

# Sub-Saharan Africa Transport Policy Program



## Report of the Planning Retreat for the 2005 SSATP Annual Meeting

September 2005



*SSATP Annual Meeting 2005*

*Bamako, Mali*

*November 14-18, 2005*

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**REPORT OF PLANNING RETREAT**

**Abbey St-Gérard, Belgium**

**September 12-14 2005**

Report by Mary Braithwaite, September 2005



## ACRONYMS

AfDB	African Development Bank
AFERA/ARMFA	<i>Association des fonds d'entretien routier africains/</i> African Road Maintenance Funds Association
AGEPAR	Association of African Road Managers and Partners
AGM	Annual General Meeting (of the SSATP)
ASANRA	Association of Southern African National Road Agencies
ATS	Appropriate Transport Services
AU	African Union
CBO	Community Based Organization
EC	European Commission
EDF	European Development Fund
EU	European Union
ICT	Information and Communication Technologies
LTDP	Long Term Development Plan
MDG	Millennium Development Goals
MoF	Ministry of Finance
NEPAD	New Partnership for African Development
NGO	Non-Governmental Organization
NMT	Non-motorized transport
PIARC	Permanent International Association of Road Congresses
PRS	Poverty Reduction Strategy
PRSP	Poverty Reduction Strategy Paper
PRTSR	Poverty Reduction and Transport Strategy Review
PS	Permanent Secretary
REC	Regional Economic Community
RF	Road Fund
RMF	Road Management and Financing
RRRA	Rapid Rural Road Assessment
SADC	Southern Africa Development Community
SG	Steering Group (PRTSR)
SSATP	Sub-Saharan Africa Transport Policy Program
T&T	Trade and Transport
UEMOA	<i>Union économique et monétaire ouest africaine</i>
UM	Urban Mobility
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
USAID	United States Agency for International Development
WB	World Bank
WP	Work Program



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## EXECUTIVE SUMMARY

### **2005 Annual Meeting – a strategic milestone for SSATP**

The 2005 Annual Meeting of the Sub-Saharan Africa Transport Policy program (SSATP) – to take place in Bamako, Mali, in November 2005 – is a key strategic milestone for the program. The implementation of SSATP's Long-Term Development Plan (LTDP) for 2004-2007 is well underway, but challenges remain in converting policy lessons into practice. SSATP's member countries and partners also face new challenges, such as how to address the Millennium Development Goals (MDGs) and respond to new arrangements for donor funding. Moreover, the increasing interest in participating in the annual meeting requires a more strategic approach to its role and audience.

### **A planning retreat to prepare the meeting**

To clarify the purpose and audience of the 2005 annual meeting, and to outline its results and activities, a planning retreat was held, on September 12-14 2005 at Abbey St-Gérard in Belgium. Participants included senior representatives of SSATP member countries, a leading representative of a Regional Economic Community and members of the SSATP Board and Program Management Team. The retreat took the form of a participatory workshop, facilitated by a moderator and supported by simultaneous interpretation in English and French.

### **Outputs of the retreat**

The first day of the retreat established the context of the 2005 Annual Meeting. Participants reviewed the experiences of previous annual meetings and the suggestions made by members and partners for this year's meeting, assessed progress in implementing the SSATP LTDP, discussed some key development challenges for SSATP member countries and partners, and identified the people and organizations that SSATP must reach and influence. The findings of this review were then used to identify and agree – on the second and third days of the retreat – the strategic purpose, expected results, key participants and main activities of the 2005 Annual Meeting.

### **A plan for the 2005 Annual Meeting**

The strategic purpose of the 2005 Annual Meeting is: *strengthened implementation and results of LTDP at national and regional levels*. The main elements of the Annual Meeting as agreed at the retreat are presented in chart form overleaf. The full details of the program, participants and outputs of the retreat are presented in subsequent chapters and annexes of this report.

FIGURE 1: SSATP ANNUAL MEETING 2005 – LOGFRAME AND PLAN

<b>Purpose &amp; principles</b>	<i>Voices of women are heard</i>	<b>Strengthened implementation and results of LTDP at country and regional levels</b>					<i>Maximum use of African expertise</i>
<b>Results</b>	<b>1</b>	<b>2.1 + 2.2</b>	<b>2.3</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
	Govts + RECs understand the importance of SSATP coordination and how it can be made to function well	Commitments by Govts + donors to support PRTSR principles and process, and integrate the results into national development strategies	Next steps in data collection initiative are agreed and donor participation is established	Better understanding of the policy and operational issues concerning improved RMF & ATS for the poor	Better understanding of transit corridor management and operations by Govts, RECs and the private sector	Conditions for the successful transfer of SSATP to Africa are understood	Member countries' capacity to respond to new opportunities and risks is increased, and their needs understood by development partners
<b>Actions</b>	Identify how SSATP coordination structures are functioning in member countries + at regional level, focusing on success stories, overcoming obstacles, and support needs.	<b>2.1:</b> Review PRTSR results and action plan implementation, and identify how to mobilize resources and achieve buy-in from Ministers + development partners <b>2.2:</b> Exchange experiences about PRTSR processes, incl. good practices and overcoming obstacles, with aim of strengthening, and bringing new countries into, the process	Agree SSATP support to institutionalization of data collection and bring new countries into the initiative	Identify & disseminate the conclusions of key review and study outputs for policy & operational implementation at national and regional levels	Disseminate the results of trade & transport facilitation initiatives, focusing on the involvement of RECs, national Govts and the private sector	Identify the conditions necessary for the successful transfer of SSATP management to Africa	Enable member countries and partners to respond to key new opportunities and risks: - MDG/transport links - rising fuel costs - new funding - road safety - environment
<b>Key Participants</b>	- Directors of transport & infrastructure - Donors - SSATP coordinators - Existing cross-sector coordination structures - Civil society	- PS Transport - PS MoF/Planning (PRS) - Donors - PRTSR SG - Other key Ministries (women, agriculture)	- SSATP Coordinators - Directors of Transport - Statistical officers - PRS Monitoring Units	- PS Transport + MoF/Planning - AGEPAR - Road Funds/AFERA, ARMFA - Mins for regulation, licensing - Civil society (assoc. of NGOs, women, disabled, CBOs in informal settlements)	- Directors of Transport & Infrastructure - RECs - transport & customs - Chambers of Commerce - Transport Observatories - Corridor orgs - Customs - Security - Transport operators	- African development institutions - Mins Transport / Roads - Donors - PRTSR SG - SSATP Coordinators - Media - SSATP PMT - Min Local Govt	- PRS Coordination - Donors - UNDP Nat Reps - AGEPAR - Road Funds - Road safety authorities - Mins of Health & Environment

	<b>1</b>	<b>2.1 + 2.2</b>	<b>2.3</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>Session Proposals</b>	Presentations/discussions of: - Good practice examples of principles & roles - Why not working in some places & how to improve	Presentations by PRTSR countries of: - Results & priorities for implementation - Experiences of process & good practices Discussion with PS/ Ministers about how to continue & support the process Resolution by Ministers	Presentation of institutional options & principles Facilitated discussion to identify priority areas of SSATP & donor support	Presentations of: - Outcomes of recent AGEPAR & AFERA meetings - Outcomes of RF & RA reviews - RRRRA - UT 4 cities study - UM & poverty study	Presentations of reports on T&T facilitation by: - Development banks & RECs - Corridor management orgs - Private sector - HIV/AIDS project Video presentations Panel discussion of factors influencing transport costs	Presentation of SSATP's evolution and achievements Panel discussion to canvass views	Presentations & debate on impact of rising fuel costs (perspectives: macro-economic, private sector, land-locked countries, Road Funds) Presentation & panel discussion on: - WB & EU funding initiatives - AU & MDG/ transport links - Road safety - Environment
<b>Specific Preparatory Actions</b>	Brief reports from member countries / RECs (using format provided by SSATP PMT) on SSATP coordination arrangements and functioning	Brief reports from PRTSR countries on: Results Process Comparative analyses by countries of results / process during preparatory workshops	Countries submit proposals for institutionalization of data collection		Request brief reports on facilitation initiatives Agree how to deal with Almaty workshop	Prepare synopsis of SSATP evolution and achievements & produce media briefing	
<b>General Prep Actions</b>	Info on Website in EN & FR – link to site in invitations	Collect names & addresses of key people to invite from SSATP coordinators		“Tailored” invitations mentioning sessions of interest	Prepare media briefings on sessions	Research good speakers, panelists & moderators	



## 1. INTRODUCTION

### 1.1. Objectives of the planning retreat

The reason for organising a retreat to plan the 2005 annual meeting is that this year's annual meeting is a key strategic milestone for SSATP. The annual meeting must take full account not only of SSATP's purpose and progress in implementing the LTDP, but also the changing development climate (MDG review, donor commitments for increased investment in transport infrastructure, etc). Moreover, as interest from members and partners in participating in the annual meeting grows, it is necessary to be clear about its precise audience and role, and its place in SSATP's strategy for policy dialogue and communication with its members, partners and other key stakeholders.

The aim of the planning retreat was to agree the strategic purpose and expected results of the 2005 Annual Meeting, and to identify activities that will take place, the required participation and key preparatory activities.

The expected outcomes of the planning retreat were:

- Clarification of the context of the 2005 annual meeting (the LTDP, changes in the development environment, etc)
- Agreement on the strategic purpose and results of the annual meeting, including the main themes;
- Agreement on the activities to be organised at the annual meeting;
- Agreement on participants;
- Outline of the preparatory process.

### 1.2. Participation

The 18 participants at the retreat included: eight senior representatives of SSATP member countries (Côte d'Ivoire, Democratic Republic of Congo, Guinea, Malawi, Mali, Swaziland, Tanzania, and Zimbabwe), who had been selected because of their active involvement in the SSATP, including the Program's flagship initiative the PRTSR process, and in other key SSATP actions; the Deputy Chair of the REC Transport Coordination Committee; the Chair and two other members of the SSATP Board; the Manager of the Africa Transport Unit in the World Bank; and five members of the SSATP Program Management Team (PMT). The list of participants is presented in Annex 1.

### **1.3. Program and process**

The two-and-a-half day retreat was organized as a participatory workshop, moderated by a professional facilitator familiar with SSATP and the wider development context, who used visualization techniques to support and record the discussions. It was conducted in English and French, with ‘roving’ simultaneous interpretation by professional interpreters.

During the first day of the retreat, on Monday September 12, participants reviewed the evolution of SSATP Annual Meetings and the context of the 2005 meeting, to build a shared understanding of the issues and priorities to take into account. On Days 2 and 3 (Tuesday September 13 to early afternoon on Wednesday September 14), participants identified the strategic purpose of the 2005 Meeting, the results it should achieve and the priority people and individuals to be invited so as to achieve the results. Proposals for sessions and preparatory actions were also outlined.

The program of the retreat is presented in Annex 2.

### **1.4. Evaluation**

An evaluation was carried out at the end of the retreat, to obtain the views of participants on the positive aspects of the retreat and the aspects that could have been improved. Overall, the feedback from participants indicates a high level of satisfaction. There are many positive remarks about: the overall achievements of the retreat; the quality of the participation; the organization, structure and process of the retreat; the venue and the food; the facilitation; and the interpretation. Of the aspects that could have been improved, two should be highlighted: organizing the planning retreat at least three months in advance of the annual meeting and giving a greater voice to the experiences of member states. The detailed comments are presented in Annex 4.

## 2 SETTING THE SCENE OF THE 2005 ANNUAL MEETING

This chapter presents the outputs of the first day of the retreat, which set the scene for the planning of the 2005 Annual Meeting by reviewing:

- the evolution and experiences of previous annual meetings;
- progress in implementing the SSATP LTDP;
- some key development challenges for SSATP member countries and partners;
- the findings of a survey of SSATP members and partners concerning priority issues for the 2005 Annual Meeting;
- the people and organizations that SSATP must reach and influence to achieve the LTDP.

The introductory Powerpoint presentation by the SSATP PMT for the first day's discussions is contained in Annex 3.

### 2.1 Lessons of previous Annual Meetings

The lessons of previous Annual Meetings - highlighted by the retreat participants as relevant for the planning of the 2005 Meeting - are:

- Importance of establishing ownership and participation by SSATP members, and ensuring that the Meeting is of value to them
- Re-establishing confidence between all Program partners, especially between country members, the bilateral donors, and the World Bank;
- Making links between the Meeting and what Governments need from SSATP, e.g. in terms of technical support for PRTSR
- Establishing close contacts and exchanges between RECs and sub-regional / national organizations
- Improving information to participants, through clear information points and more accurate information in English and French
- Encouraging countries to express interest in participating in all SSATP actions
- Increasing the involvement of donors in the program, by raising their participation and presence at meetings
- Highlighting the program's achievements since 2000, e.g. transport in Poverty Reduction Strategies (PRS), involvement of Regional Economic Communities (RECs) and Africa Union (AU), move away from top-down approach to "popular participation"
- Involvement of high-level people – influencing them requires attention to treatment and information. Their involvement will also have an impact on donor representation.
- Focus on translating policy into visible, tangible actions.

## 2.2 Progress in implementing the LTDP

Three questions were examined by participants in reviewing SSATP's progress in implementing the LTDP:

1. Is there coherence between the logframe results required and emerging Work Program outcomes?
2. What are the challenges now and in 2006 (and beyond) to achieve LTDP objectives?
3. What aspects of the LTDP should be addressed by members and partners during the 2005 Annual Meeting?

Two working groups – one francophone, one anglophone – discussed these questions. The findings of the two groups are summarized in Figure 2 below.

**Figure 2: Review of progress in implementing the LTDP, the challenges ahead and issues to be addressed at the Annual Meeting**

	<b>Anglophone group</b>	<b>Francophone group</b>
<b>Q1</b>	<ul style="list-style-type: none"> <li>- Appointment of SSATP country coordinators is key for program approach</li> <li>- PRTSR process is facilitating program approach</li> <li>- PRTSR process actors are facilitating coherence (result 2)</li> <li>- SSATP strategy is coherent in terms of direction (result 3)</li> <li>- SSATP coherent at REC level but policy weak at country level (result 4)</li> <li>- Result 5 is satisfactory</li> </ul>	<ul style="list-style-type: none"> <li>- Role played by SSATP to achieve results</li> <li>- Indicators to measure results</li> <li>- Extension of PRSP to sub-regional level</li> <li>- Dissemination and ownership of results and role of civil society</li> <li>- Standardization in terms of information and presentation of results, and extension of program to other countries</li> <li>- Implications of national coordination composition (private sector and civil society)</li> <li>- Management of results and impact of process</li> </ul>
<b>Q2</b>	<ul style="list-style-type: none"> <li>- SSATP coordinator: finding a multi-sectoral person; finding a "coordination team"</li> <li>- Program approach: Communicating between coordinators and with PMT; and SSATP Action Plan at national level for linkages</li> <li>- Ensuring SSATP priorities are fully reflected in donor dialogue and operations</li> <li>- Greater donor capacity and understanding of issues and support for process of institutional change (result 3)</li> <li>- Dialoguing with national authorities (result 4)</li> <li>- Getting the right balance between Washington and Africa (result 5)</li> </ul>	<ul style="list-style-type: none"> <li>- Respect of implementation of activities of work program</li> <li>- Prioritization of activities</li> <li>- Role of interface between the PMT and actors</li> <li>- Mobilization of resources and awareness-raising of development partners</li> <li>- Dynamization of coordination role and of member country</li> </ul>

	<b>Anglophone group</b>	<b>Francophone group</b>
<b>Q3</b>	<ul style="list-style-type: none"> <li>- Participants should consider how to “pick up the pace” of LTDP implementation</li> <li>- Increase linkages between SSATP and the donors to push for implementation</li> <li>- SSATP participants need to elevate visibility and role and gain country ownership</li> <li>- Country-specific action plans</li> <li>- Mechanisms to strengthen learning from each other</li> <li>- Improve donor representation and “buy-in”</li> </ul>	<ul style="list-style-type: none"> <li>- Implementation of policies and strategies</li> <li>- Road management and financing</li> <li>- Transit corridor development (transport costs and HIV/AIDS)</li> <li>- Road safety</li> <li>- Strengthening local capacity</li> </ul>

Summarizing the Session 1 findings, the SSATP Program Manager highlighted the key finding of satisfactory coherence between Work Program thematic outcomes and the results required by the LTDP. Noting that some aspects require attention, a clear message of the session was that the priority focus must now be on implementation.

### **2.3 New challenges ahead and important issues for SSATP members and partners**

Two main challenges for SSATP member countries and partners were highlighted during the retreat, as well as some other important issues:

#### Transport and the MDGs

Providing support to the AU and to Ministers of Transport to strengthen the contribution of transport to the MDGs should continue to be a task for SSATP, whatever the outcome of the UN Special General Assembly in September. Influencing the development partners (e.g. country directors and regional economists of the World Bank) will also be necessary. The PRTSR process and arrangements (Steering and Stakeholder Groups) provide an appropriate method to integrate MDG targets in national transport and poverty reduction strategies. Resource mobilization and support to improve national indicators and data-bases will be especially important.

#### Increased funding for transport

Three new funding initiatives are currently being established, which may provide additional funding for the transport sector in sub-Saharan Africa. Figure 3 summarizes the information provided to the retreat on these initiatives. While welcoming additional resources, critical concerns expressed about these new initiatives include: their coordination and coherence with national and regional strategies, and between funding programs; the role of African institutions (AU, RECs, etc); overcoming the institutional obstacles of additional initiatives; and criteria for allocating funding and the quality of information and data to establish needs and priorities, and to measure results. The question of how these initiatives will be established in conformity with

the Paris agenda on aid effectiveness (e.g. alignment of aid around national development strategies, eliminating duplication of efforts, rationalizing donor activities, etc.) was also raised. The importance for SSATP members and partners (including development partners) of how to respond to additional resources for transport as well as to the aid effectiveness agenda makes this a key topic for the 2005 Annual Meeting.

**Figure 3: Three new funding initiatives for transport in Africa**

Infrastructure Consortium for Africa	EU/Africa Partnership for Africa	Africa Action Plan
<ul style="list-style-type: none"> <li>- Initiative of G8, EC and African institutions</li> <li>- Inaugural meeting of consortium on Oct 6 2005 in London</li> <li>- Support for transport, energy, water and ICTs</li> <li>- Donor/program coordination recognized as issue. "Light institutional structure".</li> <li>- Insufficient knowledge cited as problem. Updating databases to be examined.</li> <li>- Role for SSATP: resource on policy development at regional and national levels</li> </ul>	<ul style="list-style-type: none"> <li>- Initiative of EU/EC in response to NEPAD Short-Term Action Plan for Infrastructure</li> <li>- Policy document due in October 2005</li> <li>- Focus on "interconnecting Africa" – trade facilitation</li> <li>- 10<sup>th</sup> EDF negotiations provide framework for financing. Additional 10 billion EURO/year, 50% to Africa. How to capture this for transport?</li> <li>- Role for SSATP: policy advice on regional trade &amp; transport, national strategies, criteria for allocating funding</li> </ul>	<ul style="list-style-type: none"> <li>- Initiative of World Bank.</li> <li>- Focus on:               <ul style="list-style-type: none"> <li>- Capacity and governance</li> <li>- Growth (private sector, exports, infrastructure investment, agricultural productivity, etc)</li> <li>- Partnerships (governments, donor countries and development agencies).</li> </ul> </li> <li>- Increased funding for roads, power and other infrastructure programs</li> </ul>

### Other issues

Other issues highlighted as important challenges for SSATP by participants are: the impact of rising fuel costs; transport's contribution to trade; the effect of HIV/AIDS, especially on capacity in the transport sector; and appropriate and sustainable use of resources and technologies.

In addition, participants reviewed the results of a questionnaire survey undertaken during the summer months, which asked SSATP members and partners (all those who had participated at the last three Annual Meetings) what priority issues they wished to be addressed at the 2005 Annual Meeting. Participants agreed with the survey's three top priorities – road management & financing, transport and poverty reduction, and transport and regional integration. However, they noted that appropriate transport services also score highly (urban and rural transport and NMT) and that there are links between some of the issues (e.g. rural transport is linked to poverty reduction, urban mobility of pedestrians is linked to safety and poverty reduction, and private sector participation is important in road management and financing). Some participants stressed the growing importance of road safety, while the special needs of landlocked countries was also agreed as a priority.

## 2.4 Priority target groups to achieve the LTDP

The fourth and final question addressed by participants on the first day of the retreat was: *who needs to be reached and influenced to achieve LTDP objectives?* In response to this question, participants identified – during a brief brainstorming - a number of people and organizations, which are listed in Figure 4. It was noted that this list goes well beyond the individuals and institutions traditionally considered as “transport sector actors”, thus taking better account of the cross-sectoral character of transport. Participants also stressed the importance of identifying and involving “champions”, who are able and motivated to promote the interests of transport and of cross-sector policy-making.

**Figure 4: Priority target groups for achieving LTDP objectives**

<ul style="list-style-type: none"> <li>- PRTSR Steering and Stakeholder Groups</li> <li>- Ministries responsible for PRS (Finance, Planning)</li> <li>- Other key Ministries (e.g. agriculture, trade, women’s affairs)</li> <li>- High-level officials in each Ministry and Department</li> <li>- Members of the Government</li> <li>- Parliamentary Committees (Finance, Transport)</li> <li>- Private sector and professional associations</li> <li>- Representatives of Associations of Local Authorities</li> <li>- Civil society organizations, especially representing women and young people</li> </ul>	<ul style="list-style-type: none"> <li>- Associations of Transporters, Exporters</li> <li>- Transport Operators</li> <li>- Port Authorities</li> <li>- Security forces Statistical offices / institutes</li> <li>- National research Institutes and Universities</li> <li>- Media organizations</li> <li>- Regional Economic Communities</li> <li>- Development banks</li> <li>- Donors (senior management): <ul style="list-style-type: none"> <li>- EC</li> <li>- World Bank</li> <li>- Bilaterals</li> </ul> </li> <li>- Universities involved in transport / SSA research</li> <li>- PIARC</li> </ul>
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### 3 PROPOSAL FOR THE 2005 SSATP ANNUAL MEETING

On days 2 and 3 of the retreat, participants agreed the results to be achieved by the 2005 Annual Meeting and outlined proposals for participants, sessions and activities. The review on day 1 had identified a clear demand for a focus on implementation and results, so the strategic purpose of the Annual Meeting was proposed as: “*Strengthened implementation and results of the LTDP at national and regional levels*”. Examining the five results of the LTDP in turn, specific results for the Annual Meeting were identified. An additional sixth result for the Annual Meeting was also identified, to take account of key new development challenges. This chapter presents the six main Annual Meeting results, and – for each result - the target participants and proposed sessions and activities.

#### 3.1 Result 1: SSATP Program Approach and Coordination

<b>Result 1</b>	Governments + RECs understand the importance of SSATP coordination and how it can be made to function well
Action	Identify how SSATP coordination structures are functioning in member countries + at regional level, focusing on success stories, overcoming obstacles and identifying support needs.
Key Participants	<ul style="list-style-type: none"> <li>- PS / Directors of transport &amp; infrastructure</li> <li>- Leading officials in transport agencies</li> <li>- Donors</li> <li>- SSATP coordinators (member countries and RECs)</li> <li>- Existing cross-sector coordination structures, e.g. PRTSR SG, tripartite coordination structure for road sector, trade &amp; transport facilitation, etc</li> <li>- Civil society</li> <li>- SSATP resource persons (people regularly used by SSATP at national and regional levels)</li> </ul>
Session Proposals	Presentations/ discussions of: <ul style="list-style-type: none"> <li>- Good practice examples of principles &amp; roles of SSATP coordination</li> <li>- Why it is not working in some places &amp; how to improve it</li> </ul>
Preparatory Activities	Brief reports from member countries and RECs (using format provided by SSATP PMT) on SSATP coordination arrangements and functioning: <ul style="list-style-type: none"> <li>- who is involved</li> <li>- what are they doing (in relation to national strategies, programs, policy dialogue, etc)</li> <li>- what are their difficulties and needs for support</li> <li>- what are good practices and success stories</li> </ul>

### 3.2 Result 2: Linking national transport and poverty reduction strategies and improving data collection

Three specific results for the Annual Meeting are proposed in relation to Result 2 of the LTDP: two relating to the PRTSR process; one to the data and indicators initiative.

<b>Result 2.1</b>	Commitments by Govts + donors to integrate the PRTSR results into national development strategies
Action	Review and disseminate PRTSR results and action plan implementation, and identify how to mobilize resources and achieve buy-in from Ministers + donors
Participants (priority groups indicated with *)	<ul style="list-style-type: none"> <li>- PRTSR SG from all countries that have completed their review by Nov 05*</li> <li>- PS Transport*</li> <li>- PS MoF/Planning (PRS)*</li> <li>- PS or senior officials of other key Ministries (women, agriculture)</li> <li>- Donors*</li> <li>- SSATP coordinators</li> <li>- Senior transport officials in RECs</li> </ul> <p><i>N.B. Each PRTSR country submits a proposal for the most influential people to invite, on basis of guidelines/criteria provided by SSATP PMT</i></p>
Session Proposals	<ul style="list-style-type: none"> <li>- Plenary presentation by PRTSR countries of results &amp; priorities for implementation</li> <li>- Facilitated discussion with PS/ Ministers and development partners about how to continue &amp; support the process</li> <li>- Resolution by Ministers and donors to integrate the results into national strategies</li> </ul>
Preparatory Activities	<ul style="list-style-type: none"> <li>- PRTSR countries submit brief reports on their review results</li> <li>- PRTSR country representatives undertake a comparative analysis of these results and the priorities for implementation during a preparatory workshop</li> <li>- PRTSR country reps prepare a presentation of the comparative analysis</li> </ul>

<b>Result 2.2</b>	Commitment by Governments to support PRTSR principles and process
Action	Exchange experiences about PRTSR processes, incl. good practices and overcoming obstacles, with aim of strengthening, and bringing new countries into, the process
Participants (priority groups indicated with *)	<ul style="list-style-type: none"> <li>- PRTSR Steering Groups, where they exist*</li> </ul> <p>Where SGs do not exist:</p> <ul style="list-style-type: none"> <li>- SSATP coordinator*</li> <li>- Senior representatives of Ministries responsible for Transport and PRS*</li> <li>- Senior civil society and private sector representatives*</li> </ul>
Session Proposals	<ul style="list-style-type: none"> <li>- Plenary presentation by PRTSR countries of the process &amp; good practices</li> <li>- Facilitated discussion with country representatives about how to support the process and bring in new countries</li> <li>- Resolution by Ministers?</li> </ul>
Preparatory Activities	<ul style="list-style-type: none"> <li>- Countries already involved in PRTSR submit brief reports on their progress</li> <li>- PRTSR country representatives undertake a comparative analysis of their experiences during a preparatory workshop</li> <li>- PRTSR country reps prepare a presentation of their experiences</li> </ul>

<b>Result 2.3</b>	Next steps in data collection initiative are agreed and donor participation is established
Action	Agree SSATP support to institutionalization of data collection and bring new countries into the initiative
Participants (priority groups indicated with ★)	<ul style="list-style-type: none"> <li>- SSATP Coordinators</li> <li>- Directors of Transport</li> <li>- Statistical officers</li> <li>- PRS Monitoring Units</li> </ul>
Session Proposals	<p>Presentation of institutional options &amp; principles</p> <p>Facilitated discussion to identify priority areas of SSATP &amp; donor support</p>
Preparatory Activities	Countries submit proposals for institutionalization of data collection

### 3.3 Result 3: Road management & financing and appropriate transport services

<b>Result 3</b>	Better understanding of the policy and operational issues concerning improved RMF & ATS for the poor	
Action	<p>Identify &amp; disseminate the conclusions of key review and study outputs for policy &amp; operational implementation at national and regional levels, concerning:</p> <ul style="list-style-type: none"> <li>- Affordable transport services</li> <li>- Road Funds and Road Agencies: their effectiveness and functioning, obstacles and solutions, coherence of approach by IFIs, how to support their establishment and strengthening</li> </ul>	
Participants (priority groups indicated with ★)	<ul style="list-style-type: none"> <li>- AFERA, ARMFA ★</li> <li>- Ministries of Finance – budget officers responsible for allocation + management of process ★</li> <li>- Road Fund / Agency Boards (Chair + private sector members) ★</li> <li>- Minister/PS Roads ★</li> <li>- AGEPAR-ASANRA ★</li> <li>- Ministries responsible for regulation, licensing ★</li> <li>- Civil society (assoc. of NGOs, women, disabled, CBOs in informal settlements) ★</li> <li>- Directors of Roads / Rural Roads ★</li> </ul>	<ul style="list-style-type: none"> <li>- Directors of urban transport authorities ★</li> <li>- Minister of Local Government - FESARTA and others</li> <li>- Office of President – Civil service reform</li> <li>- Donors</li> <li>- RECs (e.g. SADC in driving reform)</li> <li>- Contractors &amp; consultants associations</li> <li>- Farmers Unions</li> <li>- PRTSR Steering Group</li> <li>- Chambers of Commerce</li> <li>- Transport operators (Bus, taxis)</li> <li>- UAR</li> </ul>
Session Proposals	<p>Presentations of:</p> <ul style="list-style-type: none"> <li>- Outcomes of recent AGEPAR &amp; AFERA meetings</li> <li>- Outcomes of RF &amp; RA performance reviews</li> <li>- RRRA</li> <li>- UT - 4 cities + UM &amp; poverty studies</li> </ul>	

### 3.4 Result 4: Trade and transport facilitation

<b>Result 4</b>	Better understanding of transit corridor management and operations by Governments, RECs and the private sector	
Action	Disseminate the results of trade & transport facilitation initiatives, focusing on the involvement of RECs, national Governments and the private sector	
Participants (priority groups indicated with *)	<ul style="list-style-type: none"> <li>- Directors of Transport &amp; Infrastructure*</li> <li>- RECs - transport &amp; customs*</li> <li>- Chambers of Commerce*</li> <li>- Transport Observatories*</li> <li>- Corridor management organizations – public, private*</li> <li>- Customs*</li> </ul>	<ul style="list-style-type: none"> <li>- Security*</li> <li>- Transport operators*</li> <li>- Associations of traders, exporters</li> <li>- Health services</li> <li>- NGOs - HIV/AIDS</li> <li>- Road Funds</li> <li>- Development partners</li> <li>- National governments - trade</li> </ul>
Session Proposals	Presentations of reports of T&T facilitation initiatives by: <ul style="list-style-type: none"> <li>- Development banks &amp; RECs</li> <li>- Corridor management orgs</li> <li>- Private sector (DKR-Bamako-Lagos, The Sealed Grill System)</li> <li>- HIV/AIDS project (Abidjan-Cotonou-Lagos corridor)</li> </ul> Video presentations Presentation on factors influencing transport costs Panel discussions	
Preparatory Activities	Request brief reports on facilitation initiatives Agree how to deal with UNECA proposal for workshop on Almaty initiative for land-locked countries	

### 3.5 Result 5: Increased Africa-based program management

<b>Result 5</b>	Conditions for the successful transfer of SSATP to Africa are understood	
Action	Identify the conditions necessary for the successful transfer of SSATP management to Africa	
Priority participants	<ul style="list-style-type: none"> <li>- African development institutions</li> <li>- Ministries of Transport / Roads</li> <li>- Ministries responsible for local authorities</li> <li>- Donors</li> <li>- PRTSR SG</li> <li>- SSATP Coordinators</li> <li>- Media</li> <li>- SSATP PMT</li> </ul>	
Session Proposals/ Actions	Presentation of SSATP's evolution and achievements Panel discussion to canvass views Give visibility to regional coordinators	
Preparatory Activities	Prepare synopsis of SSATP evolution and achievements & produce media briefing	

### 3.6 Result 6: Responding to new challenges and risks

<b>Result 6</b>	Member countries' capacity to respond to new opportunities and risks is increased, and their needs understood by development partners
Action	Enable member countries and partners to respond to key new opportunities and risks: <ul style="list-style-type: none"> <li>- MDG/transport links</li> <li>- rising fuel costs</li> <li>- new funding</li> <li>- road safety</li> <li>- environment</li> </ul>
Participants (priority groups indicated with *)	<ul style="list-style-type: none"> <li>- PRS Coordination*</li> <li>- Donors*</li> <li>- UNDP Nat Reps*</li> <li>- AGEPAR*</li> <li>- Road Funds*</li> <li>- Road safety authorities*</li> <li>- Mins of Health &amp; Environment*</li> <li>- Mins of Commerce / Economy</li> <li>- Transport users</li> </ul>
Session Proposals	<p>Presentations &amp; debate on impact of rising fuel costs :</p> <ul style="list-style-type: none"> <li>- macro-economic perspective (AfDB, WB, etc)</li> <li>- private sector (Chamber of Commerce from host country)</li> <li>- Road Fund collection (host/land-locked country)</li> </ul> <p>Presentations &amp; panel discussions on:</p> <ul style="list-style-type: none"> <li>- WB &amp; EU funding initiatives</li> <li>- AU &amp; MDG/ transport links</li> <li>- Road safety</li> <li>- Environment</li> </ul>

### 3.7 Overview of proposed participants of Annual Meeting

One of the final steps of the retreat was presentation of an overview of the priority target groups for achieving the Annual Meeting results. This overview will assist not only in identifying and inviting participants to the Meeting, but also in planning sessions at the Meeting. The overview is presented in Figure 5 overleaf.

As noted by some participants, some groups – SSATP PMT, SSATP coordinators, development partners and the media – should be present in all sessions. Additionally, a check needs to be made to ensure coherence between session results, presentations and invited participants.

**Figure 5: Overview of priority target groups for the Annual Meeting**

	R1	R2	R3	R4	R5	R6
PRTSR Steering Groups		*			*	
PS Transport		*	*		*	
Directors of Transport and Infrastructure	*	*		*	*	
Roads Departments / Ministries (Directors)					*	
PRS Coordination Units		*				*
PRS Monitoring Units		*				
PS Ministry of Finance/Planning (PRS)		*	*			
Development partners	*	*			*	*
SSATP coordinators	*				*	
REC coordinators	*					
REC – transport & customs				*		
National statistical offices		*				
Existing cross-sector coordination structures (roads, T&T, etc)	*					
Chambers of Commerce				*		
Civil society – national representatives	*		*			
UNDP national representatives						*
Transport observatories				*		
Corridor management authorities				*		
Ministries of Agriculture		*				
Ministries of Women’s Affairs		*				
AGEPAR			*			*
Road Funds			*			*
Road safety authorities						*
Customs authorities				*		
Security forces				*		
Transport operators				*		
Ministries of Health						*
Ministries of Environment						*
Media					*	
AFERA			*			
Ministries responsible for regulation, licensing			*			
SSATP PMT					*	
African development institutions					*	
Ministry of Local Government					*	

### 3.8 General Preparatory Activities

During a brief final discussion, participants identified some key preparatory activities for the Annual Meeting:

- Include specific references to results and sessions in invitations to priority target groups
- In order to target sessions accurately, produce a checklist of where SSATP members are with regard to:
  - o PRTSR
  - o Road Funds and Agencies
  - o RECs
  - o Data and indicators
- PRTSR countries to produce and submit reports of results and/or process
- Plan the meeting to allow some participants to attend for a specific day/period
- Organize a high-level meeting for Ministers
- Invitations should be sent from the Board, and from Mali Government to Ministers
- Insert link to SSATP website in invitations
- Obtain suggestions of good speakers
- Prepare plan of preparatory steps, with deadlines / milestones
- Prepare synopsis of SSATP's evolution and achievements + media briefing
- Prepare media briefings on sessions
- SSATP coordinators to submit brief reports in advance, using format provided by SSATP PMT
- Ask SSATP coordinators to identify who to invite, and to provide full contact details
- Information / documentation in English and French to be disseminated in advance, including information on hotels, flights, weather, websites to consult
- Report of the retreat / outline of meeting program to be disseminated rapidly to key people



## ANNEX 1: LIST OF PARTICIPANTS

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## ANNEX 2: RETREAT PROGRAM

<b>Monday Sept 12</b>	
9.00-10.30	<ul style="list-style-type: none"> <li>• Welcome by Chair of SSATP Board and Introductions by participants</li> <li>• Explanation of meeting agenda and process</li> <li>• Evolution of Annual Meetings: presentation by SSATP PM and discussion by participants of the lessons of past meetings</li> </ul>
10.30-11.00	<i>Tea/coffee break</i>
11.00-13.00	<ul style="list-style-type: none"> <li>• <b>Session 1: Scene-setting: review of SSATP's LTDP, key challenges ahead and the people and institutions to reach and influence</b> <ul style="list-style-type: none"> <li>○ Presentation by SSATP PM</li> <li>○ Review by participants of progress in implementing the LTDP</li> </ul> </li> </ul>
13.00-14.00	<i>Lunch</i>
14.00-16.00	<ul style="list-style-type: none"> <li>• Session 1 continued: <ul style="list-style-type: none"> <li>○ Reports and discussion of new development challenges</li> <li>○ Feedback and discussion of the results of the survey of SSATP members and partners about priority issues to address</li> </ul> </li> </ul>
16.00-16.30	<i>Tea/coffee break</i>
16.30-18.00	<ul style="list-style-type: none"> <li>• Session 1 continued: <ul style="list-style-type: none"> <li>○ Brainstorming of the individuals and institutions who need to be reached and influenced to achieve the LTDP</li> </ul> </li> </ul>

<b>Tuesday Sept 13 am</b>	
9.00-10.30	<ul style="list-style-type: none"> <li>• <b>Session 2: Clarifying the strategic purpose and results of the 2005 annual meeting</b> <ul style="list-style-type: none"> <li>○ Feedback on day 1 and proposal for strategic purpose of the annual meeting: <i>strengthening implementation and results of the LTDP at national and regional levels</i></li> <li>○ Identification of the results to be achieved by the meeting in relation to the LTDP and new development challenges</li> </ul> </li> </ul>
10.30-11.00	<i>Tea/coffee break</i>
11.00-13.00	<ul style="list-style-type: none"> <li>○ Session 2 continued: Identification of results</li> </ul>
13.00-14.00	<i>Lunch</i>
14.00-15.30	<ul style="list-style-type: none"> <li>• <b>Session 3: Identification of the main target groups and possible sessions to achieve the meeting results</b> <ul style="list-style-type: none"> <li>○ Plenary session to identify the target groups and sessions (results 1 and 2)</li> </ul> </li> </ul>
15.30-16.00	<i>Tea/coffee break</i>
16.00-18.00	<ul style="list-style-type: none"> <li>• Session 3 continued: <ul style="list-style-type: none"> <li>○ Working group sessions to identify target groups and sessions (results 3 - 6)</li> </ul> </li> </ul>

<b>Wednesday Sept 14</b>	
9.00-10.30	<ul style="list-style-type: none"> <li>• Session 3 continued: <ul style="list-style-type: none"> <li>○ Report backs by the working groups and discussion of proposals</li> </ul> </li> </ul>
10.30-11.00	<i>Tea/coffee break</i>
11.00-12.10	<ul style="list-style-type: none"> <li>• <b>Session 4: Overview of the priority participants of the 2005 annual meeting</b> <ul style="list-style-type: none"> <li>○ Review of the people and institutions identified as priority target groups for achieving the meeting results</li> </ul> </li> <li>• <b>Session 5: Key preparatory actions</b> <ul style="list-style-type: none"> <li>○ Identification of some important preparatory actions</li> </ul> </li> </ul>
12.10-12.30	<ul style="list-style-type: none"> <li>• Assessment of the workshop by participants</li> <li>• Closing of the retreat by SSATP Board members</li> </ul>



## ANNEX 3: OPENING SESSION. CONTEXT OF THE 2005 ANNUAL MEETING

THE ANNUAL MEETING	
<b>Where we have come from.....</b>	
<ul style="list-style-type: none"><li>•Up to 2001 only component "coordinating committee meetings" were held</li><li>•By 2000 grave "disconnect" between partners, members, program management. Program in a critical state</li><li>•Process of Annual SSATP meetings commenced in 2002 at Maputo: Purpose - to develop shared ownership between members and partners ; to promote program (non component) approach; to restore confidence between members, partners &amp; program management</li><li>•2002 – Maputo – Strategic objective of the SSATP defined</li><li>•2003 – Kigali – Long-Term Development Plan adopted (preparatory meetings establish meeting process, Regional partners become engaged – RECs, AfDB, AU/NEPAD)</li><li>•2004 – Addis – Strengthening WP ownership – increased level of preparatory meetings set the agenda</li></ul>	
	<p>SSATP 2005 Meeting Planning Retreat, Abbaye St Gerard, Belgium, September 12th - 14th 2005</p>
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THE ANNUAL MEETING	
<b>Feedback from 2004 Meeting Participants – Many positive comments but key aspects to be improved</b>	
<ul style="list-style-type: none"><li>•Field Trips need to be better organized, more meaningful</li><li>•Better information to be available on arrival</li><li>•Better accommodation</li><li>•Improved arrangements for handling per diem payments – per diems to be increased</li></ul>	
	<p>SSATP 2005 Meeting Planning Retreat, Abbaye St Gerard, Belgium, September 12th - 14th 2005</p>
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THE ANNUAL MEETING

**Where we have come from.....**

- Up to 2001 only component “coordinating committee meetings” were held
- By 2000 grave “disconnect” between partners, members, program management. Program in a critical state
- Process of Annual SSATP meetings commenced in 2002 at Maputo: Purpose - to develop shared ownership between members and partners ; to promote program (non component) approach; to restore confidence between members, partners & program management
- 2002 – Maputo – Strategic objective of the SSATP defined
- 2003 – Kigali – Long-Term Development Plan adopted (preparatory meetings establish meeting process, Regional partners become engaged – RECs, AfDB, AU/NEPAD)
- 2004 – Addis – Strengthening WP ownership – increased level of preparatory meetings set the agenda



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THE ANNUAL MEETING

**Feedback from 2004 Meeting Participants – Many positive comments but key aspects to be improved**

- Field Trips need to be better organized, more meaningful
- Better information to be available on arrival
- Better accommodation
- Improved arrangements for handling per diem payments – per diems to be increased



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SESSION 1 - CONTEXT OF THE 2005 ANNUAL MEETING

The Long Term Development Plan (LTDP) 2004 – 2007. Logical Framework Results required

1. SSATP Program Approach implemented at country and regional levels
2. Key transport professionals (public & private) and beneficiaries engaged in ensuring coherence between transport policies/strategies and national poverty reduction and economic growth strategies
3. Appropriate institutional development strategies and secure financing mechanisms adopted, and implementation under way
4. RECs and national governments adopt trade and transport facilitation measures
5. Increased Africa-based program management arrangements



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SESSION 1 - CONTEXT OF THE 2005 ANNUAL MEETING

The Long Term Development Plan (LTDP) 2004 – 2007. Key Results by Mid-2005

**Results 1 & 2 – Theme: Responsive Transport Strategies**

Actual and de facto SSATP Coordinators in 15 countries; PRTSR 7 countries completed reviews, 3 commencing now, 10 likely to start before end of 2005; Data collection/Indicators Phase 1 completed in 16 countries, 3 more starting phase 1 now, others being encouraged to commence. Phase 2 about to start in 16 countries; MDG/Transport initiative



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SESSION 1 - CONTEXT OF THE 2005 ANNUAL MEETING

The Long Term Development Plan (LTDP) 2004 – 2007. Key Results by Mid-2005

**Result 3 – Themes: Road Management & Financing, Appropriate Transport Services**

RRRA completed; guide for use of models & tools under preparation; RF and Road Agency review now combined, consultant being selected; ENPC training undertaken (June 2005); AGEPAR/ARMFA partnerships being supported; regional (Anglophone) training scheduled for November; large cities study completed; rural transport services study in progress; IMT audit about to start; urban mobility & poverty phase 1 completed, phase 2 under design



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SESSION 1 - CONTEXT OF THE 2005 ANNUAL MEETING

The Long Term Development Plan (LTDP) 2004 – 2007. Key Results by Mid-2005

**Result 4 – Theme: Transport & Regional Integration**

REC TCC in place; N Corridor Treaty being finalized; N Corridor observatory baseline completed; UEMOA corridor observatories support continues with USAID; N-S Corridor baseline survey preparation in progress; axle-load study procurement in progress; MSA port security audit completed; DSM port security audit about to commence; Phase 2 of Beit Bridge support commenced; CEMAC/ECCAS TA discussions have commenced



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SESSION 1 - CONTEXT OF THE 2005 ANNUAL MEETING

The Long Term Development Plan (LTDP) 2004 – 2007. Key Results by Mid-2005

**Result 5 – Theme: Program Management**  
RMF specialist in place in Central Africa; SSATP Coordinators for Central & West Africa and Southern & Eastern Africa being appointed

And.....

- Road Safety Baseline Survey ready to start
- New Website under construction – available October 2005
- New Brochure being produced



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SESSION 1 - CONTEXT OF THE 2005 ANNUAL MEETING

The Long Term Development Plan (LTDP) 2004 – 2007.

- Is there coherence between emerging WP results and those required by the LTDP?
- What are the challenges facing the SSATP in achieving the LTDP goal?
- What needs to be considered by Stakeholders at the Annual Meeting?



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SESSION 1 - CONTEXT OF THE 2005 ANNUAL MEETING

**Challenges now and in 2006 (and beyond)**

- Transport and the MDGs – a priority issue for Africa – September UNSGA
- Increased funding for transport, new groupings and instruments:
  - “Africa Infrastructure Consortium”(WB, AFDB, AU)
  - “EU/Africa Coalition for Africa” (EU, AU)
  - “EC/EIB Coalition for Africa”
  - “EC Infrastructure Facility”
  - “Africa Action Plan” (WB)
- Beyond the LTDP – Moving the SSATP to Africa - When?

How should the SSATP respond to these initiatives and issues?  
What needs to be considered by stakeholders at the Annual Meeting?



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SESSION 1 - CONTEXT OF THE 2005 ANNUAL MEETING

**Important Issues for Members and Partners**

SSATP Partners response to the question “What is important to you?” 75 Respondents provided 148 answers – categorized as follows:

Road Management & Financing	24	Transport & Poverty Reduction	23
Transport & Regional Integration	22	Transport & the MDGs	12
Transport Performance Indicators	11	Road Safety	10
Institutional Support	9	Urban Transport	8
Private Sector Participation	8	Rural Transport	7
Transport & Health	6	Gender & Transport	4
Non Motorized Transport	4		



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SESSION 1 - CONTEXT OF THE 2005 ANNUAL MEETING

Important Issues for Members and Partners (contd)

Considering the venue of the 2005 Annual meeting, another issue should be added:

- Transport and landlocked countries' development constraints

Of all these Matters,  
What needs to be considered by stakeholders at the Annual Meeting?

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SESSION 1 - CONTEXT OF THE 2005 ANNUAL MEETING

Who needs to be reached and influenced to achieve the LTDP goal?

- Within Africa?
- Externally?
- Within member countries?

What should the SSATP be doing?

How can the annual meeting address this issue?

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SESSION 1 - CONTEXT OF THE 2005 ANNUAL MEETING

In responding to the Questions to be considered, it should be remembered that the Annual Meeting must also provide.....

*A Forum for stakeholder reviews of progress, opportunity for networking*

*A clear place for women's voices in achieving the SSATP LTDP goal*

Also there will be a workshop to review and recommend on....

*Transport and trade facilitation measures in line with Almaty initiatives*

And that in the future there will be arranged.....

*The SSATP Strategic and Output to Purpose Review, 2006*



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## ANNEX 4: EVALUATION OF THE RETREAT

ASPECT	POSITIVE REMARKS	ELEMENTS TO IMPROVE
<b>General / Outcomes</b>	<ul style="list-style-type: none"> <li>- Very well structured, facilitated and located event!</li> <li>- The retreat achieved its objective</li> <li>- Useful in discussing the main issues and agreeing on the direction for the SSATP</li> <li>- Enabled us to understand the LTDP of SSATP and how we can involve other players to contribute to its success</li> <li>- Good meeting process that should increase coherence between Annual Meeting outcome and LTDP results</li> </ul>	<ul style="list-style-type: none"> <li>- Sharing of ideas and concerns from member countries on the SSATP program so that planning of future meetings can address those concerns and build on new ideas</li> </ul>
<b>Participation</b>	<ul style="list-style-type: none"> <li>- Participation de haut niveau de la part du programme et de la Banque Mondiale</li> <li>- Nombre de participants convenable</li> <li>- Best selection of participants.</li> <li>- Participation of team</li> <li>- Good mix of participants ensured effective participation</li> <li>- Choix des participants</li> <li>- Good size of participants</li> <li>- Higher level of representation to Annual Meeting</li> <li>- Sound representation</li> <li>- La qualité du niveau de participation</li> <li>- La convivialité des échanges entre les participants (atmosphère sympathique et rassurante)</li> <li>- Balanced selection of participants</li> </ul>	<ul style="list-style-type: none"> <li>- Need to improve the selection of the group</li> </ul>
<b>Venue and services</b>	<ul style="list-style-type: none"> <li>- Bon lieu de travail.</li> <li>- Safety and friendliness of the place. Good food.</li> <li>- Venue wonderful !</li> <li>- Quiet venue (“different”) – a rest from formal hotel</li> <li>- Location and food excellent</li> <li>- Cadre agreeable</li> <li>- Lieu calme et retiré de la ville</li> <li>- Good working conditions here</li> <li>- Pleasant environs and atmosphere</li> <li>- Le choix du site de la réunion</li> <li>- Les facilitations : traduction, restauration, café, hébergement</li> <li>- Le lieu de la retraite : paisible</li> <li>- Great facilities / services</li> </ul>	<ul style="list-style-type: none"> <li>- L'accès facile à Internet et au téléphone</li> <li>- La difficulté des communications avec l'extérieur</li> <li>- Taxi service was poor from airport</li> <li>- Internet access at location</li> <li>- Complicated logistics</li> <li>- Hébergement (taille des lits)</li> </ul>

ASPECT	POSITIVE REMARKS	ELEMENTS TO IMPROVE
<b>Planning , program and process of re- treat</b>	<ul style="list-style-type: none"> <li>- La qualité de la préparation du programme, qui a permis d'atteindre les résultats</li> <li>- A well organised meeting</li> <li>- L'organisation de la réunion</li> <li>- Good structure for discussions</li> <li>- Systematic preparation of event and careful taking of notes and setting conclusion</li> <li>- Durée de la reunion convenable</li> <li>- Adequate time for discussions (not too much, not too little)</li> <li>- Good time management</li> <li>- Le respect du programme de la réunion</li> <li>- Sujets bien traits</li> <li>- Excellent process</li> <li>- Débats de qualité</li> <li>- Strategic approach for coherence</li> <li>- La méthode de travail</li> <li>- The sessions were participatory and focused</li> <li>- Comprehensive coverage of the agenda</li> </ul>	<ul style="list-style-type: none"> <li>- Planning retreat held earlier to allow preparations more time</li> <li>- Too soon before the event. Some of the work done should be done much more ahead of time for adequate time of invitations</li> <li>- Temps entre la réunion et la réunion annuelle</li> <li>- It would be better to organise the retreat at least 3 months before the annual meeting in the future</li> <li>- It would be useful to give adequate time to participants from member countries to provide their experiences!!</li> <li>- Need of feedback experience from member countries</li> <li>- Include review of SSATP Annual Plan</li> <li>- Certains sujets ont abordés des détails</li> <li>- More equal size of themes</li> <li>- Better design</li> <li>- Rigid structure sometimes prevented the meeting to venture into important areas</li> <li>- Organisation of the session in order to show how the flow and timely discussion of the issues at once</li> <li>- Would have been useful to have a list of participants circulated to all</li> </ul>
<b>Facilitation</b>	<ul style="list-style-type: none"> <li>- Very well facilitated</li> <li>- Facilitation professional in a technical team dynamic</li> <li>- Excellente facilitation des travaux</li> <li>- Meilleure facilitation qui a permis de tout faire dans le délai</li> <li>- Good facilitation expertise</li> <li>- Well facilitated (time, discipline)</li> </ul>	
<b>Interpretation</b>	<ul style="list-style-type: none"> <li>- Very good interpretation</li> <li>- Flexible arrangement for translation</li> <li>- Qualité de traduction anglais/français</li> </ul>	<ul style="list-style-type: none"> <li>- More effort to combine anglo-franco in working groups (perhaps each of the translators could have been assigned to each group to facilitate communication)</li> </ul>