and disabled people ▪ Improve urban mobility in other towns and cities of the country
Transversal / inter-sectoral	<ul style="list-style-type: none"> ▪ Improve the safety and security of air transport ▪ Promote road safety ▪ Take into account the environmental dimension in transport policies ▪ Take into account the gender dimension in the process of formulating and implementing transport policies ▪ Take into account HIV/AIDS in all transport policies

7.7.2. Specific recommendations

From the analysis of the transport policy-making processes it is clear that a participatory and multi-sectoral approach must be established for the formulation of transport policies and strategies, so that the real needs of the sectors that it aims to support are better taken into account.

It is also clear that the transport sector must not continue to be seen by the National Planner only as a sector that supports other sectors but as a priority economic sector. In this way it will be more able to contribute in an efficient and effective way to reducing poverty. This is even more likely, since with the policy of concessioning of transport infrastructures initiated by the authorities, the transport sub-sector can be considered in the future as a productive sector.

8. TANZANIA

8.1. Focus and launch of the PRTSR process in Tanzania

In November 2002, a team of key stakeholders in the Transport Sector was formed in order to carry out an analysis of the coherence between the transport policy/strategies with the poverty reduction strategies outlined in the Poverty Reduction Strategy Paper (PRSP). This analysis, undertaken in 2003 following the pilot Guidelines, assisted in identifying the strengths and weaknesses of both the PRSP and the National Transport Policy (NTP) in addressing poverty reduction through the transport sector. The outcome of the findings will assist in improving both the PRSP and the NTP when it will be due for review, with the main objective of ensuring that transport does effectively contribute to poverty reduction.

8.2. The Stakeholder Group

The members of the Stakeholder Group were obtained from key ministries which deal with transport (planning, policy formulation, management of infrastructure), other ministries whose functions can contribute and support poverty reduction measures and the private sector/civil society groups. The table below presents the composition of the stakeholder group:

	Institution /Organization	Positions
1	Presidents' Office for Regional Administration and Local Governments (PORALG)	<ul style="list-style-type: none"> • Deputy Minister, • National Coordinator RTTP
2	Association of Local Government Authorities Tanzania	Administrative Officer
3	Presidents' Office - Planning and Privatisation	Senior Planning Officer
4	Prime Minister's Office	Senior Planning Officer
5	Vice President's Office- Poverty Eradication	Director
6	Tanzania Bus Owners Association (TABOA)	Executive Secretary
7	Ministry of Works	RMI Coordinator
8	Ministry of Agriculture and Food Security	Principal Agriculture Economist
9	Tanzania Association of NGOs (TANGO)	Head Policy Advocacy
11	Ministry of Communications & Transport	Senior Planning Officer
12	Tanzania Chamber of Commerce, Industries and Agriculture (TCCIA)	Executive Director
14	Ministry of Community Development, Gender and Children.	Asst Director
15	Tanzania Chamber of Commerce, Industries and Agriculture (TCCIA)	Chamber Development Officer

Note: further consultations were made with various institutions and organizations during the review process in order to obtain more information and input.

8.3. The methodology and approach

The first stage of the process involved identification of a facilitator and formulation of a working group consisting of people from sectors related to transport and poverty reduction. The group chose a chairperson and held three workshops in a period of five weeks where a comprehensive analysis of the PRSP, the NTP and strategies to implement the NTP was undertaken. Following the three workshops, a few meetings were organised where the chairperson, with some members of the working group and individuals who represented some target groups, exchanged views on the needs of different groups/sectors that are related to transport (access and mobility) and how the transport sector is currently addressing them.

The key approach used during the process include a review of various policy and other guiding documentations and workshops/Meetings. Prior to the workshops the facilitator collected some basic documents which led the preliminary discussions during the first workshop. During this workshop team members identified more documents which were collected and utilized during the subsequent workshops.

The workshops provided a useful forum for discussion and analysis, it was also a very good opportunity for making some comments and recommendations on both the National Transport Policy (NTP) which was on the final draft and the Second PRS. However some basic challenges were noted in the following areas:

- Time was not adequate for more discussion and analysis. Some documents were new to participants as such they required more time to go through them before discussion
- Some documents were missing
- Although it was initially planned to observe gender balance within the team, this was not achieved since most representatives of organizations are men.

8.4. The main findings of the review

The vision of the NTP is:-

To have efficient and cost-effective domestic and international transport services to all segments of the population and the sectors of the national economy with maximum safety and minimum environmental degradation.

The main goal of the PRSP is to *‘Provide a framework to guide poverty eradication initiatives in order to reduce absolute poverty by 50% by year 2010 and eradicate absolute poverty by year 2025’.*

8.4.1. Assessment of coherence and coordination between poverty reduction strategy and transport policy/strategies

The Poverty Reduction Strategy Paper targets at reducing poverty of the following priority population groups in rural and urban areas:-

- Peasants
- Women
- The youth
- The vulnerable (the old, disabled, HIV/AIDS victims)

It was noted that the transport sector is to contribute in meeting the needs and reducing poverty of these groups by implementing the following:-

- Improving the transport infrastructure.
- Involving households in infrastructure planning, financing & maintenance.
- Giving development of rural infrastructure deserving emphasis during planning and allocation of transport resources at the national level.
- Increasing private and public sectors participation in provision of Rural Roads Transport Services.
- Sensitising the use of NMTs among women in rural areas and making deliberate efforts to promote use of cheap NMT technology.
- Encouraging private sector to collaborate with public sector to provide competitive services and make them affordable to rural community.
- Rural communities (including women) contracted to maintain / rehabilitate rural roads
- Minimising rural transport related problems to women by improving rural transport infrastructure and services in order to reduce rural travel burden
- Providing of adequate transport to special groups (students, elders & disabled)
- Contracting local communities to manage the roads in their localities
- Undertaking road improvement programs in various regions and districts using local contractors and labour based technology
- Increasing self employment opportunities through improved transport services and facilities
- Mobilising resources to enable acquisition of transport equipment
- Providing of special lanes and facilities in urban roads and infrastructure (e.g. for 3 wheel bicycles)
- Minimizing of wasteful exploitation of natural resources and enhancement of environmental protection.

8.4.2. Weaknesses noted within the policies and strategies

The following weaknesses were observed and required to be addressed in order to make the transport sector contribute more to poverty reduction of these groups:-

- The policy and strategies do not mention the desirable number / percentage on women involvement in transport related income generating activities.
- No specific efforts to assist women financially to acquire transport facilities e.g credits etc
- The transport policy and strategies do not recognize the unequal development stages of regions and therefore do not advocate for allocating more resources to them.
- Policy / strategies do not combine the physical provision of infrastructure and the quality of service thereof.
- It was also noted that transport infrastructure and services planning process is gender blind.

It was noted that the transport strategies lack clear objectives to provide transport infrastructure and services to potentially productive areas, non-advocacy on use of IMT / NMT in transportation of agriculture produce and related cargo, and the silence on provision of quality transport infrastructure and services thereof.

The transversal objectives presented in the poverty reduction strategy are:-

- Gender equity
- Environment
- HIV/AIDS
- Good governance

It was also noted that the transport policy and strategies is gender blind in planning of transport infrastructure and services. The gender mainstreaming in the planning process is essential for the purpose of taking into account the needs of both males and females.

8.5. Recommendations for improving the contribution of transport policy and strategies to poverty reduction and growth

8.5.1. Suggested improvements to transport policy and strategies

Areas that required improvements in the transport policy so as to make it contribute more in the poverty reduction include:-

- Allocation of more resources to the deprived regions / districts so as to open up potential productive areas;
- The non recognition of most deprived regions in the transport policy and strategies makes it difficult to favour these most deprived regions in allocation of resources and therefore makes them stagnant in terms of development. This in turn make the infrastructure in these regions be poor and defeats the poverty reduction efforts.

- Provision of transport services to new potentially and productive areas and to the social sectors' facilities.
- The importance of assured accessibility to the economic sectors cannot be over emphasised. It is therefore necessary to be specific and give policy guidelines which will ensure accessibility and transport services to the economic potential areas.
- Implementation strategies should consider guidelines for environmental protection.

8.5.2. Suggested improvements to the poverty reduction strategy

The PRSP need to be improved for it to take full advantage of the transport policy / strategies in alleviating poverty. The areas to be improved include:-

- Recognising the importance of the other modes of transport in poverty alleviation;
- Inclusion of issues on mobility problems and solutions;
- Inclusion of measures to be taken to enhance safety in transport sector;
- Advocate for use of appropriate transport technology in the rural areas
- Encourage capacity building at the local government level (in transport sector)

8.5.3. Steps taken to implement the recommendations

- Observations and recommendations made by the stakeholder group were presented to the responsible stakeholders and were thereafter incorporated in the NTP and the PRS II.
- The PRS II which is now known as The National Strategy for Growth and Reduction was officially Launched in April 2005. The strategy focuses on the National Development Vision 2025 and pays a greater attention on stimulating private investment response, infrastructure, human resource development, building a competitive economy and an efficient government.
- A Poverty Monitoring System is in place which involves key stakeholders (the Central and Local Government as well as the Civil Society) in monitoring and evaluating achievements and challenges made.
- The Government of Tanzania approved the review process, which was officially launched in October 2003 during the Poverty Policy Week, an annual event that brings together stakeholders to share ideas and experiences and make an assessment of achievements and challenges during the past year with regard to the implementation of the PRS II.
- A working group on economic sectors (that includes the transport sector) has been formulated and participates in the PRS II Technical Committee, under the coordination of the Ministry of Works, with secretariat services provided by the Poverty Eradication Division of the Vice President's Office, the national focal point on PRS II.

9. ZIMBABWE

9.1. Focus and launch of the PRTSR process in Zimbabwe

Following the SSATP preparatory Meeting in Kenya held on 12 to 14 May 2004 in Nairobi, attended by the RMI and RTTP contact persons in Zimbabwe, where the PRTSR was muted to the members, Zimbabwe immediately embarked on the implementation of the Action Plans indicated which required that the country conduct an analysis of the Poverty Reduction Strategies, Transport Strategies and the Policy Formulation Process. Since SSATP had indicated that it would fund the Review Process, a core group comprising officials from the Ministry of Transport & Communications (MoTC), Ministry of Local Government Public Works and National Housing (MLG), Ministry of Public Service and Social Welfare (MPS&SW) met and drafted a letter seeking Authority to proceed to the Secretary.

The other task which the core group performed was also to identify organizations and departments to nominate potential members for the Steering Group. The invitations were sent by the Permanent Secretary and nominations into the Steering Group were then obtained for final approval by the PMT.

The core group also initiated the procurement of the facilitation consultant and began to draft an advert in the press to request for proposals. Adjudication was conducted and a suitable candidate identified. By this time the Steering Group was in place and took part in the adjudication process.

The Consultant was commissioned by the Steering Group and introduced to members on 7 April 05 after which a week later the group met to discuss the Stakeholder Analysis, Workshop Planning and Logistics with the Consultant.

After another meeting of briefing Stakeholders, the Workshops started. Three workshops were conducted and after the stakeholders' Endorsement meeting the submission of the final Workshop Report was made.

Main documents reviewed at the Workshop were the Draft National Transport Policy (NTP), the Rural Travel and Transport Policy (RTTP), Poverty Alleviation Action Programme (PAAP), Urban Transport Policy (UTP), Macro Economic Policy Framework (MERP).

9.2. The Steering Group

The Steering Group was comprised of Public and Private Sector representation. Government (Public Sector) composition as follows:

- a) Ministry of Transport & Communications
 - a. Nomination with alternate member from Department of Policy
 - b. Nomination with alternate member from Department of Roads
- b) Ministry of Local Government, Public Works and National Housing
 - a. Nomination with alternate member from Department of Physical Planning
- c) Ministry of Labour, Public Service and Social Welfare
 - a. Nomination with alternate member from Department of Social Welfare
- d) Ministry of Finance & Economic Development
 - a. Nomination with alternate member from Department of Economic Development

Private Sector composition was as follows:

- a) National Association of Non-Governmental Organisations (NANGO).
 - a. Nomination with alternate member from NANGO
- b) Zimbabwe Rural Transport Organisation (ZRTO).
 - a. Nomination with alternate member from ZRTO.

The Steering Group met initially to be introduced to the SSATP, then in preparation for the Ethiopian AGM. Subsequent meetings on updates for Procurement of Consultant, Adjudication meetings, Meeting with the Consultant, Stakeholder Identification and analysis meetings, Workshop Planning Meetings and wrap up Meetings were then held for the PRTSR, amounting to at least 8 meetings.

The results of the success of the Workshop indicate that it functioned well.

9.3. The Stakeholder Group

The Stakeholder Group involved various players. An initial list of people and organizations involved in Poverty Reduction, in Transport Strategy, in Priority Economic Sectors, in Priority Social Sectors and representatives of the poor (women, men, urban, rural) was analysed. The analysis involved 107 line assessments of Knowledge of issues and ability to influence adaptation of strategies.

After initial assessment another list of stakeholders was drawn up with 57 top ranking people / organizations represented from Government and Parastatals, Local Authorities, Public Institutions, NGO's and Development Agencies and Associations & Traders. From this selection score

card, the final shortlist of 20 selected organizations with their persons and selection justification was arrived at.

When the workshops began there was poor attendance from women and the Gender groups. The Media also was noted that it could have been represented. There were concern raised as well that the Private Sector participation was perhaps not committed sufficiently.

9.4. The workshop process and method

The Workshop took place as a series of workshops, one from 12 to 13 May 05, the other 19 to 20 May 05 and final from 1 to 3 June 05 at the local Bronte Hotel. The process was participatory and effective.

Challenges were faced where the facilitation process and method had to first be understood by participants. The time given and the requirement to get full participation meant the process had to proceed at a fairly fast pace, at times finishing quite late for participants.

Again in order to get continuity of participation, it was important to ensure that the process is conducted in shortest possible time without crowding too long a period where senior managers would find it difficult to spend whole week away from the office.

The method began to be understood later and proved quite effective in being able to ensure all participants' views were given a chance to be noted and reviewed.

9.5. Main difficulties encountered and how overcome

The first problem encountered as alluded to earlier was that of unclear guidelines and processes on procurement for such assignments. A lot of time was lost groping in the dark and when information came about, it was piecemeal. Constant communication with the support consultants and PMT was made to eventually overcome hurdles as they arose.

There was also a serious problem of delayed payments, where practically the whole series of workshops had to be financed by the facilitation consultant before confirmation of payments. It posed some compromise where one could not demand performance in totality where payment obligation had not been met. Supplementary payments to encourage participation could not be paid in full in time, leading to suspicion on behalf of participants to the coordinator and facilitator. Some services from the hotel venue could not be demanded where payments were not sure.

There was need to have on-site assistance from the support consultants to ensure that the process, being conducted for the first time under such conditions was on the right track. Some hesitancy was removed with the participation of Margaret Ombai at the first workshop.

9.6. The main results

9.6.1. Main findings concerning transport in the poverty reduction strategy

- a) It was noted that Zimbabwe does not have a single PRS paper although various initiatives existed in different documents and frameworks.
- b) Documents reviewed could not explicitly show the contribution that transport makes and should make to poverty reduction.
- c) Transport was not recognized and treated as a cross-cutting issue for other sectors while transport-related needs of priority economic, social and population groups were not adequately identified.

9.6.2. Main findings concerning poverty reduction in transport strategy

- a) It was noted that the draft National Transport Policy document recognized the role of transport towards poverty reduction in general terms only,
- b) It was noted that poverty reduction measures were not clearly articulated in the various transport sub-sectors.
- c) Transport Policy was found to recognize the importance of an integrated approach in addressing poverty reduction and it dedicated linkage to disability but did not give equal prominence to other priority groups.
- d) It was found that Transport Strategy acknowledged geographical dimensions of poverty and transport, mainly with respect to rural and urban areas.

9.6.3. Main findings about policy process to link transport and poverty reduction

- a) It was noted that it was taking too long to complete and finalize policy documents in the transport sector.
- b) It was found that policy makers and decision makers both in the private, public and civil society did not yet fully appreciate and understand the linkage and issues relating to transport and poverty reduction.
- c) There appeared to be limited awareness and understanding amongst those who coordinated and implemented poverty reduction strategies of the full potential contribution that transport could make towards achieving their sector goals.
- d) It was also noted that transport sector actors did not fully understand and have the skills for developing and implementing comprehensive and integrated transport strategies that were fully anchored in poverty reduction

- e) Finally it was found that although the right people were involved in the formulation and implementation of the policies and strategies, they required capacity building in order for the transport sector to comprehensively and genuinely serve the needs of the poor and priority population and economic & social sectors.

9.7. Recommendations and their implementation

9.7.1. Main recommendations to anchor transport strategy in poverty reduction

- a) There was need for a single and comprehensive PRS.
- b) The PRS should outline the role of transport as a cross-cutting service in poverty reduction.
- c) In formulating the new PRS, transport issues should be articulated.
- d) The role of transport towards poverty reduction must be drawn from the PRS
- e) NTP should give adequate coverage to all economic, social and priority population groups to improve targeting
- f) Cross-cutting issues in the NTP/PRS should be mainstreamed
- g) Develop guidelines on format and content of policy.

9.7.2. Steps to implement the recommendations

- a) Submission of recommendations to key stakeholders to be concluded. The Comments were well received by the Secretary for Transport & Communications who had delayed conclusion of draft Policy to accommodate the comments and some recommendations
- b) Reconstitution of the Steering Group to carry the prioritized Action Plan forward. The Steering Group is required to put in place time frame for the Action Plan. It is meant to identify recommendations made, how these can be made, key people who can bring about the change, and the institutional drivers. Once identification and contacts are concluded, after a post Review Workshop Launch, with the assistance of the Permanent Secretary, follow-ups would then be made periodically with subsequent one-day progress review workshops.

10. DEMOCRATIC REPUBLIC OF CONGO

10.1. The Technical and Coordinating Committees

In the framework of the elaboration of the Final PRSP in the Democratic Republic of Congo, a Technical Committee was established by the Ministry of Planning by its Ministerial Decree 012/CAB.MIN/PL/2004 of 07/04/2004. This Technical Committee involves 15 thematic and sectoral groups, functioning under the supervision of the PRS Formulation Process Steering Unit (PRS-FPSU) at the Ministry of Planning.

The « Transport » Sector Group involves 16 people from the following institutions and bodies:

	Designation	Institution	N° of members
1	Presidency and Government	Presidency of the Republic	1
		Vice-President Reconstruction & Development	1
		Min of Planning	1
		Min of Transport	2
		Min of Public Works and Infrastructure	2
		Min of Town Planning and Housing	1
		Min of Rural Development	1
		Min of Labour	1
2	Private sector	Business Federation, Transport section	1
		Transporters' Association of Congo	1
		Shipping Association of Congo	1
3	Civil society	Catholique Church	1
		Protestant Church	1
		National Council of NGOs/Women's associations	1
TOTAL			16

The Coordination Committee of this Group comprises 5 people, as follows:

- Chair: Ministry of Transport
- 1st Vice –Chair: Private sector (Congolesse Business Federation)
- 2nd Vice–Chair: Ministry of Planning
- Secretary–rapporteur : Ministry of Public Works and Infrastructure
- Deputy secretary-rapporteur: Civil society (National NGO Council).

The facilitation and moderation of the meetings of the Group and the participatory consultations are undertaken by the Coordination Committee.

10.2. The approach

In the margins of the annual SSATP meeting at Addis Ababa in September-October 2004, a bilateral meeting, which brought together the members of the DRC delegation and the SSATP/PRTSR support team, studied how to organize and start the PRTSR process in DRC.

Taking into account the specific situation of DRC, which is currently elaborating its (first) final PRSP, it was judged appropriate to adapt the PRTSR methodology in DRC. What was envisaged was adoption of the following approach:

- The steering of the PRTSR analysis by the Coordination Committee of the PRS Transport Sector Group in the place of a separate Steering Group;
- The Stakeholder Group for the strategy analysis to be composed of the members of the Transport Sector Group and the people responsible for the other PRS thematic and sectoral groups (Governance, Macro-economics, Budget, Employment, Agriculture and Rural Development, Education, Health and HIV/AIDS, Urban Poverty, Vulnerable Groups, Environment, Mining, Energy, Culture and ITCs, Methodology, Informal Sector).
- The facilitation of the process to be assured by an external resource person, outside the Coordinating Committee and responding to the criteria outlined in the PRTSR Guidelines.
- The combining of the three workshops into two main workshops, with a view to put into place mechanisms to revise the transport strategy and integrate the conclusions of the analysis into the formulation and finalization of the PRS.
- The organization of a national workshop with the official support of the authorities, to share the methodology with the different stakeholders identified.

10.3. Activities undertaken

The PRTSR in DRC started during a mission undertaken in Kinshasa between 21 and 28 August 2005 by Mr Mamadou Talla, regional adviser and designed facilitator. In collaboration with the facilitator, the Steering Committee has undertaken a series of activities, as follows:

- **An information workshop, held on 24 August 2005**, about SSATP and the PRTSR methodology, to prepare for the organization of the process.
- **Harmonization with the PRS-FPSU** of the schedule of PRTSR and PRS workshops to take into account the involvement of the same stakeholders in the two processes and the need to organize the PRTSR workshop before the harmonization and validation workshop for the sector strategies in the PRS.
- **The selection** of a service provider (1st half of September) and a PRTSR Technical Adviser (2nd half of September).

- **Organization of the first PRTSR workshop** to analyze the national transport and poverty reduction strategies, between 04 and 07 October 2005, in the premises of CEFORMAD (Management and Organizational Development Training Center), a structure of the Church of Christ in Congo and selected as the service provider.

The facilitation team provided by SSATP for the PRTSR process in DRC comprises:

1. Mr Mamadou TALLA, PRTSR Regional Advisor and Facilitator;
2. Professor Yvon BONGOY MPEKESA, Technical Adviser.

The principal objective and activities of the workshop can be summarized as follows:

- **Analyse the PRS being formulated** so as to assure the anchoring of the transport strategies in the PRS and, thus, contributing to poverty reduction (the mobility and accessibility of the most disadvantaged to essential services: health, education, employment,...).
- Analyse the content of the **Framework Transport Policy Document**, which was elaborated in 2002, to ensure that it contains strategies which allow transport to contribute to poverty reduction.
- On the basis of the results of the analysis of the two documents, **necessary adjustments and corrections** have been proposed, for incorporation in the PRS being finalized, so as that transport contributes to poverty reduction.

10.4. Main difficulties and solutions found

The process has been hindered by delays in finalizing the contract between the SSATP (World Bank) and the service provider CEFORMAD. The first workshop was entirely pre-financed by CEFORMAD, which could not cover the transport costs of participants. The second workshop, foreseen for the last week of October 2005, has been delayed to December.

The organization of other workshops in the framework of the formulation of the PRS during the same period did not allow all 35 participants to attend. The participation varied between 25 and 31 people.

The Coordinating Committee hopes that the contractual problems of the service provider and the Technical Adviser will be resolved soon, to allow the process to be completed in December 2005.

11. ETHIOPIA

11.1. Launch and creation of the Steering Group

Ethiopia expressed its interest to join the SSATP Review of National Transport and Poverty Reduction Strategies through the letter written by Minister of Infrastructure. Following this the government established a SG to lead the process, comprising Mr. Bekele Negussie (Ethiopian Roads Authority), Mr. Hagos Tesfaye (Trans-Ethiopia Transport Co.), Mrs. Tsehaynesh Teferra (Ministry of Infrastructure), Mr. Getachew Adem (MoFED), Dr Tassew Woldehanna (Addis Ababa University), Mr. Adamu Zelleke (Ministry of Agriculture & Rural Development).

The first SG Meeting was held on September 3, 2005. During the meeting Mr Getachew Adem and Dr Tassew were elected as Deputy Chairperson and Secretary of the SG respectively.

11.2. Selection of facilitator

The Steering Group invited three qualified professionals to submit their C.V., which is the basis for selection of successful facilitator. After a through discussion and consideration of the recommendation of the Regional Support Consultant, Mr. Zewdie Biratu is selected among the three candidates.

The SG has then contacted the SSATP for advice on selection of support service provider. The SSATP has sent the attached guidance note for the selection of workshop support service provider (non-consultant service) and the format for "Request for Quotation".

11.3. Next steps

The chairman of the SG will draft the action plan and present to the SG before the next meeting. It was also agreed that the chairman contact the SSATP about the finalization of the contract with the nominated facilitator.

Identification of Stakeholders will be started once the Facilitator is in place.

12. THE GAMBIA

12.1. Launch and creation of the Steering Group

The Gambia's Poverty Reduction/Transport Strategy Review Process was launched in July, 2005 following approval granted by the Office of the President. The process is being handled by the Department of State for Works, Construction and Infrastructure Development. The Deputy Permanent Secretary (Technical), Mr. Abdoulie O. Camara, who is also the SSATP Country Co-ordinator, is responsible for the implementation of the process.

Following approval from Office of the President for launching the process, a Steering Group was constituted. It comprises the following members:

- i Mr. A.O. Camara (chairman)
- ii Dr. Siga Jagne Director of the Pro Poor Advocacy Group
- iii Mr. Fallou N'Jie Director of SPACO
- iv Mrs Ida Fye Hydara
- v Mr. Ousainou Jobarteh
- vi Mr. Mam Chernor Jallow
- vii Mr. Momodou Senghore

The SG has met on three occasions – the inaugural meeting, followed by two other meetings which saw the selection of the facilitator. A third meeting is envisaged before the end of the week to allow members to deliberate on the selection of the Stakeholder group. With the Stakeholder group in place, meetings of the SG will become more frequent in order to guide the process and render it more effective.

13. GHANA

13.1. Launch of the PRTSR review in Ghana

Official approval for the PRTSR review in Ghana was given by the Head of the Roads Transport Ministry and National Development Planning Commission (NDPC) in July 2004.

13.2. The Steering Group and selection of facilitator

The Steering Group has seven members (see below) and is functioning well. The Group has held eight meetings since July 2004.

i. Mr. Bruno B. Dery (Chairperson)	Deputy Director – Head, District M&E Division National Development Planning Commission
ii. Mr. Henry Danso (Secretary)	Engineer, Department of Feeder Roads, Ministry of Roads and Transport
iii. Mr. E. Kwakye	Director – Policy, Ministry of Roads and Transport
iv. Mr. Godwin J. Brocke	Director – Research, Ministry of Roads and Transport
v. Mr. Winfred Nelson	Principal Planning Analyst, National Development Planning Commission
vi. Mr. Kojo Adom Moses	Chairman, Ghana Road Transport Coordinating Council
vii. Mr. Ibrahim Akalbila (NGO Representative)	Senior Programme Officer, Integrated Social Development Centre (ISODEC)

A facilitator has been selected for the workshop process, and is currently being engaged. A first step will be to work with the Steering Group to undertake the stakeholder analysis, so as to form the Stakeholder Group.

13.3. Main difficulties encountered

Numerous initial problems have been encountered, including lack of start-up financing, difficulties with recruiting a facilitator and slow feedback.

14. SWAZILAND

14.1. Launch of the PRTSR review in Swaziland

A PRTSR launch workshop was held on the 29th September 2005 at the Ministry of Public Works and Transport (MPWT) Conference room. The meeting was officially opened by the Honorable Minister for Public Works and Transport Hon Elijah Shongwe.

The main objectives of the launch were as follows:

- For the Hon Minister to officially commission the Stakeholder Group (SKG) to undertake the review through the workshop
- Explain the whole project to the SKG
- Introduce to the SKG the documents to reviewed and those to be used as reference material
- Introduce the SKG members to each other
- Discuss and agree on the review process program including the review workshop dates

Attendance

The launch was attended by the Hon Minister (who performed the Official launch), the Ministry's Principal Secretary – Mr Evert Madlopha (who was the Director of the ceremony, other Senior Ministry officials, members of the Steering Group, the Facilitator and members of the Stakeholder Group

Launch Proceedings

Prior to the official launch, the Principal Secretary made his welcome remarks and performed the introductions function. He went on to explain the key objectives of the launch and of the review including the structure and roles of the SKG.

Ms Chazile Magongo the SG Chairperson gave a detailed background to the review and also explained the process in more details. She also elaborated on the expected outcomes of the review process and on the roles and responsibilities of both the SG and SKG. Ms Magongo also explained how the Stakeholder Group was chosen.

Mr Gideon Dlamini, the facilitator, presented the proposed workshop schedule (dates) and also introduced the list of documentation to be read by the SKG which included a list of both primary and secondary documents. He also explained that the review outputs would be compiled in the form of reports. Below is the schedule as agreed with the SKG at the launch.

Proposed Schedule of Activities

DATE	ACTIVITY	PARTICIPANTS	VENUE
29 th Sept. 2005	PRTSR Launch	Hon Minister, Principal Secretary, SKG, SG, facilitator and other senior Ministry Officials	Ministry of Public Works and Transport Conference Room
12-13 Oct 05	1 st SKG Workshop	SKG, SG	Hotel 8am – 5pm
26-27 Oct 05	2 nd SKG Workshop	SKG, SG	Hotel 8am – 5pm
2-3 Nov 05	3 rd SKG Workshop	SKG, SG	Hotel 8am – 5pm

Issues raised by Stakeholder Group members

SKG members wanted to know if they would be reimbursed for expenses to which the SG Chairperson explained that SKG member will be given an honoraria of \$30 for each full day of attendance at the review workshops. SKG members called for a strict adherence to both the proposed dates and time (punctuality) schedules.

14.2. The Steering Group

The SG is composed of five members as follows

	Name of SG Member	PORTFOLIO
1	Ms Chazile Magongo	Senior Planning Officer: National Transport planning Unit, Ministry of Public Works and Transport
2	Ms Phumzile Dlamini	Coordinator of Programmes: Coordinating Assembly for Non-Government Organizations (CANGO) which is Umbrella body for NGOs in the country
3	Ms Lonkhululeko Sibandze	Senior Planning Officer: Coordinating and monitoring implementation of the National Development Strategy (NDS) in the Ministry of Economic Planning and Development.
4	Mr Trevor Tshabalala	Chief Roads Engineer: Responsible for all roads planning, construction and maintenance in the country under the Ministry of Public Works and Transport
5	Mr Nelson Zeeman	Chairman: Roads Passenger Transport Operators' Association which is a national umbrella body for passenger transport operators.
6	Mr Dumsani Sithole	Planning Officer: Coordination of the Government's Decentralization Program with the Deputy Prime Minister's Office

The SG meetings are largely demand driven, given the stakeholder participation nature of the process. On its own, the SG had initially scheduled to hold 12 meetings other than participation at workshops as follows:

a) Eight meetings have been held so far:

- one held to introduce the SG members and explain the process
- one meeting to discuss and shortlist the Facilitators,
- one to evaluate and recommend a Facilitator,
- two meetings held with the Facilitator for his introduction to the SG and the ministry and to discuss his Terms of Reference and the training in Nairobi
- one to identify, analyse and select the Stakeholder Group and plan for launch meeting and for the 3 workshops)
- two meetings for the evaluation and selection of the workshop service provider

b) It is planned that seven more meetings will be held for the planning and reporting on the Stakeholder workshops (for each of the three workshops, there will be two meetings, one for planning and another for review after the workshop, a seventh meeting was planned for a review of the final report by the facilitator.

14.3. The Stakeholder Group

Below is a list and details of the SKG:

	NAME OF STAKEHOLDER	NAME OF PERSON REPRESENTING STK HOLDER	REASONS FOR SELECTION
1	Swaziland Commercial and Road Transport Association (SCARTA)	Mr Ambrose Dlamini (Secretary General)	Umbrella body for passenger transport at national level
2	Road Transportation Directorate (PU)	Mr JMV Bongwe (Director)	Transportation regulator
3	Parliament Transport Portfolio Committee (PU)	Hon Mrs Trusty Gina (MP and Deputy Speaker of the House of Assembly)	Transport legislative advisory committee
4	Agricultural Extension Services (PU)	Mr Siphso Simelane (Senior Agricultural Officer)	Provision of agricultural extension services at grass root level
5	Agricultural Marketing Unit (PU)	Mr Bongani Dlamini (Agric Economist)	Support services for agricultural produce
6	World Vision ©	Ms Ncamsile Tfwala (Assistant Coordinator)	NGO directly involved with poor rural communities in poverty reduction
7	Lutheran Development Service ©	Mr Sifiso Tshabalala (Programmes Manager)	NGO directly involved with poor rural communities in poverty reduction
8	SME Unit (PU)	Mr Michael Zwane (Acting Director)	Policy Unit for SME development
9	Federation of the Disabled Swaziland Chapter ©	Mr Thomas Mndzebele (Member)	Priority population group

10	Gender Unit (PU)	Ms Jane Mkhonta (Gender Officer)	Mainstreaming gender issues
11	SBIS (PU)	Mr Richmond Ngwenya (Information Officer)	Media
12	UNDP ©	?	Cooperating partner
13	Micro Projects ©	Mr Sibusiso Mbingo (Deputy Coordinator)	Rural Development Agency
14	Chiefs (PU)	Prince Gcokoma (Chief)	Traditional leaders at local grass root level
15	Poverty Reduction Unit (PU)	Mr Lovemore Magagula (Senior Planning Officer)	Coordination and monitoring the implementation of the PRSAP
16	Lutsango LwakaNgwane	Senator Isabella Katamzi (Mrs), National Coordinator	Swaziland Women's Organization

Some of the stakeholder organizations selected have not responded to the request to nominate representatives. The gender balance is satisfactory because there are 8 women in total including the SG members and 14 men. This brings the total number to 22 people for the PRTSR. The representation in terms of the seniority is also fair as we have senior and middle level officers who are able to understand issues of policy nature and can influence the process and advice in decision making. The involvement of the Parliamentarians is also a good thing as we expect that the outcome of the process can be supported from that level as well to facilitate the implementation of the action plan.

14.4. The workshops and methodology

At the time of this report, the first workshop had been postponed twice there was a delay from SSATP in responding to the contract documents submitted by the Service Provider on 14 October, 2005. The workshops have been suspended until SSATP gives a go ahead to the service provider.

14.5. Main difficulties encountered and how overcome

The only major difficulty was related to some aspects of the process in particular the service provider engagement resulting from the varying expectations in terms of timing, alignment of plans between the SSATP and the ministry as well as general planning practices. The delays created difficulties for all the people involved in terms of the disruptions in plans and indefinite postponements of the workshops. After the launch, Stakeholders were inspired by the nature of the exercise at hand but the postponements watered down the SKG enthusiasm.

It would be useful to ensure that ownership of the PRTSR as a process is clarified to the SG so that countries can feel free to plan for the reviews in accordance with their national activities and planning schedules.

15. UGANDA

15.1. Launch of the PRTSR review in Uganda

Uganda obtained official approval from the Ministry of Works, Housing and Communications and from the Ministry of Finance Planning and Economic Development in June 2004.

15.2. The Steering Group

Steering Group has been officially established in Uganda in April 2005. It comprises 6 representatives, covering both the transport sector and poverty reduction strategy and involving the public sector, private sector and civil society representatives. Identification, analysis and approval of potential Institutions to be represented on the SG took four months.

In April 2005, the Steering Group was established. Below are the members.

	Name	Organisation	Designation
1	G. J. Itazi	Ministry of Works, Housing and Communication	Chairman
2	Dr. N. Rudaheranmwa	Economic Policy Research Centre	Member
3	Mr. G. Badagawa	Private Sector Foundation	Member
4	Mr. P. Kwamusi	Uganda Private Road Users Association	Member
5	Ms H. Nabawanuka	National Organisation of Women of Uganda	Member
6	Mr. M. Ogwang	Ministry of Economic Planning	Member

This SG had an opportunity to undertake PRTSR training in Nairobi in July 2005.

Since August 2005, the Steering Group meets once a week and has established a Secretariat supported by Ministry of Works, Housing and Communications.

The Steering Group with the approval of the SSATP has identified and selected the Facilitator and Resource Person for the review process.

15.3. Main difficulties encountered and how overcome

The review process has taken longer than anticipated. The programme that was set was rather ambitious. The establishment of the SG was fast; however because it was not representative, we were advised to re-constitute the SG. The re-launching of the SG was done in April 2005 and fully approved by SSATP in the same month.

The process of procuring the support services has proved rather difficult for the steering group. The procurement of the facilitator by the SG took more time than anticipated. Our first facilitator did not meet the expectations of both the SSATP and the SG. This was in October 2004 during the SSATP annual meeting in Addis Ababa. The second facilitator procured in June 2005, was again not appointed due to poor performance. This was during the PRTSR training in Nairobi in July 2005. This has delayed the review process in Uganda.

There has also been a difficulty in maintaining communication between the SSATP and the Consultants due to lack of communication facilities especially emails and other supporting facilities. This has limited giving feedback to support teams of the SSATP on the progress of the review process in Uganda.

The contract signing between the new facilitator and the SSATP has not yet been finalised. This has contributed to the delay of the review process.

15.4. Future steps

Uganda's SG is committed to implement the PRTSR process following the training workshop in Nairobi last July 2005. The tasks being undertaken for the Review Process include preparatory steps i.e. undertaking the Stakeholders Analysis, planning the workshops and undertaking the reviews of our transport and poverty reduction strategies. Findings and recommendations – and action plans for implementing the recommendations - should emerge by February 2006 assuming the Facilitator, Resource Person and the Service Provider and last but not least, the securing of requisite funds for the Review Process.

16. ZAMBIA

16.1. Launch of the PRTSR review in Zambia

The PRTSR has not been officially launched. Authority is now being sought from Cabinet office to have the PRTSR officially launched by the Ministers of Finance and Transport and Communications. The PRTSR project is hosted by the Ministry of Communications and Transport.

The SSATP Coordinator was appointed in August 2004. He reports to the Director of Planning who in turn reports to the Permanent Secretary and finally to the Minister.

16.2. The Steering Group

A National Steering Group has been appointed by the Ministry of Communications and Transport and is composed of five members from the following institutions:-

- (a) One (1) Ministry of Finance and National Planning
- (b) Two (2) Ministry of Communications and Transport
- (c) One (1) Chartered institute of Transport (CIT)
- (d) One (1) Civil Society for Poverty Reduction.

The Steering Group meets twice every month to review the progress of the programme. The Steering Group is currently selecting a facilitator.

16.3. Main difficulties encountered and how overcome

The failure to secure a facilitator in time has stalled the process. Other difficulties include the enumeration of the SSATP Co-ordinator and the lack of start-up funds to conduct PRSTR activities. The Ministry has now attached an officer to assist the SSATP Co-ordinator and support is also being provided by SSATP. A budget line for the office of the Co-ordinator is being considered for the 2006 budget. Allocating funds from the Ministry budget for the local use of PRTSR activities would also help.

ANNEX 1: NATIONAL PRTSR CONTACTS

For further information on the PRTSR process and results in the participating countries, the following people can be contacted:

Country	Contact Person	Email address
Angola	Mr Kinkela Bernardo	kinkelalice@hotmail.com
Burundi	Mr Vital Narakwiye	narakwiyevital@yahoo.fr
Cap Verde	Mr Claudio Ramos Duarte	Claudio.Duarte@mih.gov.cv
Cameroon	Mr Vincent Lissom	vincent_lissom@hotmail.com
Côte d'Ivoire	Mr Marius Pokou	mpokouk@yahoo.fr
Ethiopia	Mr Ato Bekele Negussie	bnegussie@ethionet.et or bekelenegussie@yahoo.com
Gabon	Mr Leon Bounda Balonzi	boundabalonzi@yahoo.fr
Gambia	Mr Abdoulie Ousman Camara	aoc@gamtel.gm
Ghana	Mr Bruno Dery	bbdery2000@yahoo.co.uk
Guinea	Mr Mamadou Bano Sow	ssatpguinee@yahoo.fr
Kenya	Mr Gabriel Kirori	gnkirori@yahoo.com
Lesotho	Mrs Maselomo Pama	itppm@mopwt.gov.ls
Malawi	Mr Jephthah Chagunda	mrttp@malawi.net
Mali	Mr Issa Hassimi Diallo	issadiallo@afribone.net.ml
Mozambique	??	??
Niger	Mr Garba Bako	dgtp@intnet.ne
Nigeria	Mr Charles Dele Adeola	wazike@yahoo.co.uk
Rwanda	Mr Patrick Rugumire	prugumire@yahoo.com
RD Congo	Mr Jean Paul LIBEBELE	jplibebele@yahoo.fr
Senegal	Mr Bassirou Guissé	bassirouguisse@yahoo.fr
Swaziland	Ms Chazile M Magongo	mpwt-cha@realnet.co.sz
Uganda	Mr Benon Kajuna	kajunab@yahoo.co.uk
Tanzania	Ms Josephine Mwankusye	JosephineMwankusye@yahoo.com
Zambia	Mr Miller Malabwa	mtsmalabwa@yahoo.co.uk
Zimbabwe	Mr Tawanda Mdawarima	tmdawarima@gta.gov.zw

ANNEX 2: CONTACT DETAILS OF THE SSATP SUPPORT TEAM

Role	Name and Address	Telephone, fax and email
SSATP Program Manager	Nigel INGS Room J7-071, The World Bank 1818 H St NW Washington, D.C. 20433, USA	Tel: +1 202 473 0767 Fax: +1 202 473 8038 EM: nings@worldbank.org
SSATP Deputy Program Manager	Tesfamichael NAHUSENAY The World Bank 1818 H St NW Washington, D.C. 20433, USA	Fax: +1 202 473 8038 EM: tnahusenay@worldbank.org
Procurement support	Fanny BARRETT Room J7-064A , The World Bank 1818 H St NW Washington, D.C. 20433, USA	Tel: +1 202 473 4820 Fax: +1 202 473 8038 EM: fbarrett@worldbank.org
Lead Coordinating Consultant	Mary BRAITHWAITE Tacitus sprl Avenue du Parc de Woluwe 9 bte.10 B-1160 Brussels, Belgium	Tel : +32 2 502 7225 Fax : +32 2 502 4392 Email : marybraithwaite@yahoo.co.uk
Regional Advisor: West and Franco-phone Africa I	Adama MOUSSA BP 9003 Mali-Enjeu	Tel : +223 221 19 06 Tel/Fax: +223 224 22 01 Mobile: +223 644 10 46 EM : adamamoussa69@yahoo.fr
Regional Advisor: Francophone Africa II	Mamadou TALLA Sicap Sacré Coeur 2 N°8616 G Dakar BP: 15.363 Dakar Fann Senegal	Tel : +221 825 8653 Mobile: +221 537 7230 EM : mtalla2001@yahoo.fr
Regional advisor: East and Southern Africa I	Margaret OMBAI Tacitus Ltd, P.O. Box 438, 00517 Uhuru Gardens, Nairobi, Kenya	Phone/Telefax: +254 20 605 938 EM: magombai@yahoo.com
Regional advisor: East and Southern Africa II	Abdul AWADH PO Box 105910 – Masani Dar Es Salaam, Tanzania	Mobile: +255 741 336 987 Phone : +255 22 276 0456 EM: awadh@kicheko.com or aaawadh@yahoo.com
Regional advisor: Lusophone countries	Felix COSSA Caixa Postal 4041 Maputo, Moçambique	Mobile: +258 82 301 4840 Tel/Fax: +258 21 496688 EM: metaplano@tv cabo.co.mz