

# Sub-Saharan Africa Transport Policy Program



## WORK PROGRAM 2004

October 2003

Africa Region

The World Bank



## **EXECUTIVE SUMMARY**

The 2004 WP is based on the matrix of priority issues and options which was a major output of the 2003 Kigali meeting. **The twin pillars of the LTDP**, national and regional approaches, provide the framework for the 2004 WP.

**The national approach** centers on developing the responsiveness of transport sector strategies to the demands of national poverty reduction and other overarching developmental agendas, and in 2004 will take this forward through development of the process and methodology for deepening the dialogue between transport and non-transport actors.

**Regional integration** and the Program's role in NEPAD's Short Term Action Plan are defined through REC capacity building actions, transport corridor management and performance initiatives, and support to inter-REC coordination.

**The program approach** and the development of SSATP coordination functions at national and regional levels are addressed both through specific actions (e.g. "transition activities" under the RMF theme, SSATP guidelines production under the "Responsive Transport Strategies" theme) and through the way in which the program management team is adjusting itself so as to provide leadership to country coordinators, who will continue to play key championship and advocacy roles, and to share leadership on specific themes.

**Three priority thematic** areas defined at Kigali provide the locus for the bulk of the WP actions:

- Road management and Financing
- Transport Services
- Regional Transport Facilitation

**Implementation capacity** is intended to be increased through specific, direct, capacity building support to key partners, notably Regional Economic Communities and senior transport managers and planners, with a particular emphasis on Francophone partners.

**Transport performance indicator development** will address the need to establish a 2004 baseline by which LTDP progress can be measured year-on-year. Formulated to provide clear linkages with Millennium Development Goals, these indicators will be agreed through a participatory process with country and regional stakeholders, as well as through full collaboration with other groups engaged in this area, particularly the EC and IBRD.

Distribution of the budget (not including 2003 preparation activities) is envisaged as follows :

<b>Theme/Activity</b>	<b>Budget US\$</b>
Responsive Transport Strategies – PRSP/Transport Analyses and SSATP coordination	515,000
Performance Indicators	100,000
Road Management and Financing	1,210,000
Transport Services	550,000
Regional Transport Facilitation – Corridor Management and Performance, REC	655,000
Capacity Building and Coordination	
2004 Annual Meeting/regional meetings	440,000
Publication, Translation, Multi-Media Dissemination	200,000
Management Costs	1,725,000
<b>Estimated Balance TF's end of 2003</b>	<b>-200,000</b>
<b>Net Total</b>	<b>5,195,000</b>

## **SSATP 2004 WORK PROGRAM**

### **Section 1 – Background & Introduction**

The 2004 Work Program is part of a process which has been ongoing since the 2000 Business Meeting and Initial General Assembly convened in Washington and Copenhagen respectively. Those meetings set in train the SSATP Strategic Review and formulation of new governance arrangements which included a representative Executive Board and strengthened Program management.

The outputs of the Strategic Review, which were very widely disseminated, amplified the insistence of country coordinators at their meeting in Saly in May 2001, for a clear move towards a programmatic approach. This was considered essential if the SSATP was to successfully address the demands of Africa's poverty alleviation and developmental agenda. An opportunity to test the issue came with the 2002 Annual meeting (July, Maputo) where the strategic goal for the Program was clarified by highlighting the need for transport sector strategies to be anchored in overarching poverty reduction programs, and the demand for a transition to a program approach was reiterated.

This, in turn, led to the process which resulted in the adoption of a Long Term Development Plan, 2004 – 2007, for the Program. Starting with the circulation of an initial draft to potential funding partners during the last part of 2002, a meeting of donors in December of that year indicated broad agreement with the strategy and agreed, in principle, to support the financial needs and the process by which annual programs would be agreed.

Another outcome of the 2002 Maputo meetings was the strong desire by country based and regional stakeholders for a much clearer engagement of the program with Regional Economic Communities (RECs), particularly in connection with NEPAD and the Short Term Action Plan for Infrastructure (STAP), the draft of which had been published in May 2002. REC review of the LTDP added much value to the regional component, and deepened understanding of the way in which the program could add value to the NEPAD STAP.

The LTDP final draft emerged in April 2003, having been offered for review to all stakeholders and partners, and having been commented on by many. By and large, comments were fed into the final version. In essence the plan provides a framework and process within which the strategic objective of the Program will be achieved. Each year, starting with 2004, stakeholders will agree on an annual work program, which will then be submitted to donors for approval, and for putting in place the necessary funding resources. These are expected to lie within the envelope of financial assistance which has already been agreed.

The importance of stakeholder agreement on the 2004 Work Program lay at the center of the 2003 annual meetings held in Kigali at the end of May, and in the elaborate preparations for that meeting. Each of the principle constituency and beneficiary groups identified priority themes and issues to be addressed before the commencement of the stakeholders' meeting. The meeting itself, through an iterative process of plenary presentations and discussions, and group work, refined the themes and issues to a point which established the basis of the Work Program set out in this document.

The document itself is organized as follows:

- *Section 1 - Introduction (this section)*
- *Section 2 – Structure and Rationale of the WP*
- *Section 3 - Implementation*
- *Section 4 – Summary of proposed 2004 actions and expected results*
- *Section 5 – Detailed accounts of proposed actions*

## **Section 2 – Structure and Rationale of the 2004 WP**

The 2004 WP describes the first steps to be taken by country and regional program members towards achievement of the LTDP purpose:

***“Integrated transport sector policies & strategies sustained by SSATP Stakeholders at country level, and at regional level by regional economic communities”.***

In order to promote the achievement of this purpose, a “generic” group of activities and results were defined in the LTDP. The nature of the SSATP, which has at its core a knowledge generation and dissemination function, defines a number of categories of activity. This is done for purposes of both convenience and clarity, to help understanding of what the SSATP can and cannot do, to assist in identifying areas where it adds value to ongoing and planned actions of others, and where it has a comparative advantage.

Those categories of activity have been indicated in the LTDP, and are:

- Studies and Research;
- Workshops and Seminars;
- Meetings and Conferences;
- Capacity Building and Training;
- Publications, Reports, Multi-media Dissemination

(This last, although defined as a specific “stand-alone” activity, is, of course, a service to the Program as a whole)

And constraining actual annual work programs are the resource envelopes, defined by available funding, management capacity, and the capacity of program partners.

In seeking to achieve the Program’s long term strategic goal, the structure of the LTDP is dependent upon the twin pillars of country based and regional actions. Country based initiatives require a clear and practicable approach to ensuring the responsiveness of sector strategies to overarching poverty reduction and pro-poor growth developmental goals. Regional actions require that the Program adds value to broad regional integration strategies designed to promote growth and investment, in turn necessitating engagement with RECs and NEPAD, and other key institutions like the AfDB.

Stakeholders endorsed this approach at Kigali, and further refined and focused the Program on a number of priority themes and issues. Emerging from the Kigali outputs, and within the LTDP structure described, were three broad thematic areas to be addressed by the 2004 WP. Very much a reflection of the growing programmatic approach, and convergence between components.

The thematic areas are:

- Transport corridor performance and management
- Road management and financing
- Transport services

Within these are found the range of issues previously segregated under component headings, and all have resonances in varying degrees at country and regional levels.

And overarching these thematic areas is the framework of performance indicators, which will serve the Program in identifying the “2004 baseline” and provide a practicable means of measuring progress. Performance indicators will not only serve the “internal” monitoring needs of the LTDP, but should also be of wider use in the transport sector as a whole, in assessing the contribution of transport to achievement of the MDG’s.

The mix of actions and results will contribute to an incremental aggregation, over the period of the LTDP, to the “global” results set out in the log-frame of the long-term plan:

1. SSATP program approach implemented at country and regional levels;
2. Key transport professionals (public and private) & 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;

The actions which are summarized in Section 4 and detailed in Section 5 will often contribute to more than one of the results categories. A good example of this is the PRSP/Transport analysis work which will be refined and expanded in 2004. The methodology entailed in assembling key actors will, it is expected, read across into the establishment of the SSATP function. The program approach lies at the heart of the analysis arrangements, put most simply as analysis and actions across the boundaries of what had been seen before as specifically component “territory”.

Consequently flexibility will be a characteristic of the definition of actions with respect to the implied actions and results mechanisms of the log-frame. The actions of the LTDP log-frame are, of course, divided into 5 groups so as to satisfy the log-frame mechanisms:

Action Group 1 – SSATP and program approach:

- New stakeholder analyses, workshops, participatory processes to establish “SSATP Functions” with appropriate compositions located at the core of national planning organs;
- Joint component stakeholder meetings/workshops to define policy development strategies for priority objectives;

Action Group 2 – New arrangements for dialogue between transport and other actors

- Implementing transport/PRSP analyses, refining approaches, disseminating good practice, sharing findings;
- Development and implementation of fully participatory methodologies to formulate sectoral strategies;
- Definition of achievable policy targets, indicators, monitoring and evaluation procedures.
- Awareness raising seminars for high level public and private sector actors, study tours, sub-regional conferences;

Action Group 3 – Moving towards sound institutional, management, and financial arrangements

- Development of comprehensive management training courses and materials for Francophone partners;
- Training for SSATP coordinators (national and RECs), senior public and private sector managers (Francophone and Anglophone);
- Participatory comprehensive institutional development processes including legal and budgetary planning reforms;

Action Group 4 – Promoting inter REC and intra REC coordination and coherence with members state policy development

- RECs to undertake stakeholder analyses, workshops, participatory processes to establish regional SSATP functions bonded with REC's, regional private sector organizations and high-level sectoral actors in national transport communities;
- Identification of physical and non physical obstacles to, trade and transport, development of interstate and transit transport performance indicators

Action Group 5 – Improving program management efficiency, effectiveness, and capacity

- Respond to demands for extended program coverage, increasing resources for knowledge generation, sharing, dissemination, to effectively reach Anglophone and Francophone partners;
- Enable better routine management as program coverage expands;
- Put in place fully resourced new SSATP regional coordinators at key hubs;
- Conduct Annual SSATP conferences, and other regional meetings and seminars;
- Arrange comprehensive evaluation

The coherence of the 2004 Actions/Results with the LTDP log-frame results is set out in Table 4 Section 4.

**Section 3 – Implementation**

**Scope of the Work Program**

The scope of the 2004 WP is extensive, in terms of the number of activities (see sections 4 and 5) it is more ambitious than anything that has been attempted in the past. Four factors will determine the extent to which it can be implemented as planned:

- Actual donor support;
- Pace of actions.
- Program Management Team (PMT) capacity;
- Capacity of partner countries, organizations, and institutions;

## Actual Donor Support

The proposed 2004 WP requires funding of appx. US\$5.195M. If no new donors come on board – beyond those with whom the program is currently discussing support - levels of donor support will likely lie in the range of US\$4.45M (worst case) to US\$5.10 (Best case<sup>1</sup>).

The WP can accommodate support below the nominal funding needs by simply adjusting the implementation schedules outlined in table 3 of Section 4, moving commencement dates of actions so that they are completed in 2005. (It is always possible that there will be some slippage, anyway).

The WP can also be modified by simply dropping activities – but this is not recommended. The activities included are responsive to partners’ demands, so deferring rather than deleting would be the preferred option.

## Pace of Actions

In preparing the WP care has been taken not to overestimate the speed with which actions can be put in hand, and then actually implemented, but delays will occur in some cases, not always offset by faster than expected implementation in others. As is noted below (PMT arrangements), heavy reliance will be placed on consultancy services sourced in the SSA region. The procurement procedures themselves will be onerous, but consultant capacity may, from time to time, be problematical.

## PMT Capacity

The move toward a program approach is reflected in the changes in the way that the PMT is approaching its tasks. Component managers will also take on the roles of “theme leaders”, providing an “institutional home” for country coordinators whilst promoting and facilitating component convergence. Thematic roles have been assigned to component managers, and as the PMT functions as a *real team*, there will be a degree of flexibility in these arrangements according to the way that actual work loads develop.

The move to a programmatic approach means that the demand for component specific specialists is generally diminishing, and while their services are still available, some team members will be expected to take on a broader SSATP management role. However, the LTDP recognizes the need for Francophone partners to receive special attention on RMF matters, and an RMF specialist will be recruited to lead support in Francophone West and Central Africa. Likewise, the DANIDA supported RMF expert who has left the team will be replaced by a SIDA funded specialist. Both of these posts will be filled, it is hoped, during the first quarter of 2004.

A deputy program manager will be recruited, and should be in post by May 2004. PMT resources planned for 2004 amount to more than 410 person weeks, and will involve some 48 missions.

Much reliance will be placed on consultancy services, both international and in SSA. During the year a roster of SSA consultants and firms will be drawn up so that the program can draw on much needed resources, and help build capacity.

Procurement and Publishing are seen as two particularly challenging tasks in 2004. The number of contracts requiring to be managed (all in accordance with WB rules) will be high. Ensuring that all reports, working papers, documents, etc are produced in a timely fashion in French and

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<sup>1</sup> The “best case” reflects support from all the donors who attended the Brussels December 2002 meeting, and gave positive – if conditional – indications of approval to the LTDP funding needs.

English is a challenging task requiring careful planning. The PMT capacity in these areas has already been expanded through cost effective consultancies with experienced WB contractors, and through the commencement of outsourcing of a number of tasks, such as translation – and a start has been made in engaging qualified translators in SSA.

### Partners' Capacity

A concerted effort will be made in 2004 to develop and promote the capacity of regional partnerships and associations (like AGEPAR), and to work through them as instruments of policy development and implementation. Likewise, it is hoped that engagement with RECs will bear fruit in a number of ways. Inter REC and Intra REC coordination was identified as a priority need of RECs by the REC Task Force which made such a significant contribution to the Kigali Meeting. Building on that start, RECs will have an opportunity to establish well structured coordination arrangements, and through those arrangements, it is hoped, take a significant share of 2004 WP implementation.

The technical capacity of the RECs themselves was highlighted by the Task Force as an area that needs strengthening. Again, there will be an opportunity, under the 2004 WP and beyond, for modest but useful increases in the professional cadres of REC Secretariats.

As the thematic approach gathers momentum, in 2004, the emphasis will, inevitably, shift towards regionally based initiatives. More than US\$1 Million is earmarked for regional meetings, workshops, and seminars, of one sort or another, not to mention other focused workshops and seminars forming a part of numerous other actions.

Much actual training will be delivered, with a particular emphasis on Francophone countries who may have fallen behind in the past. While the technical capacity of partners' institutions will be enhanced, that increased capacity will pay off in terms of 2004 WP implementation.

### Scheduling

Scheduling of each action within the thematic areas of the WP is set out in Section 4, Table 3. This scheduling will be subject to review as implementation gets under way.

### Monitoring

Each action has its own indicators at results level, there are simply too many to set them out in detail in a document like this. Indicators at purpose level are more complex, and essentially consist of sub-sets of LTDP purpose level indicators. Purpose (outcome) achievements are necessarily longer term, and will be picked up in the mid-term LTDP evaluation.

However, one of the most important actions of the 2004 WP will be the establishment of datasets and performance indicators for the program as a whole – providing the 2004 baseline upon which achievements in 2005 through to 2007 may be measured. These will measure transport impacts on the wider national and regional developmental objectives, particularly in relation to poverty reduction and pro-poor growth targets.

In establishing these performance indicators, the datasets that go with them will be designed, probably building on work the program has already started. The sustainability of these data sets will depend on their ownership, and the capacity and desire of the national and regional transport communities to maintain them.

In 2004 the program intends to devote much effort in working with partner countries to establish both the performance indicators, the datasets, and the collection regimes needed. The outputs of this exercise will provide the most important monitoring tool of the program.

At the same time, a mid-year report will be produced, and at the end of the year, the annual progress report.

#### **Section 4 – Activity Summaries**

The generic “purpose” of the LTDP is “Integrated transport sector policies & strategies sustained by SSATP Stakeholders at country level, and at regional level by regional economic communities”. In practice we expect member countries to be implementing sector strategies which are anchored in poverty reduction and pro-poor growth programs by the end of 2007. And we expect those strategies to be driven by policies which have taken full account of sound principles promoted by the Program, and to have been formulated through appropriate processes, building on the experience and knowledge accumulated and disseminated.

Consequently the Program, whose members are at different stages in differing policy processes, needs to address a range of both “upstream” and “downstream” issues within the thematic framework described in Section 2.

#### **Key Features of the WP**

**The overarching poverty reduction/transport strategy** relationship work, seeking to define a practicable approach to achieving the coherence demanded by member states, will continue (noted as “Responsive Transport Strategies” in Table 1, following). This will be the “keystone” of the Work Program. Work in the three pilot countries will be consolidated and extended, while a revised methodology, agreed at a workshop in Belgium in September 2003 (see Table 2) will be applied in new countries. A methodology of country selection will be disseminated to all SSATP members by the end of November 2003. While the budget allows for 8 new countries to be fully supported in 2004 to apply the methodology, all countries are free to embark on some or indeed all of the phases of the process, and all who do will receive assistance and guidance from the PMT.

**The Program Approach is addressed specifically** in a number of places in the WP, and is a constant theme running throughout. Specific support is earmarked for 15 countries, who will go through a self selection process to be circulated in November 2003, a process which will be guided by the outcomes of the September workshop. Additionally support will be provided through the RMF “transitional activities” (tables 2 and 4). The PMT will constantly be promoting convergence and the program approach (which, in effect, is being adopted in the WP through the thematic focus of all activities). The Program Manager will make this his special care, and it is hoped that the Deputy Program Manager, when such a person comes on Board, will be given specific responsibilities to drive the process forward.

**The matter of performance indicators** which can measure progress in securing optimum transport contributions to MDG achievement is central to the LTDP. Consequently 2004 will see concerted participatory and consultative efforts in establishing a baseline set of such indicators. The Program will promote and facilitate collaboration between its partners and the other actors in this field, notably the EC and the World Bank (addressing an IDA Brief).

Work has already started in 2003, and a key set of “high-level” indicators proposed. A concept paper for the performance indicator strategy has been prepared, and is being circulated to all members and partners. The foundation of what will be a host of “secondary” indicators will be

developing data collection capacity in SSATP members, providing them with the tools and training (databases etc). The process will be conducted in such a way as to ensure local ownership of the data, and the indicators which can then be outputted. Participants at the Kigali meeting made a clear demand that the indicator exercise be participatory, essential if ownership and sustainability is to be assured. One of the reasons for the lack of success in the past, participants noted, was that there was little participation or ownership of data or indicators by the supposed beneficiaries.

**The three thematic areas** described in Section 2 provide the framework within which the wide range of stakeholders' demands which were articulated during the Kigali meeting will be addressed in 2004 and beyond. The WP incorporates a mix of upstream and downstream actions allowing the program to provide support over a range of demands. Coherence between thematic initiatives will be secured through promotion of the adoption of a program approach and the establishment of SSATP coordination functions, changing management arrangements, and an ever-increasing number of joint approaches across both traditional component borders, and between national and regional players.

**A more coherent approach to issues of urban mobility** and the needs of the urban poor is being attempted through a range of activities which address economic growth & mobility. A number of the initiatives read across into others – and this is not surprising. The risks of duplication are minimized, however, by the fact that they are being progressed within a unified management structure.

The road management and financing theme regroups actions aiming at improving policies and institutions on the overall network of each nation. Three main pillars can be identified: the road fund, the road management agencies, and the urban transport authorities & fund. The road fund looks at the funding of all roads nationally. The road agencies look at the core road network nationally. In doing so they will cover also the delivery of service in urban areas up to a certain size of population.

Large cities involve more complex technical issues particularly in traffic management while they have more capacity in human resources. At the same time they do not receive their fair share of financial resources from road fund while they have additional specific opportunities to generate resources from user charges to fund their needs. The sub-theme “Institutional and financial arrangements in large cities” will examine these issues in complementarity to the national perspective addressed in the other sub-themes.

Urban transport issues in large cities will also be addressed in the Transport Services theme. The sub-theme “Urban public transport in large cities” will complement the sub-theme “Institutional and financial arrangements in large cities” by focusing on the best practice regarding the organization of the private sector for delivering public transport.

Sub-themes related to the road agencies, the large cities institutions, and the public transport toolkit will involve case studies. These studies will be planned and carried out in a coordinated manner in view of maximizing the synergy of the use of resources.

**The decision to maintain and expand the role of the REC Task Force (RTF)** set up to deliver a clear REC perspective at the Kigali meeting, has been made. This body will, in many ways, provide a focus and anchor for REC engagement with the Program.

The LTDP stresses the role of the Program in promoting NEPAD's Short Term Action Plan (STAP) goals by focusing on “quick wins” through transport corridor facilitation exercises. This was endorsed by stakeholders at Kigali, and corridor work will be accelerated during 2004, both in terms of observatory establishment (and the generation of performance indicators), and in terms of addressing legal inconsistencies.

The role of the RECs is crucial, both as designated implementers of the STAP, and through their mandate to promote coherent strategy development amongst member states. The RTF has decided to progress this through a “corridor approach”, and will agree an action plan at its first meeting scheduled for January 2004 in Nairobi. High on the agenda, alongside discussion of collaboration/coordination mechanisms, will be using corridor entities as the means for promoting coherent axle load and road safety strategies, as well as paying full attention to the part that can be played in the war against increasing HIV/AIDS transmission rates.

**Cross-cutting priority themes** feed into many, sometimes all, 2004 WP activities. The SSATP’s engagement is dependent upon the comparative advantage that the program possesses, and the value which it can add. However, some issues are unequivocally rooted in transport, and road safety is one. Consequently, a special effort is being made to collate knowledge, experience, lessons, in an attempt to break out of the countless ad-hoc initiatives which have been undertaken in SSA. Likewise, the role that transport corridors play in transmission of HIV/AIDS is well known, and will be recognized in the action plan that the RTF intends to formulate at its first meeting in January 2004. All actions of the program will constantly ensure that full attention is paid to the other issues, that they are indeed mainstreamed in strategy development.

**Dissemination has been the subject of criticism** in the past, and with some justification. Work to catch up on the backlog of document translation continues, and the policy is that all documents be issued in English and French (this WP is a glaring exception at present, the victim of resource constraints in August and September 2003). Dissemination will be gradually improved in 2004 as SSATP coordinators appear on the scene, and one of their primary functions will be to act as dissemination hubs within countries. This will allow SSATP publications (and the program profile) to hit a wide range of targets within countries, ranging from the resident missions of development agencies and donors, to government departments, civil society and NG organizations. Designation of PMT members with specific geographic SSATP responsibilities will enable better monitoring and management of dissemination efforts. And work on an attractive SSATP Brochure has commenced and a product will be ready in early 2004.

**The Program Management Team (PMT)** is suffering a degree of capacity constraints as team members previously with full time responsibilities, financed through the program, have either been taken on as World Bank operational staff (curtailing the time they can “sell” to the SSATP) or are about to leave at the end of their contracts. Recruitment of some new staff has been approved in principle by the Constituent Assembly and the Board, notably a Deputy Program Manager and a Francophone RMF specialist, and SIDA has generously offered to provide an additional RMF specialist. It is hoped that all three will be in post by June 2004.

In the meantime responsibilities for the WP have been assigned and inputs agreed, and these are set out in Annex 2.

It will be noted that a significant amount of time (49 staff weeks) is earmarked for “overall admin”. This will include all reporting tasks, both the annual and ½ yearly reports required. Resource requirements are staff time, and dissemination costs area folded into the overall dissemination allocation.

## **Action Summaries**

These are set out in four ways, in Tables 1- 4.

**Table 1 provides an overall summary of action “categories” in relation to the thematic areas, showing the total proposed budget** for each theme broken down by the main action headings. Some actions require preparatory work in 2003. and some will certainly “spill over” into 2005. (It is likely there will be others that will carry on in to 2005 and beyond)

**Table 2** is a lengthy table which provides a **summary of all the proposed thematic actions**, organized by theme indicating **what** the results will be, **who** the principal actors are, **how** the work will be carried out, **where** will be the principal geographic locations, **when** it will be undertaken, and what are the estimated **costs**.

The principal purpose of tables 3 and 4 is to demonstrate coherence with the LTDP, reiterating the underlying character of the 2004 Work Program as the first of a four year series.

**Table 3** sets out the themes and actions in terms of the LTDP activity categories referred to in Section 2, also providing costs of the activities, and when they are expected to be undertaken. Some preparatory works will be carried out in 2003, and in some cases it is already possible to predict a carry-over into 2005.

**Table 4** sets out how the results of the actions, organized within the LTDP categories, relate to the “generic” results defined in the LTDP log-frame (an exact reference is table 7 in the LTDP document).

**Table 1 – Overall Theme/Action Category Budget**

THEME	Actions Category	Budget (US\$ '000s)		
		2003 *	2004	2005 *
<b>Responsive Transport Strategies</b>	SSATP Program Approach and “Function”		150	
	Poverty Reduction and Transport Strategies - Analyses	60	<u>365</u>	320
	<b>Sub-Total: Transport Strategy Development</b>		<b>515</b>	
<b>Transport - Performance Indicators</b>	Identification – LTDP Baseline (2004) Measurements	50	<b>100</b>	
<b>Road Management &amp; Financing</b>	Road Network Management		485	
	Large Cities – Institutional, Financial Management		100	
	Road Fund Enhancement	35	45	
	Road Agency Improvements		55	
	Capacity Building and Training		375	
	Transitional (Program Approach) Actions		<u>150</u>	
	<b>Sub-Total Road Management and Financing</b>		<b>1,210</b>	
<b>Transport Services</b>	Urban Public Transport, Organization, Regulation		90	
	Rural Transport Services		80	40
	Urban Mobility Scoping Study Seminars		30	
	Traffic Management in Urban Areas		30	50
	IMT/NMT Issues		70	
	Urban Mobility and Poverty Reduction	400	<u>250</u>	50
	<b>Sub-Total Transport Services</b>		<b>550</b>	
<b>Regional Transport</b>	Corridor Performance Actions	60	355	70
	REC Coordination and Capacity Building	50	<u>300</u>	
	<b>Sub-Total Regional Transport Policy Support</b>		<b>655</b>	
<b>Program Meetings</b>	<b>SSATP Annual Meeting</b>		<b>350</b>	
	<b>Regional Meetings</b>		<b>90</b>	
<b>Publication Dissemination</b>	<b>Publication, Translation, Paper and Electronic Media</b>		<b>200</b>	
	<b>Sub-Total Activities</b>		<b>3,670</b>	
<b>Program Management</b>	<b>Staff Costs (including travel, social, &amp; overheads)</b>		<b>1,725</b>	
	<b>Less TF in hand at end 2003</b>		<b>-200</b>	
	<b>DRAFT 2004 BUDGET</b>		<b>5,195</b>	

\* 2003 Preparatory activities from residual TF and BB resources

\* 2005 Specified activities are a continuation of 2004 initiatives

**Table 2 Summarizes within each thematic area, actions, actors, “how”, results, “where” and costs of the 2004 WP.** Where preparatory or advance actions are required in 2003, these costs are indicated in parentheses.

**Table 2 – Theme, Action, Actor, Result Summary, 2004 WP**

<b>THEMATIC AREA - RESPONSIVE TRANSPORT STRATEGIES</b>					
<b>Action</b>	<b>Actors</b>	<b>How</b>	<b>Results</b>	<b>Where</b>	<b>Cost</b>
<b>SSATP Program Approach</b>					
Establish SSATP function	PMT, Country public and private sector actors, users, policy makers, interest groups, consultant	Stakeholders analysis, establish guidance group, produce ToR for SSATP function, workshop proposals	SSATP function established to drive program approach coordinate poverty – transport analysis work	15 SSA Countries	<b>150,000</b>
<b>Poverty – transport strategy analyses</b>					
Produce Revised analysis process methodology, agree 2004 actions in case study countries, agree method of selecting new countries	PMT, consultant, WB & EC Specialists, 2003 case study country reps., SSATP member countries	Support case study workshop to agree new methodology, follow-up actions in original case study countries, methods of selecting new countries	Analysis methodology improved, selection procedures for new countries agreed, follow-up actions for original countries agreed.	Belgium	<b>(60,000)</b>
Follow-up actions in original pilot countries	Country public and private sector actors, users, policy makers, interest groups	Support to activities agreed at case study workshop	Key actors engaged in process, baseline work completed, methodologies tested, action plan for coherent sector strategy implementation drafted, or process in place.	SSA	<b>45,000</b>
New countries commence analysis work	Country public and private sector actors, users, policy makers, interest groups, PMT, consultants	Selection of countries according to workshop outputs; support provided in line with workshop proposals	Key actors in 8 new countries engaged in initial analysis activities, baseline work completed or nearing completion.	SSA	<b>320,000</b>

THEMATIC AREA - TRANSPORT SECTOR PERFORMANCE INDICATORS					
Action	Actors	How	Results	Where	Cost
Define a range of practicable, useful sector high-level and secondary indicators, agreed by a wide spectrum of stakeholders. Produce data collection manual, model database, and an action plan for strengthening national statistical offices	Transport professionals in member countries and regions, PMT, WB transport sector staff, EC transport policy departments, donors, lead consultant	Agree consultation & coordination process between leading agencies, actors. Draft 20 – 30 indicators (in line with REDI/MIP indicators) disseminate to all SSATP countries, RECs etc. Use RMI/RTTP country coordinators to assemble responses and agree final (interim) indicators; hire local and regional consultants to collect required baseline data in selected countries, present report to 2004 annual SSATP meeting for further action. Prepare database and collection manual	Agreed (interim) sectoral performance indicators fully supported by Program members. Baseline 2004 SSATP status largely established. Data collection methodology defined for further work in future.	DC, Belgium, SSA	<b>100,000 (50,000)</b>

THEMATIC AREA - ROAD MANAGEMENT & FINANCING					
Action	Actors	How	Results	Where	Cost
<b>Road Network Management</b>					
PAM Peer Review and Adjustment	Panel of experts	Peer review team test, appraise model, adjust as required	Improved validated model ready	DC	<b>435,000</b>
Updated PAM disseminated	PMT, PAM expert group (Malawi, Uganda, Zambia), management professionals	Country actions on demand, regional workshop	PAM use extended to new countries	SSA	
Rapid Rural Assessment Study	Consultant, RMI RTTP coordinators	Desk study, identification of good practice; presentation to RMI/RTTP workshop	RRA good practice disseminated	DC, SSA	
Production of guide to use of road management tools	Consultant, RMI/RTTP Coordinators & UM actors	Draft guide (consultant) reviewed and adapted by users; presented at RMI/RTTP workshop	Comprehensive Guide to use of SOURCE, RED, disseminated to partner countries by key champions	SSA	
Priority strategy components knowledge sharing, promotion	PMT, RMI/RTTP/SSATP coordinators, GRSP, IFRTD, ILO/Assist, other national sector actors, particularly health, security, environment, commerce.	Synthesize national & regional strategies & experience on safety & security national and, HIV/AIDs, gender equity, pro-poor employment, environmental impact management	Practical strategy guidance note highlighting issues, options, lessons learned, good practice, key links with partner organizations. Recommendations for coordination mechanisms	DC, SSA	

<b>Large Cities, Institutional and Financial Arrangements</b>					
Undertake comparative studies of 5 major city transport agencies; Publish and disseminate results to SSATP members and others	Consultant, agencies, city authorities, users and interest groups	Assess institutional agencies in Lagos, Dakar, Abidjan, and 2 others, so as to provide and disseminate analyses of key institutional, financial, land use, legal elements and identify good practice & issues and options for improvement and further reform.	Knowledge improved and disseminated to all SSATP partners	SSA	<b>100,000</b>
<b>Road Fund Enhancement</b>					
Production of data bank of existing RF legislation with critical review; Review RF Case Studies	PMT	Desk Study in DC,	Data Bank produced, case studies identify issues, options, good practice	DC, SSA	<b>45,000 (35,000)</b>
Support establishment of Road Fund Association	PMT, Road Fund Actors	Support inaugural meeting (2003) Support 1 <sup>st</sup> Annual meeting (2004)	Road fund managers engaged with each other, equipped with and exchanging knowledge	SSA	
<b>Road Agency Improvements</b>					
Update/Synthesize existing Road Agency Case Studies	PMT, Road Agency professionals	Desk Study, document review	Identify issues, options, good practice for presentation	SSA	<b>55,000</b>
Provide support to AGEPAR annual meeting and 2 day seminar	AGEPAR members, RA practitioners and specialists	Assemble and develop papers, documents, presenters	RA managers and board members well equipped to improve performance	SSA	
<b>Capacity Building and Training</b>					
Conduct 1 week training courses (English, French) to introduce Version 3 of RED and HDM 4	Specialist trainers, Designated national experts	Develop training materials, Training courses delivered	Increased number of trained staff in ministries, road funds, agencies, improved focus on performance targets	SSA	<b>325,000</b>

Support introduction of 2 two week RMF training modules at ENPC	PMT, ENPC, road sector managers (Francophone)	Design modules, select presenters and materials, deliver training	-do-	France	
Support addition of one regionally based RMF course to core RMF Birmingham Univ. course	PMT, Birmingham Univ., specialist presenters, road sector managers	Design course, prepare materials, identify specialists and presenters	-do-	UK	
Conduct training the trainers workshops on the 'Rural Transport' course using the training materials developed from the Rural Transport Knowledge Base.	PMT, identified regional experts, CSIR,ESAMI, TRL and IDL.	Conclude discussions with collaborating institutions (CSIR,ESAMI,TRL) to agree MOU for their future mounting of the course, select regional trainers to be trained, appoint training consultant (IDL), deliver course, finalize training materials and agree plan for future mounting with collaborating institutions.	Rural transport trainers equipped to deliver training disseminating and building on the rural transport knowledge base. Program of courses and resource mobilization arrangements agreed for implementation on 2005	SSA	<b>50,000</b>
<b>Transitional (Program Approach) Activities</b>					
Assess status of RTPS process, formulate process for assimilation into RMF strategies and feeding into PRSP/transport analysis work	PMT, RTPS actors, RTTP/RMI coordinators, UM actors, WB and donor operational staff	RMI/RTTP interim meetings, sub regional/REC meetings; In country facilitated workshops focused on 5representative countries, issues, options, processes identified and disseminated	Policy development strategies clarified in participating countries, wider SSATP audience fully informed, SSATP coordination function strengthened	SSA	<b>150,000</b>

THEMATIC AREA - REGIONAL TRANSPORT					
Action	Actors	How	Results	Where	Cost
<b>Corridor Performance</b>					
Complete support to observatories in West and East Africa	PMT, Consultants, UEMOA, NCTTCA, Transporters, Drivers	Monitor implementation, establish lessons learned; agree next steps with stakeholders; agree dissemination of outputs	Corridor performance figures published, disseminated. Responsible authorities aware of results	SSA	<b>40,000 (20,000)</b>
3 new observatory initiatives commenced along Tanzam and N-S corridors through Beit Bridge	PMT, RTF national transport authorities, SADC, COMESA, commercial transporters, regional transport associations, Consultants	Agree public/private partnerships; select consultants for program design, commence implementation	3 new corridor observatories functioning or about to commence operations	SSA	<b>140,000</b>
Support to tracking system implementation	PMT, KPA, PMAESA, NCTTCA, national transport authorities and other regulatory organs	Provide support to implementing agencies as may be defined; support implementation monitoring; assess experience and disseminate to other SSATP stakeholders	Tracking system in place on Northern Corridor, lessons learned disseminated to other SSATP partners	SSA	<b>30,000</b>
Port Facilitation Activities	PMT, RTF, PMAESA	Provide support to PMAESA in addressing key policy/strategy port issues	Strengthened policy environment for implementation of port reforms	Ports in Eastern and Southern Africa	<b>45,000</b>
Trade & Transport Facilitation Audit	PMT, Consultant, REC Task Force, WTO, WB COs	Undertake facilitation Audit in Malawi, to complement follow-up audits in Zambia and Mozambique to establish baseline factors for proposed Nacala Corridor	Facilitation Audits	Malawi, Zambia, Mozambique	<b>45,000</b>

Production of updated Northern Corridor Transit Traffic Agreement (Treaty)	PMT, NCTTCA, UNECA, EAC, KPA, KRC, URC, consultant	Working with outputs of UNECA study, draft new legal document for review by NCTTCA; Review national law in members states to identify needed changes; agree with NCTTCA ratification procedures, dates.	Updated Treaty by NCTTCA, national governments agree to ratification procedures and schedule.	SSA	<b>5,000 (20,000)</b>
Undertake legal review of transit traffic arrangements along corridors selected for observatory implementation	PMT, Consultant, REC, member states	For a discrete set of "observatory" transit corridors identify lack of coherence between applicable international and national law; propose approach for harmonization	Clarified legal coherence issues for selected countries and REC; Draft action plan for addressing problem areas proposed.	SSA	<b>50,000</b>
<b>REC Coordination and Capacity Building</b>					
Strengthen REC transport policy and planning technical capacity	PMT, RTF	Agree to maintain REC task force. Agree priority needs of RECs in terms of technical personnel. Agree ToR for an additional staff member, monitor REC recruitment procedure	Additional personnel in place in selected RECs	SSA	<b>120,000</b>

Support REC transport policy coordination needs	PMT, RTF	Support formulation of coordination mechanism, purpose, outputs, scope; Support seminar, meeting to agree commencement of activities	REC coordination procedures in place and functioning, addressing agreed priority issues. These will include corridor approaches to road safety, HIV/AIDS, axle load controls	SSA	<b>120,000 (50,000)</b>
Support REC RMF policy coordination with member states	PMT, RTF, RMF coordinators, national government policy makers	Support regional conferences, workshops with key national and REC actors.	RMF policy development strategies between member states coordinated and facilitated.	SSA	<b>63,000</b>

<b>THEMATIC AREA - TRANSPORT SERVICES</b>					
<b>Action</b>	<b>Actors</b>	<b>How</b>	<b>Results</b>	<b>Where</b>	<b>Cost</b>
<b>Urban public transport organization, regulation in large cities</b>					
Prepare draft concessioning tool kit for transport service provision by SMEs, bus companies	Consultants, urban transport authorities and operators, associations, user and interest groups	Review recent comparative studies, and other contemporary working papers, to: assess operating practices, analyze problems faced, identify impacts of regulatory frameworks, assess capacity of regulatory organs	Assessments of regulatory frameworks, identification of areas for improvement and reform, comparative indications of key benchmark characteristics, identification of critical regulatory requirements	DC, SSA	<b>90,000</b>
<b>Rural transport services</b>					
Conduct a 3 country review of low density rural transport services	Consultant, operators, regulators, users, interest groups	Select 3 countries willing to implement necessary action. On basis of relevant recent work review in each country all aspects of	Constraints and remedies to efficient, effective transport service operations identified in 3 countries.	SSA	<b>80,000</b>

		institutional and regulatory arrangements. Conduct national workshops to review issues, options, recommendations for reform, improvement			
<b>Traffic management in Urban Areas</b>					
Deliver up-to-date traffic management training to Francophone and Anglophone professionals	Consultant, trainers, professional staff in urban authorities	Carry out desk study to assemble latest knowledge products, design training modules in French and English, identify trainee groups, deliver training at single city locations to be identified	Engineers, planners, executives from selected cities trained in good practice, equipped with useful tools, documents	SSA	<b>30,000</b>
<b>IMT Audit</b>					
Undertake independent audit of IMT initiatives, identify lessons learned and good practice	IMT specialist and local consultants; practitioners, users, interest groups, other stakeholders in selected countries	Desk study of reports and evaluations. Visits to initiative locations, interviews with intended beneficiaries and others. Production of a synthesis of results	Stakeholders, existing and potential practitioners and beneficiaries fully apprised of lessons learned	SSA	<b>50,000</b>
<b>NMT Guidelines</b>					
Produce new NMT guidelines	PMT, consultant	Review existing work, synthesize new, practicable, NMT guidelines, disseminate	NMT guidelines disseminated to professionals, partners		<b>20,000</b>
<b>Urban mobility and poverty</b>					
Provide policy recommendations to address mobility needs of the urban poor, define performance	Consultants, urban authorities, community based and other organizations, NGOs, interest groups	Review outputs of other similar studies (Douala, Conakry), select 2 cities on basis of demand from stakeholders,	Improved understanding on mobility needs of the urban poor, policy issues and options for addressing	SSA	

indicators by which to measure implementation		(likely to be Addis Ababa and Nairobi), build approaches on lessons learned, identify accessibility constraints on urban poor, assess impact on basic needs, workshop outputs and recommendations, conduct regional seminar to disseminate findings of all studies	demands, knowledge disseminated to broad range of stakeholders.		<b>250,000</b>
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**Table 3**, following, provides more detail concerning the costs and scheduling of the various actions arranged according to the **core SSATP activity categories** set out in Section 2

Table 3, 2004 WP and SSATP Activity Categories

2004 WP, SSATP Activity Categories (Part 1)

ACTIVITIES	Themes, Actions	2004	Theme Total	Focus	Prep	Timing 04				
					2003	Q1	Q2	Q3	Q4	
<b>Studies</b>	<b><i>P/T Analysis</i></b>		365,000							
<b>Research</b>	Case Study W/Shop			All Countries	X					
	Pilot Countries	45,000		3 Countries		X	X	X	X	
	New Countries	320,000		8 Countries		X	X	X	X	
	<b><i>Transport Services</i></b>		520,000							
	Mob needs urban poor	250,000		2 Cities		X	X	X	X	
	Urb. Pub.trans. Org. Reg	90,000		6 cities		X	X	X		
	Rural Transport Services	80,000		3 Countries		X	X	X		
	Traffic Management	30,000		Regional						X
	Rural IMT Audit	50,000		4/5 Countries						
	NMT Guidelines	20,000								
	<b><i>Road Mng. &amp; Financing</i></b>		495,000							
	Urban Trns. Inst. Finance	100,000		5 Cities		X	X	X		
	Priority strategies	50,000		All countries		X	X	X	X	
	PAM Country Studies	75,000		On demand (5)		X	X	X	X	
	PAM Peer Review	60,000		HQ		X	X			
	Rapid Rural Appraisal	150,000		4 Countries		X	X	X		
	Guide for use of models	50,000				X	X			
	RF Review	10,000		All RF countries	X	X				
	<b><i>Regional/Corridor Perf</i></b>		355,000							
	New Observatories	140,000		TZ/ZM/ZIM/SA		X	X	X	X	
	Consolidate current work	40,000		Regional	X	X	X			
	Tracking Systems	30,000		NCTTCA		X	X	X		
	Port Facilitation	45,000		PMAESA		X	X			
	Trade/Trnsp Facilitation	45,000		MA/ZA/MZ	X	X				
	Legal Framework Analysis	50,000		Regional	X	X				
	Northern Corridor Treaty	5,000		NCTTCA	X	X				
	<b><i>Performance Indicators</i></b>		100,000							
	"Global", country	100,000		Regional, country	X	X	X	X	X	
	<b><i>Carried forward to Interim Total</i></b>		1,835,000							

**2004 WP, SSATP Activity Categories (Part 2)**

ACTIVITIES	Themes, Actions	2004		Focus	Prep 2003	Timing 04			
						Q1	Q2	Q3	Q4
Workshops Seminars	<b>P/T Analysis</b>								
	<b>SSATP Function</b>								
	Stakeholders. W'shop	150,000	150,000	15 countries		X	X	X	X
	<b>Transport Services</b>		30,000						
	UM scoping seminar	15,000		Addis Abeba		X			
	UM scoping seminar	15,000		Dar es Salaam			X		
	<b>Road Mng. &amp; Financing</b>		340,000						
	PAM Workshops	100,000		5 countries					X
	RF Workshop	35,000		Regional				X	
	AGEPAR Workshop	55,000		Regional		X			
Transitional Activities	150,000		5 Countries						
Meetings Conferences	<b>Annual Meeting</b>	350,000	350,000	Regional					X
	<b>Road Mng. &amp; Financing</b>								
	Coords. Interim Meetings* (inc. UM stakeholders)*	90,000	90,000	Regional					
	<b>Regional/Corridor Perf</b>		140,000						
	REC Coord Meetings	80,000		Regional		X			X
RMF Policy	60,000		Regional			X			
Capacity Training	<b>Road Mng. &amp; Financing</b>		375,000						
	"Birmingham"	65,000		Anglophone				X	
	"ENPC"	200,000		Francophone					X
	RED/HDM	60,000				X	X	X	X
	RT Trainers/Training	50,000							
	<b>Regional/Corridor Perf</b>		160,000						
	TA to RECs	120,000		RECs					X X
REC Coord.	40,000		Regional		X	X	X		
Publications Reports	<b>Dissemination</b>	200,000	200,000						
<b>Carried forward from Part 1</b>		1,835,000							
	<b>INTERIM TOTAL</b>		<b>3,670,000</b>						

\* These form the "transitional" activities progressing convergence through a variety of means (see detailed account in Section 4.

**Table 4 demonstrates how 2004 results feed into the LTDP logframe results categories:**

**Table 4 - 2004 WP coherence with LTDP**

**2004 WP Results and LTDP Logframe Results (Part 1)**

SSATP Activity Category	Thematic Area & Action Summary	Result Summary	LTDP Logframe					
			Result 1 SSATP Prog. Approach	Result 2 Key actors engaged, coherent pov./trnsp strategies	Result 3 Sound Inst. Financing Strategies	Result 4 RECs & Natnl. Govs adopt trade & transp measures	Result 5 Increased Africa based Prog. Management	
<b>Studies Research</b>	<b>P/T Analysis</b>							
	Case Study W/Shop	Revised methodology, work plans						
	3 Pilot Countries	Pov. Trnsp. Analysis complete	XX	XXXX				
	8 New Countries	Pov. Trnsp. Analysis commenced	XX	XX				
	<b>Transport Services</b>							
	Mob needs urban poor	Policies to address Mobility Needs		XX				
	Urb. Pub.trans. Org. Reg	Critical regulatory needs identified			XX			
	Rural Transport Services	constraints on rural services better understood		XX	XX			
	Traffic Management	Engineers, professionals from selected cities trained			XX			
	Rural IMT Audit	Lessons, good practice, shared		X	X			
	NMT Guidelines	Guidelines disseminated		X	X			
	<b>Road Mng. &amp; Financing</b>							
	Urban Trns. Inst. Finance	Issues, options identified, shared			XX			
	Priority Strategies	Key cross-cutting issues mainstreamed	X	X	XX		X	
	PAM Country Studies	More professionals better equipped			XX			
	PAM Peer Review	Improved model ready for dissemination and use			XX			
	Rapid Rural Appraisal	RRA Good practice identified and disseminated			XX			
	Guide for use of models	Professionals equipped with comprehensive range of tools			XX			
	RF Legislation Review	Good practice disseminated			XX			
	RF Case Studies	Good practice disseminated			XX			
	Transition Work*	Policy development strategies clarified	XX	XX	XX			
	<b>Regional/Corridor Perf</b>							
	New Observatories	3 New Cors. Observs. Started			X		XX	
	Consolidate current work	4 W & E African observs. Running			X		XX	
	Tracking Systems	N. Cor. Trck.Syst. In place					XX	
	Port Facilitation							
	Legal Framework Analysis	Leg. Action plans for "x" countries			X		XX	
	Northern Corridor Treaty	New treaty, leg. action plans					XX	
	<b>Performance Indicators</b>							
	"Global", country	Baseline dataset and indicators agree		XX	XX		XX	

*\* transition work regional meetings will likely be combined with REC RMF meetings and RM/RTTP meetings*

2004 WP Results and LTDP Logframe Results (Part 2)

SSATP Activity Category	Thematic Area & Action Summary	Result Summary	Result 1 SSATP Prog. Approach	Result 2 Key actors engaged, coherent pov./trnsp strategies	Result 3 Sound Inst. Financing Strategies	Result 4 RECs & Natnl. Govs adopt trade & transp measures	Result 5 Increased Africa based Prog. Management
Workshops Seminars	<b>P/T Analysis</b> <b>SSATP Function</b> Stakeholders. W'shop	Min. 15 countries establish SSATP fnc't	XX	XX			
	<b>Transport Services</b> National scoping seminar National scoping seminar	<u>Provisional</u> <u>Provisional</u>					
	<b>Road Mng. &amp; Financing</b> PAM Workshops RF Workshop AGEPAR Workshop	PAM use extended to more countries Road Fund Association established Road agency professionals better equipped, networking			XX XX XX		
	<b>Program Meetings</b> Annual Regional	2005 WP, lessons of 2004 shared Progress lessons shared	XX XX	XX XX	XX XX	XX XX	
Conferences	<b>Road Mng. &amp; Financing</b> Coords. Interim Meeting*	Championship, advocacy strategies			XX		
	<b>Regional/Corridor Perf</b> REC Coord Meetings RMF Policy*	Structured coordination in place Pol. coordinated with member states			XX XX	XX XX	
Capacity Building & Training	<b>Road Mng. &amp; Financing</b> RTTP/RMF Policy Building "Birmingham" "ENPC" RED/HDM	Unified policy development process Anglophone executives' capacity strengthened Francophone executives' capacity strengthened planning/investment tools better understood capacity of local trainers increased		XX	XX XX XX XX		
	<b>Regional/Corridor Perf</b> TA to RECs REC Coord.	REC capacity strengthened REC coordination measures in place			XX XX	XX XX	
	<b>Dissemination</b> Multi-Media productions	All reports, working papers, technical notes etc in English & French	XX	XX	XX	XX	
	Publications Reports						

\* transition work regional meetings will likely be combined with REC RMF meetings and RMI/RTTP meetings

## **Section 5 – 2004 WP Action Details**

The action details: the **purpose** of the action, with a short **rationale**, the actual outputs or **results** of the action, and the **action** itself.

The section is organized on the basis of the thematic areas of the WP as follows:

- 1. Responsive Transport Strategies**
- 2. Transport Sector Performance Indicators**
- 3. Road management and Finance**
- 4. Affordable Transport Services**
- 5. Transport and Regional Integration**

## **Theme: Responsive Transport Strategies to Poverty Reduction and Pro-poor Growth Objectives**

This is the overarching theme of the 2004 WP, and likely to remain so for the whole of the LTDP process. Two sub-themes are involved, the first focuses on developing processes to establish sustainable dialogue between all sectoral actors intent on ensuring that transport sector strategies are responsive to national developmental priorities, and that poverty and pro-poor growth strategies fully recognize their dependence on cost-effective, efficient, and affordable transport services.

The second focuses on the establishment of SSATP coordination functions, to develop processes and mechanisms whereby a programmatic, holistic, approach to integrated sector policy and strategy development can be consolidated

### **Sub-Theme 1 : Developing understanding of Transport's role in Poverty Reduction**

Sub-Theme 1 takes forward the pilot case-study work carried out in Guinea, Rwanda, and Tanzania in early 2003, during which a prototype participatory methodology was tested to undertake initial PRSP and Transport strategy analyses. The Kigali meeting received and considered the reports of those trials, and through plenary sessions and group work set an outline agenda for next steps. The 2004 WP has synthesized this agenda into 3 sequenced actions:

1. A process review workshop of pilot country study participants, SSATP PMT, selected transport and poverty specialists to:
  - review an updated participatory methodology and other instruments and tools available for key actors in country dialogues;
  - Agree further actions in the pilot study countries;
  - Agree methodology for selection of new countries in which to commence the process, and the actions which will need to be taken in 2004

Follow-up work in pilot study countries;

2. Commencement of poverty reduction strategy and transport strategy analyses in new countries (provisionally set at 6)
3. For the purposes of clarity and these three actions have been dealt with together in the following “Purpose and Rationale”, “Results”, and “Actions” sections

### **Process Review Workshop, Further Pilot Study Country Work, Commencing the Process in New Countries**

#### **A. Purpose**

**Purpose:** Full understanding by all key actors of policy development and implementation actions required to anchor transport in poverty reduction strategies

**Rationale:** One of the keys to engagement of stakeholders is the methodology of the process by which that engagement will be secured. Alongside this there must be a clear understanding of the purpose of the process, and this, in turn, will shape the methodology. The success of outcomes depends upon ownership of the analyses, and their quality and usefulness. These latter are very much a function of the capacity, commitment, and suitability of the actors in the national, country settings. That is why a genuinely fully participatory process lies at the heart of the approach (this is non-negotiable).

Key transport and other beneficiary actors fully engaged in poverty/transport alignment process in pilot case study countries, baseline analyses completed, methodologies tested and evaluated, action plan for transport sector strategy implementation drafted for adoption by government and other stakeholders; “New” countries selected on the basis of quality of proposals;  
Key transport and other beneficiary actors engage in and produce baseline poverty/transport analyses in “new” countries;  
Wider development community engaged and supportive of approach

### C. Actions

**What:** Clarify next steps in pilot case study countries, agree revised methodology, identify other tools, identify participatory processes, actors, resources required, enable pilot case study countries to complete base-line poverty transport analysis and agree 2005 action plan; Design new country selection procedures, identify new generic participatory processes in “x” new countries, agree revised methodology, identify other tools, resources required; assist SSATP members invited to submit proposals for commencing and establishing the necessary processes to fully understand and comply with any criteria for selection assessment that may be put in place; enable new countries to complete a baseline poverty transport analysis; Ensure that all countries involved coordinate initiatives with operational implementation of any RSDP, TSP, or SWAP that might be in progress or under preparation; Ensure that knowledge of the processes is shared with all national and regional SSATP members through an ongoing process

**How:** New draft methodology produced and workshopped; methodology and other tools agreed for improved process, as are further case study and new country actions; workshop outputs define framework of proposals to be solicited from members, and next steps in original case-study countries, and coordination between current and new countries and links with all national and regional members; Action plan agreed with case study countries, outputs to be achieved by end of 2004, indicators to be used. Liaison established with WB operations TTLs and other active development partners; Invite proposals from member countries for new work, assess submissions (2004 outputs, indicators), designate successful countries (3-6); procure support arrangements (consultancies, facilitators, finance) make available to current case study and new countries. Undertake poverty – transport strategy analyses in “x” new countries, and follow-up work in 3 original case-study countries; establish coordination arrangements between all participating countries and other partners; report to 2004 SSATP Annual Meeting

**Who:** SSATP PMT; case-study country representatives, case study co-ordinator, World Bank, EC, and external specialists, facilitator, member countries, WB TTLs, donors; local facilitators, REC task Force, member countries leading multi-sectoral actors, representatives of the poor, interest groups, civil society.

**Where:** Belgium (process workshop), Guinea, Rwanda, Tanzania, up to 6 other countries.

**When:** Process workshop September 2003, Follow-up actions continue throughout 2004.

## **Sub-Theme 2 : An SSATP Coordination Function**

In some countries this will run in parallel with the country focused work described under sub-theme 1. The stakeholder mechanisms set up to undertake the analyses will largely reflect the holistic approach to SSATP coordination required to be guided by an SSATP Coordinator. (The word “coordinator” is used here as a convenience, or shorthand, for the function, which could, conceivably, be undertaken by a group or groups). In others, similar mechanisms and processes will be promoted in line with the guidance to be provided by SSATP management by the end of November 2003, guidance which will be based on the outcomes of the Belgian PRSP/Transport analysis workshop of September 2003.

The important point is that there must be an overseeing role for the transport sector policy development and implementation process. And if the purpose of the strategy is (as it must be) to serve other sectoral objectives, then transport must be championed as a service to others, not as a competitor.

### **A. Purpose**

**Purpose:** To ensure a coherent complementary approach of strategic thematic initiatives, binding transport professionals and other sectoral actors into a mechanism to provide guidance and direction to policy makers.

**Rationale:** To continue the progress already made on bringing about convergence of SSATP components into a framework of clearly defined themes requires structured arrangements within which all transport interest groups, component coordinators (for these may well continue to play an important advocacy and championship role) can make their voices heard, and participate in the guidance and coordination role of the SSATP function. Essentially, an SSATP coordinator is required on efficiency grounds.

The SSATP Coordinator/Function will ensure that key cross-cutting issues, safety & security, HIV/AIDS, environmental impact management, gender equity, pro-poor employment opportunities, are fully mainstreamed into the strategy development process. The coordinator/function will also act as the country specific knowledge dissemination locale for the program.

### **B. Results**

**Results :** Guidelines for establishment of an SSATP coordinator adopted by member countries; SSATP coordinator functions, in one form or another, established in the PRSP/Transport analysis case study countries, and in new countries embarking on the process in 2004, as well as in other countries.

### **C. Actions**

**What:** SSATP Coordinators designated in “PRSP/Transport” countries using SSATP Guidelines.

**How:** Carry out stakeholder analyses, workshop outputs with key sectoral actors, public and private sector reps. , user groups and service providers, to establish composition and leadership of SSATP “Steering Groups”. SSATP PMT, working with countries concerned, drafts SSATP guidelines for use by stakeholders in forming SSATP steering groups, these guidelines to be workshopped, in each case, by the stakeholders’ workshop. SSATP PMT synthesizes workshop outputs into revised guidelines to be submitted to 2004 Annual Meeting for adoption.

**Who:** SSATP PMT, country representatives, stakeholders in target countries.

**Where:** Guinea, Rwanda, Tanzania, 12 other countries, including “new countries embarking on PRSP/Transport analysis work.

**When:** Throughout 2004

## Theme: Transport Sector Performance Indicators

### A. Purpose

**Purpose:** The purpose of this activity is to enable SSATP stakeholders to measure changes and achievements in the sector between 2004 and 2007 and to put them into a position to compare themselves with other SSATP member countries and internationally. To achieve this, agreement must be found with SSATP member countries on a set of relevant key performance indicators which appropriately measure the outcome of the application of poverty focused transport sector policies and strategies. Such indicators must be easily measurable and assist the various agencies in their day-to-day activities, so that the background information for these indicators is regularly collected by the agencies and the system eventually becomes self-sustained. As well, in each country an appropriate institutional set-up must be found for the collation, publication and dissemination of data.

**Indicators/ means of verification:** SSATP member countries have agreed on a set of key sector performance indicators. Baseline data (for 2004) are available and regular annual follow up is made, so that by 2007 data series exist for each member country and for each sub-sector.

**Assumptions:** SSATP member countries see the importance of this exercise and participate in a sustainable manner.

### B. Results

**Actual results (outputs):**

- Agreement is found on a set of key performance indicators
- Baseline data is available for 2004 (and then for each year following)
- Local capacity to collect, collate, publish and disseminate data has been created

**Indicators, means of verification:**

- Data on key performance indicators are available from each SSATP member country
- Data are published in countries statistical yearbooks

### C. Actions

**What ? How?:**

- A first draft of about twenty to thirty indicators (which would be in line with the REDI/MIP indicators) will be sent to all SSATP member countries, their various agencies and to the RECs, and their views will be solicited (by end of October 2003)
- Their views will be collected (via the various Coordinators), say by end of December and will be discussed at interim meetings with the Coordinators in January/February 2004.
- If reasonable agreement can be found during the above meeting a number of local/regional consultants will be employed to collect the baseline data related to the agreed set of indicators in the various countries.
- An international lead consultant coordinates the activities of the local/regional consultants and prepares a report and presentation at the SSATP Annual Meeting 2004. He/she also prepares a manual for the collection of data and an action plan for the strengthening of member countries' statistical offices

**Who:** SSATP Team, local and international consultants

**Where:** All SSATP member countries, their various agencies and the RECs

**When:** This will be an on-going exercise commencing in mid 2003 and ending in 2007

**How much:** For 2004 an allocation of \$150,000 is proposed (\$50,000 for the lead consultant, \$10,000 each for five local/regional consultants, and \$50,000 for capacity building activities beyond the SSATP Annual Meeting 2004).

**2005 and beyond:** During the year 2005 – 2007 similar amounts will be required per year as planned for 2004 for capacity building assistance to the countries statistical entities.

## **Theme : Road Management and Financing**

The theme of Road Management and Financing includes five sub-themes :

1. Road Network Management;
2. Large Cities, Institutional and Financial Arrangements;
3. Road Fund Enhancement;
4. Road Agency Improvements;
5. Capacity Building and Training;
6. Transitional Activities (towards programmatic approach)

The theme brings together a number of initiatives already under way with three pre-existing components of SSATP – RMI, RTTP and UM – and seeks to support their broadening and deepening in line with both the LTDP objectives for SSATP and the demands of the key stakeholders expressed in various meetings in the course of 2003. The theme however does explicitly recognize the need to provide for so-called “transitional activities” under the pre-existing components in 2004 (and possibly 2005) as explained below.

Summary of total financing required is:

Road Network Management	US\$ 485,000
Large Cities – Institutional and Financial Arrangements	US\$ 100,000
Road Fund Enhancement	US\$ 45,000
Road Agency Improvements	US\$ 55,000
Capacity Building and Training	US\$ 375,000
Transitional Activities	US\$ 150,000
Total	US\$1,210,000

### **Sub-Theme 1: Road Network Management**

#### **Network Management Tools**

##### **A. Purpose**

***Purpose:*** The purpose of this activity is to provide our clients with appropriate road network management tools that enable them to optimize the use of scarce resources for the poverty focused management of their networks.

***Indicators/ means of verification:***

- Increased share of network in SSATP member countries is in good and fair condition and is providing reliable access for an increased share of the rural population.
- Increase in numbers of SSATP countries carrying out regular road condition surveys and employing network management tools for maintenance prioritization, including HDM4.

## A. Results

- PAM (Performance Assessment Model) has been peer reviewed and enhanced (if necessary); is applied appropriately in SSATP countries adopting the methodology; and experience exchange workshops have been held;
- Rapid Rural Road Assessment (RRRA) study has been executed and good practice approaches to RRRA have been developed and disseminated;
- A guide for the use of the various road network management tools has been prepared and is disseminated (2005)

## C. Actions

### **What ? How? Who? Where? When?:**

PAM is reviewed by a panel of experts and is, if necessary, adjusted. Then, SSATP (through a SIDA funded specialist) will assist countries on demand to apply the PAM model with the help of the national expert group (Malawi, Uganda, Zambia). Finally, workshops will be held (at least one in each of 2004 and 2005) where the participating countries are comparing results and exchange experience.

A consultant is to be employed to do a comparative study of Rapid Rural Road Assessment Approaches applied in a variety of countries (Madagascar, Guinea, others) and makes proposals for good practice approaches to RRRA. This will be a desk study. The results of the study will be presented to the RMI/RTTP community at a workshop, which may be stand alone or incorporated into another SSATP meeting (during the 2004 SSATP Annual Meeting).

A guide for the application of the various tools for road management is prepared. It is intended to assist clients understand the hierarchy of tools and how they can be used (together or separately) to improve road management), including SOURCE, RED, PAM etc. An international consultant prepares a draft guide. The draft guide is presented and discussed at the next RMI/RTTP coordinator meeting and a final version of the guide is produced in the form of a tool kit (in 2005 only).

**2005 and beyond:** The guide for the application of road management tools will only be finalized and disseminated in 2005. Implementation – and adjustment – of PAM at country and sub-regional continues through 2005 and beyond. As below, training will continue to be supported annually.

## Priority Strategy Components

### A. Purpose

**Purpose:** The purpose of this initiative is to ensure that lessons learned and good practice are fully applied in strategy development with regard to the key cross-cutting priorities of Road Safety (and other priorities identified by SSATP stakeholders, and to ensure that strategies incorporated in sectoral development programs pay full attention to the issues).

**Rationale:** Road accidents, apart from the incalculable social and human suffering costs, may consume as much as 1.5% of GDP in SSA. And road accidents disproportionately impact the poor and poorest members of society. There have been numerous initiatives, targeting infrastructure, institutions, policies, with little effect. A host of government, administrative, and civil society entities have roles to play, and any success in addressing the problem will need the coordination and cooperation of all. But road safety is clearly a transport problem, and the drive for effective strategies must come from primarily transport actors.

Synthesizing experience, lessons learned, strategy options, alongside a clear identification of partners with whom to work, and proposing mechanisms for collaboration is an essential step for moving forward on this vexing issue. At the same time, safety cannot be viewed in isolation from other key issues particularly environmental impact management, gender equity, and HIV/AIDs

### B. Results

- Country and Regional Strategy Groups proposals adopted by governments and RECS
- Practicable, useful syntheses of knowledge & experience covering institutional, legal, administrative, technical issues, options, and good practice, along with country by country linkages to key partners in the public and private sectors.
- Road safety mainstreamed as appropriate into all 2004 WP initiatives such as traffic management, etc

### C. Actions

**What:** Promote buy-in by national governments and RECs to country and region specific road safety strategies targeting particular priorities relevant to the communities concerned.

**How:** Desk studies of existing knowledge and experience leading to a synthesis of key lessons, experience, examples of good practice. Establishing formal links with bodies such as the GRSP so as to learn of experience outside Africa, and to ensure coherence with initiatives already under way. Establishing links with donors and NGOs already active in the field so as to ensure the synthesis proposed is fully informed. Working through SSATP RMI/RTTP/SSATP coordinators at country level obtain an up-to-date picture of circumstances in country. Establish links with the recently appointed World Bank road safety specialist so as to learn of experience and lessons learned in areas where the Bank initiative is under way (primarily SE Asia). Present findings to regional and annual SSATP meetings along with recommendations for establishing, where appropriate, practicable participatory processes for developing and implementing successful strategies to be mainstreamed into transport action plans.

**Who:** A designated PMT member will be responsible for managing the studies and contact identification required, reporting to the PMT, and championing the issue within the group and the AFTTR. RMI/RTTP/SSATP coordinators will be brought on board at the outset, as will the REC Task Force (see regional 2004 WP initiatives).

**Where:** Washington DC, all countries in SSA.

**When:** Throughout 2004, with a report and presentation to the September annual meeting

## **Sub-Theme 2: Large Cities, Institutional and Financial Arrangements**

### **A. Purpose**

**Purpose:** To facilitate the adoption, in large cities, of suitable institutional and financial arrangements leading to a sustainable improvement of mobility in the metropolitan area, covering all modes of transport including walking.

**Rationale:** Dedicated regulatory authorities with support from the various stakeholders and a dedicated stable financing mechanism such as an urban transport fund are an essential ingredient of the institutional arrangements needed by large cities. Three large cities, Dakar, Abidjan and Lagos, have already made significant progress in that direction, although the individuals solutions they have chosen differ from one another.

### **B: Results**

**Results:** Study in 5 large cities (three with an existing urban transport authority, two without), describing the institutional and financial set up, and assessing its impact on the quality of the infrastructure and the efficiency of the transport services.

### **C. Actions**

**What:** A comparative study will be carried out in five cities with five main areas of investigation :

- The assessment of the three institutional agencies in place in Dakar, Abidjan, Lagos : analysis of the process and the role of the stakeholders consultation, the differences in the structural arrangements, source of funding and degree of autonomy, lessons learned and proposal for improvement;
- The analysis of exiting institutional arrangements in two other cities where institutional coordination is not in place and still relies on various agencies ; opportunities for policy reforms, advantages and constraints of the prevailing situation ;
- The analysis of the financial mechanisms in all the cities considered in the study with the aim to evaluate the impacts of Road Funds, where in place on the financing of urban roads and where in place the impact of the Urban Transport Fund;.
- The organizational options to improve institutional coordination in the urban transport sector, based on the legal environment prevailing in the country as well as from other exiting cases;

**How:** During field visits, the group of consultants will make, for each city, an in-depth analysis of the legal and institutional arrangements which have an impact on the urban transport institutional coordination and financing. The analysis will include consideration for the degree of effectiveness and enforcement of the legal and institutional arrangements.

**Who:** An international consultancy company including local experts will be selected in accordance with the World Bank guidelines on selection of consultants. The consultants will need to have proven experience in institutional and financial arrangements prevailing in sub-Saharan Africa as well as other regions of the world where similar arrangements might be in place, effective and with a degree of replicability in SSA. .

**Where:** In addition of the three cities having recently implemented institutional changes, two other cities, willing to undertake reform improvements, will be selected for comparison.

**When:** The research would start in January 2004. Final reports should be available by September 2004.

**2005 and beyond:** Advisory services are expected to be provided in 2005 for cities which will have decided to implement urban transport institutional and financial reforms

### **Sub-Theme 3: Road Fund Enhancement**

#### **A. Purpose**

**Purpose:** The purpose of this activity is to assist countries who have chosen to establish “second generation” road funds to: follow clear principles; adopt appropriate procedures; be managed in a transparent manner; and meet financial and operational goals set.

**Indicators:**

- Number of road funds established, number of boards in place, all operating in line with legal and operational frameworks
- Amount of financing allocated to rural and urban needs of maintenance financing needs met, maintenance expenditure targets met

**Assumptions:** Ministries of Finance and other ministries are fully supportive of goals and principles. Boards and key stakeholders are effective and well-informed advocates for the road funds. Road fund association gets off the ground and functions.

#### **B. Results**

**Results:** Road Funds performing at enhanced level in terms of their assigned objectives. Road fund managers and Board members working well with counterparts, exchanging information and applying it appropriately in their own setting.

**Indicators, means of verification:** [RMI matrix will be updated and periodically enhanced as a way of disseminating information on road fund status and performance]

- Not less than one third of RMI/RTTP countries are meeting maintenance financing targets
- Not less than one third of active road funds have funds directly channeled with at least annual external technical and financial audit
- Not less than one third of countries participate in road fund association and undertake at least one exchange or information sharing activity in CY04.

#### **C. Actions**

**What ? How ? Who ? Where ? When ?:**

Desk study to be undertaken by RMI at the center will establish by early 2004 a data bank of all road fund legislation together with a commentary to permit its exploitation by client countries in the design or modification of their instruments.

For subsequent road fund association meetings and to develop more published material on road fund performance, at least three road fund case studies will be commissioned (end 2003) for finalization and dissemination in 2004. At least one case study will consider the experience of an urban (dedicated or oriented) fund. All case studies will cover the extent and means by which rural road maintenance requirements are being addressed by the road funds in question.

Support to be provided to the 2004 (annual) meeting of the road fund association which is to be launched in Gabon in October 2003. The 2004 meeting will include a major regional event to review road fund performance. This will cover: preparation of additional documentation, materials, cost of outside speakers.

**2005 and beyond:** Road fund association will meet annually and this will be the focus of SSATP support – during the previous year, in the case of 2005 that is 2004, necessary preparatory work, including case studies, will be undertaken

#### **Sub-Theme 4: Road Agency Improvements**

##### **A. Purpose**

**Purpose:** To assist partners to develop and sustain effective management arrangements for road sector work programs, with the focus on the creation of road agencies, including those which may be dedicated to urban roads, with a view to securing increase output and efficiency of maintenance works and improved allocation of resources.

**Indicators, means of verification:**

- Numbers of countries undertaking road management reforms, road agency creation
- Reduction in unit maintenance costs, maintenance output per employee, percentage of costs as overhead
- Number of countries - kilometers under contract – using performance based maintenance

**Assumptions:** Ministries of Works and Transport, other ministries and urban authorities are fully supportive of goals and principles. Boards and key stakeholders are effective and well-informed advocates for the road funds. AGEPAR and others provide effective guidance and support.

##### **B: Results**

**Results:** Improvement in road agency performance secured. Managers and Board members working well with counterparts, exchanging information and applying it appropriately in their own setting

**Indicators, means of verification:** [RMI matrix will be updated and periodically enhanced as a way of disseminating information on road agency status and performance]

- At least one third of client countries have created agencies or secured equivalent reforms
- At least one third of client countries participating in AGEPAR and undertaking at least one information exchange activity during the year
- At least one third of client countries report efficiency improvements of 5-10%

##### **C. Actions**

**What ? How ? Who ? Where ? When ?:**

Support to be provided to the 2004 (annual) meeting of AGEPAR, including as in previous years a two day technical seminar on topics of broad interest to road agency managers and partners. This will cover: preparation of additional documentation, materials, cost of outside speakers.

For subsequent AGEPAR meetings and to develop more published material on road agency performance, at least three road agency case studies will be commissioned during 2004. Also other material will be developed for a major review which will eventually appear as an SSATP Working Paper.

**2005 and beyond:** AGEPAR will meet annually and this will be the focus of SSATP support – during the previous year, in the case of 2005 that is 2004, necessary preparatory work, including case studies, will be undertaken. In 2005, it is expected that the meeting will incorporate a major regional gathering on road management reforms.

## **Sub-Theme 5: Capacity Building and Training**

### **A. Purpose**

**Purpose:** The purpose of this activity is to support the development and retention of qualified and motivated staff to formulate and implement road financing and management reforms in client countries, also to involve more regional organizations in training delivery and to locate more training in Sub-Saharan Africa.

**Indicators, means of verification:**

- Demand for training of various forms expressed by client countries
- Demand met through courses - put on directly or indirectly with SSATP support – at both country and regional level

**Assumptions:** Countries continue to demand such services. Capacity exists to deliver required courses, especially for the francophone countries.

### **B: Results**

**Results:** Increase in number of trained and experienced staff in road ministries, road funds and road agencies, contributing to performance improvement and meeting national and agency goals and operational targets.

**Indicators, means of verification:**

- Number of trainees, output in terms of person weeks training achieved, increase of at least 20% in 2004 over 2003
- Indicators of satisfaction with courses and results obtained in relation to expectations

### **C. Actions**

***What ? How ? Who ? Where ? When ?:***

*[Note that by 2004 an exercise should have been undertaken to identify all client country participants at previous training offered through programs supported by SSATP]*

Roll out and broader adoption of use of RED (version 3) will be facilitated through two 1 week courses, one each in English and French, to be given to national experts during 2004. The training will be provided in conjunction with HDM4 in view of the important links between the two programs. Support to the development of the francophone core training on road management and financing in conjunction with the anticipated expansion of the core ENPC course to two modules of at least two weeks duration during 2004. This will cover materials preparation, outside presenters and eventual dissemination of results in published form.

*[Support to the continuation of the Anglophone program which is centered on the University of*

***2005 and beyond:*** Quantity and type of road management and financing training activities will be re-evaluated on the basis of 2004 experience but is likely to continue in some form or fashion

*through the provision of program staff as speakers and facilitators.]*

## **Sub-Theme 6: Transitional Activities**

### **A. Purpose**

**Purpose:** To assist the transition from the component approach to the program approach.

**Rationale:** This activity will specifically assist countries that are still in the process of formulating RMI/RTTP type of reforms to conclude and/or could assist new member countries to commence policy formulation efforts. Further it is meant to support the organizational transition from RMI/RTTP coordinators and the UM support group to the new set up which will be centered on SSATP coordinators with appropriate specialist support. This will be taken forward alongside support to establish SSATP function or coordinators

### **B: Results**

**Results:**

RTTP/RMI – like policies are formulated in some additional countries in the region (adoption of RMI/RTTP Manifesto)

RMI/RTTP Coordinators phase out or play an new role in the framework of the programmatic approach

**Indicators, means of verification:**

- Some country programs are supported (on demand) – expected to be up to 5 over 2004-2005
- One or two RMI/RTTP interim meetings have taken place to assess progress

### **C. Actions**

**What ? How ? Who ? Where ? When ?:**

Estimated demand for transitional support to formulation and implementation of RMI/RTTP policies and principles in 5 countries (one third of potential total). Activities will include 1 or 2 country workshops (could include Tariff and Traffic for example), preparation of materials, facilitation and payment of 1 or 2 guest speakers ( co-financing from Bank country budget may be sought)

RMI/RTTP Coordinators Interim Meeting may be as in 2003 in the form of one Anglophone or francophone, or may be broken into sub-regional or REC groupings. Expected to be the last such component specific meetings, will assure “buy in” to completion of transition and produce action plans at central, regional and country level. This meetings will be combined with a proposed meeting of the REC partners of SSATP who wish to determine what their future contribution to advancing the road management and financing agenda would be. Key recommendations in this respect, as well as concerning the future role of the current coordination arrangements will be presented to the next SSATP Annual Meeting for advice and adoption.

**2005 and beyond:** Some further similar action might be required in 2005, especially with regard to potential new SSATP member countries emerging from LICUS or “failed state” situation (assuming though that the majority of such interventions would at SSATP level)

## **Theme : Affordable Transport Services**

Affordable transport services (and access to them) are essential both in poverty reduction strategies and for growth as a whole. The outputs from Kigali indicated that both the needs of the rural and urban poor should be addressed within this thematic approach

The theme of the Transport services includes five sub-themes :

1. Urban Public transport organization and regulation in large cities;
2. Rural Transport Services Study;
3. Traffic management in urban areas;
4. Audit of Intermediary Means of Transport (IMT) promotion efforts in rural areas;
5. Poverty and Urban Mobility.

### **Sub-Theme 1: Urban Public Transport Organization and Regulation in Large Cities**

#### **A. Purpose**

**Purpose:** The purpose of the proposed study is to promote the adoption and dissemination of a suitable regulatory framework leading to safer and more efficient urban transport services in sub-Saharan Africa.

**Rationale:** Several cities have started to attempt various strategies to improve the provision of public transport services in particular through organization of the para-transit sector or by promoting formal bus enterprises. The proposed study intends to draw lessons from these attempts and assist large cities in the definition and implementation of appropriate regulatory frameworks for public transport.

#### **B: Results**

##### Results

- Assessment of the exiting regulatory framework in 6 large cities;
- Identification of potential improvement (such as law enforcement, licensing mechanism)
- Comparative indication (benchmarking) on key issues affecting the delivery of urban transport services (such as cost, time spent on a journey due to traffic congestion) ;
- Identification of the critical regulatory requirements necessary to put the system in place (or strengthen it when the system is already established) and provide efficient monitoring tools to measure the progress made;
- Regulatory framework toolkit.

## C. Actions

**What:** Taking as a starting point the comparative studies carried out in 1999-2000 on the urban transport micro-enterprises in four African cities (Abidjan, Bamako, Harare and Nairobi) as well as information on cities such as Dakar, Douala, Lagos, Kampala and Accra (published as Working Paper in May 2003 as far as Kampala and Accra are concerned), the following activities are proposed to be launched as part of a research program :

- Assessing the operating practices of the public transport operators : organization (including in some cases route association), potential excess capacity, dangerous operating practices (leading in many cases to road accidents or contributing to traffic congestion) ;
- Analyzing the problems faced by the public transport operators and their impacts on vehicle operating costs and maintenance practices;
- Monitoring the impacts of the existing regulatory framework on the services provided, with the objective of more cost-effective services to the users, including the degree of enforcement and where relevant, the impact of self-regulation (conditions for entry to the market);
- Evaluating the capacities of the existing regulatory body (technical as well as human resources) and its adequacy with the missions expected to be carried out;
- Formulating a draft action plan aimed at increased operation and organization efficiency of public transport services (including measures such as change in legislation, the establishment of an independent regulatory body, training opportunities, increase in vehicle utilization through a reorganization of the urban transport market);
- Preparing a draft toolkit on adapted terms of reference for the concessioning of lines of urban transport services operated by micro-enterprises.

Private sector development (targeted on small and medium enterprises), operators coordination and better access to poor urban areas by transport services will be the key pillars of such a micro-enterprise strategy. The SME's of the urban transport services provide significant employment opportunities for the urban poor, while enabling users to increase their access to markets, social services, and schools.

**How:** Through (a) an in dept analysis of information and data collection in the proposed cities combined with the incorporation of the main knowledge from the already exiting information available (see SSATP Working Papers); (b) a review and assessment of the existing regulatory framework in each city and assessment of their level of effectiveness and enforcement and (c) interviews with the main stakeholders within the transport industry (associations, regulators, operators).

**Who:** An international consultancy company including local experts will be selected in accordance with the World Bank guidelines on selection of consultants. The consultants will need to have proven experience in public transport regulation and organization with references in sub-Saharan Africa.

**Where:** The proposed cities are the ones with a degree of representativity in terms of population (cities with a population above two millions inhabitants) nature of services provided (standard buses in Addis and Abidjan, mini buses elsewhere) as well as the differences of regulatory regimes (Addis Ababa and Abidjan have still bus companies with State intervention, whereas services are de facto deregulated in other cities).

Therefore, the proposed cities are : Addis Ababa, Dakar, Dar Es Salaam, Douala, Lagos, Nairobi.

**When:** The initiative would start in January 2004. Final reports should be available by September 2004.

**2005 and beyond:** The toolkit is expected to be used by Authorities in charge of transport services regulation in the related urban areas. It is proposed to assess its impact in 2005 on the improvement of transport services in some pilot cities.

## **Sub-Theme 2: Rural Transport Services Study**

### **A. Purpose**

**Purpose:** The purpose of this study is to provide advise to policy makers for improved rural transport services.

**Rationale:** Transport services in rural areas are usually scarce and of low quality. More generally the operation of freight and passenger services in the hinterland of SSA countries is inefficient and costly for the users, with low level of safety and comfort for the passengers and a high level of empty running of trucks, while overloading is frequent and damaging to the roads.

The proposed research study will review the transport services and regulatory arrangements in selected SSA countries and will aim at helping to define acceptable and sustainable improvements to passenger and freight operations within the rural areas and between cities. Particular emphasis will be placed on seeking solutions to the provision of transport services in low density rural areas.

**Indicators/ means of verification:** Policy advise is adopted in some SSATP countries, Country reports

**Assumptions:** Advice is disseminated to governments

### **B. Results**

**Results:** Study in 3 selected countries of the efficiency of operations, perceived constraints to efficient and quality operation, or presence of a sustainable operation, in rural areas and recommendations on policy actions for improvements

**Indicators, means of verification:**

Study report produced

Stakeholders workshops held on the conclusions of the report in each country

**Assumptions:** Commitment of the Government for supporting the action

### **C. Actions**

**What:** Building upon the study recently done by DFID in Uganda and Ghana, and published by SSATP as a working paper in May 2003, the study will:

- Review in the selected countries the institutional and regulatory framework governing rural transport services (route licensing, vehicle licensing, terminal operations,...), the organization of the sector operation (size of companies, level of competition, role of public companies,...), fares level,
- Make recommendations on institutional and regulatory improvements for public and freight transport operations between cities and in rural areas,
- Organize national workshops with relevant stakeholders in each country to validate the results

**How:** The study will identify and interview the relevant stakeholders at the national and local levels (Government representatives, operators, users,...), and conduct limited physical survey of the services.

**Who:** A consulting firm will be competitively selected to carry out the study

**Where:** The study will be carried out in 3 countries. Countries will be selected based on selected criteria

**2005 and beyond:**

Advisory services are expected to be provided in 2005 for countries/regions which will have decided to implement intercity/rural transport policy improvements.

Possible impacts on urban transport regulation (e.g. bus/truck licensing) would be disseminated to urban transport authorities.

### **Sub-Theme 3: Traffic Management in Urban Areas**

#### **A. Purpose**

**Purpose:** To reinforce the technical capacity of the staff in charge of managing traffic in SSA cities, taking into account every kind of travelers and in particular the Non Motorized ones.

**Rationale:** Traffic management is an efficient way to improve the fluidity and safety of the urban mobility at a very low cost. However many cities in SSA do not take real advantage of these techniques and let congestion hamper the functioning of the city. The needs of the pedestrians and cyclists are insufficiently taken into account in most traffic management plans. Walking is the predominant mode of traveling in most SSA cities but the traditional practice of traffic management is to favor car movements.

**Indicators/ means of verification:** Action plan defined and adopted to improve the efficiency of the traffic management in cities

**Assumption:** Willingness of the participating countries

#### **B. Results**

**Results:** Training material and training session for engineers and executives responsible for planning, implementation and enforcement of the traffic management in selected cities

**Indicators, means of verification:**

Training documents in French and English

Number of people trained

#### **C. Actions**

**What:** The training will build upon existing documents related to traffic management organization and standards (including also an old Technical Paper on “Institution Building for Traffic Management” published by the Bank in the 80’s, the recent Urban Transport Strategy Review by the Bank). It will also take into account the results of the study on the institutional and financial arrangements of Urban Transport to be carried out, and the results of recent experiments carried out on NMT in Kenya and Tanzania, as part of the SSATP. The training will cover the institutional aspects as well as technical standards, the techniques of participatory process. It will cover the aspects of planning as well as of implementation, enforcement and monitoring.

**How:** The study will be a desk study followed by two training seminars, one in English, one in French.

**Who:** A team of qualified consultants including international and SSA expertise, will be selected according to the Bank guidelines to carry out the study and the training.

**Where:** Selected cities one in each of the Anglophone/Francophone areas.

**When:** The study will be prepared during the last quarter of the year 2004, to take into account the result of the study on the Institution and Financing of the Urban Transport Services. Training in 2005.

**2005 and beyond:** The training will be done first in French language during the first semester, then in English language during the second semester. Partnership with institutions such as MDP will be required for co-financing and organization of the training sessions.

#### **Sub-Theme 4: Audit of IMT Promotion Efforts in Rural Areas**

##### **A. Purpose**

**Purpose:** The purpose of this activity is to review past efforts of promoting ownership and variety of intermediate means of transport in rural areas in Africa in order to learn from failures and successes and to enhance future endeavors in this area of activities.

**Rationale:** For some time now it is known that constructing and improving rural roads is often not sufficient to enhance the mobility of rural dwellers. In many countries in Africa a relative dearth of numbers and variety of IMT has been observed (particularly when compared to Asian countries). A number of efforts have been made to promote IMT in the framework of SSATP and by other actors, mostly in the form of small scale pilot programs (such as in Senegal, Ivory Coast, Madagascar, etc.). Up scaling of these efforts is now underway in Madagascar and in Zambia. It is important that lessons are drawn from these past and on-going endeavors in order to improve and enhance current programs.

**Indicators/ means of verification:**

**Indicator:** results of the audit are successfully taken into account in on-going and planned IMT promotion activities

**Means of verification:** various project reports

**Assumptions:** These efforts are necessary as market forces alone would not lead themselves to the same results

##### **B: Results**

**Results:** The actual result will be the final approved audit report expected in September 2004, which will lead to a learning workshop with staff involved in IMT promotion efforts. This workshop is planned to be held in early 2005.

**Indicators, means of verification:**

A good quality report is available by September 2004 which can be disseminated and can serve as a basis of a workshop in 2005.

##### **C. Actions**

**What:** TOR for the audit have to be prepared during the second half of 2003 and recruitment of an appropriate consultant needs to be selected for the task .

**How:** The audit will consist of short site visits by the expert, but also of a desk study of available project reports and evaluations, and will contain a synthesis of the results and lessons to be learnt. This activity will be done in close collaboration with IFRTD.

**Who:** An individual IMT expert will be selected in accordance with the World Bank guidelines on selection of consultants.

**Where:** The audit will likely cover the past and on-going IMT promotion efforts in Senegal, Ivory Coast, Zambia, Madagascar.

**When:** The audit would commence in January/February 2004 and would be executed intermittently over a period of about six months. A final report should be available by September 2004.

**2005 and beyond:** The audit is expected to serve as a basis for a workshop with staff involved with the execution of IMT promotion projects and experts. The workshop is planned to be held in early 2005.

## Sub-Theme 5: Poverty and Urban Mobility Studies

### A. Purpose

**Purpose:** To bring about adjustments of the PRSP,s to better take into account the needs of the urban poor through adequate transport policies

**Rationale:** The rapid growth of the cities in SSA leads to an even faster growth of the poorest population of these cities which crowd in shanty towns or poorly served areas. While this dynamic of many newcomers to the cities to work there and get a better life is an asset for the economic development of the country, it poses high levels challenges to help this poor population access a decent use of the city amenities and job market. The knowledge of the relationship between the condition of life of the urban poor and the mobility condition that they enjoy, is very limited and is insufficient to properly orientate the transport policies in their benefit.

**Indicators/ means of verification:**

Revision of PRSP,s

Urban transport policies and actions plans defined and adopted

**Assumptions:** Sensitization and willingness of the central and local Governments representatives

### B. Results

**Results:** Study to be carried out on 2 additional cities (as a follow up of the study being done in Conakry and Douala) to become a representative sample of large cities in SSA including capital cities and non capital cities, harbor cities and inland cities, Western and Eastern Africa cities (likely to be Addis Ababa and Dar es Salaam)

**Indicators, means of verification:** Study report produced/Local stakeholders workshop held on the conclusions of the report

### C. Actions

**What:** Building upon the study being presently carried out in Douala and Conakry, the study will:

- identify the accessibility constraints of the urban poor to the various modes of transport,
- evaluate the extent to which these constraints limit the ability of the poor to meet their basic needs
- prepare a set of transport policy recommendations to improve their accessibility (in the domains of infrastructure, services and institutions/regulations)
- define indicators to assess the impact of possible measures of transport improvements towards poverty reduction

**How:** Studies will include both qualitative and quantitative surveys

**Who:** A consulting firm will be selected competitively to carry out the study in every city.

Participants in the study will include representatives of the Governments as well as representatives of the private sector, poor residents and NGOs.

**Where:** The study will be carried in two cities. Cities will be selected based on several criteria including (commitment to the central and local governments to support the study and the reform process, necessity to cover different types of cities and cultural environments, existence of available household consumption survey and other basic information).

**When:** The study should start beginning of CY2004 and last approximately 11 months.

**2005 and beyond:** Possibly a study in a 5th city to complete the sample.

- A regional workshop will summarize the combined lessons of the studies carried out in the various cities
- Assistance will be financed to cities that embark on the decided reform action program

## **Theme: Transport and Regional Integration**

### **Sub-Theme 1 : Transport Corridor Management and Performance**

The sub-theme of transport corridor management and performance covers 7 actions, 5 of which are focused on promotion of sound institutional and management practice, while 2 have to do with the legal and administrative frameworks governing inter-state trade and transport:

1. Complete support to establishment of observatories in West and East Africa;
2. Support commencement of establishing new observatories on corridors in Central and Southern Africa;
3. Support cargo tracking system establishment on the Northern Corridor;
4. Support port management associations in facilitating policy and institutional reforms;
5. Support Trade and Transport Facilitation Audit for Nacala Corridor
6. Support the Northern Corridor Transit Traffic Coordination Authority (NCTTCA) in finalizing publication and adoption of a revised Northern Corridor Treaty;
7. Support analyses of disharmonies between national and regional laws concerning transport and trade.

The actions flow from the outputs of the Kigali meeting building on the work of the Regional Economic Communities' (REC) Task Force. The engagement of the SSATP with RECs is initially founded on their role as implementing agencies of the NEPAD STAP. Corridor management and performance feature prominently in the STAP as areas where improvement is a vital necessity both in terms of effective regional integration, and as a key means of reducing the cost of transport in Africa. (The World Bank has calculated that a 10% reduction in transport costs could be matched by a 25% increase in trade).

### **West and East African Corridor Observatories**

#### **A. Purpose**

**Purpose** The purpose of the observatories is to encourage national authorities, jointly and individually, to ameliorate the delays currently experienced by national and international road transporters using major international corridors.

**Rationale:** Studies indicate that delays to road transport caused by non-physical barriers are so serious that utilization of vehicle fleets is running at between 35% and 50% of commercially viable rates, with very high impacts on user charges and damage to the competitiveness of African produce and products on world markets. Amongst others, this directly impacts the earning power of tens of thousands of poor farmers seeking to produce cash crops for export internationally and to major internal consumption centers

#### **B. Results**

**Results:**

- Observatories established through joint public/private sector collaboration on data collection and processing;
- Monthly reports on delays analyzed on a number of bases published in the print, broadcast, and electronic media allowing the transport users and the public at large to judge the performance of national and international authorities, and compare performance with that of other corridors, the performance of different segments of a single international corridor;
- Increased involvement of the private sector, particularly transporters and service users, in policy dialogue

## C. Actions

**What:** Data on time spent by statistically valid samples of road freight vehicles at all non-physical barriers, legitimate or irregular, is collected, stored, processed, analyzed and made available to the broadcast and print media for publication on a monthly basis. Simultaneously the analyses will be published by the SSATP on its website.

**How:** Data will be collected by trained truck drivers for each journey, data sheets collected at destinations by trucking companies and forwarded to UEMOA HQs (for West African Corridors) and NCTTCA HQs (for the Northern Corridor) where it will be processed and issued for publication.

**Who:** In both cases consultants have been selected through competition and awarded contracts to design data collection systems and documentation, promote partnerships between corridor authorities and truckers, train drivers, set up the processing systems, and train operators in UEMOA and the NCTTCA.

**Where:** Oaugadougou – Abidjan, - Tema, - Lome  
Mombasa – Nairobi – Kampala – Kigali – Bujumbura

**When:** Ongoing.

## New Observatories

### A. Purpose

**Purpose:** As for ongoing work

**Rationale:** As for ongoing work

### B. Results

**Results:** As for ongoing work

### C. Actions

**What:** the same approach as for ongoing work will be used;

**How:** similar partnerships will be built between appropriate national and regional authorities, and the RECs expected to be engaged will be COMESA, SADC and EAC. Transport associations such as FESARTA have already declared themselves enthusiastically willing to participate;

**Who:** Suitably qualified consulting firms will be invited to bid for the work by the authority concerned, and after proper evaluation and award of contract, the SSATP (World Bank) will enter into a contract with the firm, jointly monitoring and supervising with the REC concerned.

**Where:** The Tanzam and North-South Corridors through Beit Bridge have been selected by RECs as part of the new coordination mechanisms to be supported by the SSATP, taking account of opportunities for building successful partnerships with the private sector and national authorities.

**When:** The REC task force will meet in January 2004 and agree interim coordination arrangements (until secure mechanisms are established during 2004) before the end of 2003, and agree modalities on the corridors and partnerships. Consultants should be selected by the end of the first quarter of 2004, and work be well in hand by the beginning of the third. First outputs should start to come on stream by the end of the year

## **Cargo Tracking Systems on the Northern Corridor**

### **A. Purpose**

**Purpose:** To improve Northern Corridor efficiency and reduce transport costs

**Rationale:** PMAESA has commenced support to the introduction of a cargo tracking system on the Northern Corridor with some help from the French Government. SSATP support will enable the fullest engagement of all key institutional actors in the policy development and implementation actions that may be necessitated. Benefits to customs departments, customers, clearing agents, security organs will accrue, reducing delays, loss, and cargo diversion.

### **B. Results**

**Results:**  
Cargo tracking system established and being used by the NCTTCA, the KPA, and national authorities in the Northern Corridor States

### **C. Actions**

**What:** Actual system implementation being undertaken by KPA and PMAESA. Policy development support from SSATP to be discussed

**How:** To be discussed

**Who:** To be discussed, but will include NCTTCA Secretariat, KPA, Kenya Customs Department, Forwarding Agencies, Trucking Companies and Associations

**Where:** Mombasa Port, the Northern Corridor

## **Support to Port Management Associations in Promoting Institutional and Management Reforms**

### **A. Purpose**

**Purpose** To ensure national authorities, public and private sector stakeholders, are fully engaged in productive dialogue, on priority policy reforms and strategy implementation.

**Rationale** The LTDP purpose is to see full engagement by transport professionals, policy makers, key public and private sector actors, fully involved in all aspects of implementation strategies. African ports have been highlighted by NEPAD as critical bottlenecks in the transport chain. Irrespective of what is done inland, if port performance is not improved within a clear strategic framework, fully owned by stakeholders, sustainability will not be achieved.

### **B. Results**

**Results:** Mechanisms established for all key stakeholders to engage in dialogue armed with the best information, knowledge, and experience, both from within Africa and outside.

## C. Actions

**What:** Establish a process for dialogue and discussion between the PMAESA, port authorities, and all interested national and regional authorities, stakeholders, professionals, service providers and users.

**How:** Initiate with REC coordination arrangements, a properly facilitated and informed stakeholders workshop whose outputs will include arrangements for regular discussion and contact between all parties.

**Who:** PMAESA, Port Authorities, Private sector port operators, national transport policy makers, transport mode managers, public and private, user groups.

**Where:** To be agreed by PMAESA and RECs (COMESA, SADC, EAC) at the meeting of the REC Task Force in January 2004 in Nairobi

**When:** Scheduling discussions to be folded into the agenda of the REC task force January 2004 meeting.

## Trade Facilitation Audits for Possible Nacala Corridor

### A. Purpose

**Purpose:** To assess viability of a possible Nacala Transit Transport Corridor

**Rationale:** The Nacala corridor used to be an important and cost-effective outlet for Malawi and Zambia, which became unavailable during the Mozambican civil war, and since then has remained moribund. The costs to the economy of Malawi in terms of the increased burden on import and export has been very significant, as it has also been to Zambia. A facilitation audit will help establish the baseline picture which needs to be understood in assessing the viability of a rejuvenated corridor based on Nacala Port.

The work will benefit from resources which will be made available from a WB/WTO TF, which will be sourced to finance similar exercises in Zambia and Mozambique, under SSATP/REC arrangements.

### B. Results

- Trade Facilitation Audits completed in Malawi, Mozambique, and Zambia;
- Model exercises to inform RECs and SSATP partners

## C. Actions

**What:** Undertake trade and transport facilitation audits.

**How:** Seek endorsement from REC Task Force, use WB Trade and Transport Facilitation Audit Tool Kit.

**Who:** Specialist consultant will be contracted to use the toolkit, engaging with the range of interlocutors specified through structured and other interview techniques.

**Where:** Initially in Malawi, then in Zambia and Mozambique.

**When:** Commencing in the first quarter of 2004.

## A. Purpose

**Purpose:** To promote ratification of an amended treaty by members states, so as to encourage implementation of the provisions of the agreement.

**Rationale:** The NCTTA is the only multinational treaty of its kind in Africa. First ratified by 5 member countries between 1985 and 1987 it has achieved some notable successes, but has been less effective in other ways. UNECA financed a productive, participatory, study in 2002/2003 resulting in a report which clarified the issues which a revised treaty should address in the proper legal forms. Unfortunately resources did not allow for the final piece of work to be completed. The treaty contains a number of well defined protocols covering all technical and administrative aspects of transit transport by all the modes in use on the Northern Corridor. It also contains provisions for a coordination authority, and a secretariat, all funded by the contracting parties. It is a very useful model (not the only one) for corridor management.

## B. Results

**Results:**  
A new treaty ready for submission to the contracting parties.

## C. Actions

**What:** Using the UNECA study findings amend the existing treaty accordingly.

**How:** In collaboration with UNECA and the NCTTCA select a suitably qualified consultant to undertake the work in accordance with ToR to be agreed. Draft to be submitted for comment, and final version produced.

**Who:** Consultant, NCTTCA, UNECA

**Where:** East Africa (probably the NCTTCA HQs in Mombasa)

**When:** New draft before the end of 2003, final version by the end of the first quarter of 2004.

## Legal Review of Transit Traffic Arrangements

### A. Purpose

**Purpose** To ensure harmony between national and international law with respect to selected sub-regions and transit traffic corridors.

**Rationale** Findings of a 2002/2003 wide ranging SSATP study indicated that not only does there exist a very substantial body of international law concerning interstate and international trade and transport, both within Africa and in relation to Africa's transport links to the outside world, but that knowledge of this legal framework was limited, and in many cases national law is at odds with international agreements.

Securing a harmonious, coherent framework of legal and administrative arrangements is a priority for Africa, if the best institutional structures are to be established to promote and facilitate interstate and intercontinental trade and transport.

## B. Results

**Results:** Action plan for legislative changes along corridors on which observatories are being established

## C. Actions

**What:** In a selected region provide a clear analysis of disconnections between national and international law, and a legislative action plan for addressing disharmonies.

**How:** Agree with RECs a priority area for investigation, select a suitably qualified legal expert to analyze the provisions of relevant and applicable national and international laws. The consultant should produce a report and a draft action plan for statute adjustments on a country by country basis. The report will be submitted to a conference of legal and transport policy makers of the countries and REC concerned, so that the action plan may be reviewed, amended, and adopted.

**Who:** RECs, National Legal and Transport Policy makers, Legal Specialist.

**Where:** To be agreed with RECs

**When:** Agreement on location, scope of work, and ToR to be reached with RECs at a meeting of the REC task force before the end of 2003. The consultant will be selected and appointed by the end of the first quarter of 2004, the draft study report be available by July for submission to the conference referred to. Final Action plan to be completed and adopted by September 2004.

### **Sub-Theme 2 : Regional Economic Community (REC) Capacity Building**

The Sub-Theme concerning REC capacity building is very much a key to the success and sustainability of all the corridor management and performance actions set out in Sub-Theme 1. No action can be undertaken without the full engagement of RECs (amongst others). It is acknowledged, not least by the RECs themselves, that they face significant capacity constraints. SSATP support seeks to respond to the particular demands of the RECs themselves, as expressed by the REC task force in its preparations for the Kigali meeting.

Three particular actions are included in the 2004 WP, although some will commence with activities in 2003:

1. Strengthen REC transport policy and planning capacity;
2. Support to addressing REC transport policy coordination needs;
3. Support REC Road Management and Financing Policy Coordination with Member States

## **REC Transport Policy and Planning capacity**

### **A. Purpose**

**Purpose:** To help enable RECs to address NEPAD STAP transport implementation tasks effectively

**Rationale** It is a strongly held belief that implementation of some of the STAP transport elements can satisfy the “quick win” demands of the AU with regard to producing tangible benefits to the integration process, and the livelihoods and well being of national communities. That is why corridor facilitation tasks have been singled out for attention by the SSATP. These tasks require little in terms of financial investments, but the returns could be very significant. Prioritising focused planning and policy capacity inside RECs would go some way to promoting the chances of success of these initiatives, and place the RECs firmly at the helm within the communities of their member states.

During the LTDP it is expected that capacity development support will be delivered to all the RECs engaged with the SSATP, but a stepwise approach will be adopted so as to ensure that limited resources bring maximum benefits.

### **B. Results**

**Results:** Professional staff cadres in RECs reinforced with key transport policy planning skills

### **C. Actions**

**What:** New professional transport policy and planning staff to be recruited by selected RECs

**How:** SSATP PMT and REC Task force to meet and agree ToR, job descriptions, locations, and timing of appointments.

**Who:** REC Task Force, SSATP PMT

**Where:** To be agreed

**When:** To be agreed, but a possible scenario would be for recruitment for two staff (one for each of two selected RECs) to be completed so that the new professionals are in post by the fourth quarter of 2004>

## **Support to REC Transport Policy Coordination Needs**

### **A. Purpose**

**Purpose:** All RECs fully informed of transport policy initiatives of other communities, building collaborative and coherent approaches to common issues

**Rationale:** Inter and Intra-REC coordination is very weak due both to the relative “youth” of the organizations, the demands of affairs within the boundaries of their particular communities, and the sheer geographical size of the African continent. However, each recognizes that it has much to learn from the others, and much knowledge and experience to share. The REC task force very much appreciated the opportunity to work across REC boundaries, and its outputs were extremely impressive in terms of the analyses of common approaches, and where practice and priorities diverge.

### **B. Results**

**Results:** Functioning coordination mechanisms working within clear institutional arrangements, focusing on corridor performance and management tasks. An action plan addressing corridor road safety issues, axleload controls, and HIV/AIDS will receive particular attention

### **C. Actions**

**What:** Establishment of a coordinating body;

**How:** REC Task force will meet in January 2004 to agree the purpose and, consequently, the functioning arrangements to be put in place. This will entail the drafting of an issues and options paper by a facilitating consultant, fully familiar with the REC “environment”. Amongst key issues to be addressed will be axle load controls, road safety, and HIV/AIDS transmission..

**Who:** REC Task Force, SSATP PMT, Consultant

**Where:** Initial meeting is scheduled for Nairobi in the second half of January, 2004

**When:** As above

## **REC Road Management and Financing Coordination with Member States**

### **A. Purpose**

**Purpose:** To ensure that member states of RECs are pursuing coherent and sound policy development and implementation paths

**Rationale** RMF reform has been under way in a number of countries for nearly 15 years. The number of countries wishing to engage with sound policy development initiatives is increasing. There is a need for championship and advocacy outside national boundaries, but from within the communities which make up RECs. Valuable and potentially strong instruments exist within RECs, notably councils of ministers. But for these instruments to be properly informed requires that the RECs engage with coordination at a lower, technical level.

## B. Results

**Results:** REC member states working on policy reform and strategy implementation in increasing harmony and with enhanced coherence

## C. Actions

**What:** RECs advocating the RMF principles, supporting member states particularly at a “political” level

**How:** Initially through a series of regional meetings between RECs and member states policy makers so as to agree on a common policy document for the REC’s adoption.

**Who:** REC Task Force, SSATP coordinators, PMT

**Where:** To be agreed at the Nairobi January 2004 Meeting

**When:** Process to begin with the 2004 REC task force meeting, then a schedule of meetings and contacts will be decided and the facilitation support needed from SSATP agreed.

## ANNEX 1: Long Term Development Plan Logical Framework

<u>Narrative Summary</u>	<b>Verifiable Indicators</b>	<b>Means of Verification</b>	<b>Risks and Assumptions</b>
<p><b>Goal:</b> Cost effective transport and affordable access and mobility contributing to poverty reduction and economic growth</p>	<p>Transport means used by poor &amp; low income groups; Freight and passenger transport rates; Transport cost element of traded goods; Distribution of traffic between modes</p>	<p>National household surveys;  Country and regional statistical reports;  SSATP monitoring reports;</p>	
<p><b>Purpose:</b> Integrated transport sector policies &amp; strategies sustained by SSATP Stakeholders at country level, and at regional level by regional economic communities.</p>	<p>National Transport Sector Programs; Regional Transport Facilitation Programs.</p>	<p>Policy and strategy documents; PRSP Action Plans; SSATP Annual Reports;</p>	<p>- <u>Other components of poverty reduction strategy effective:</u> - Free access to, and open competition, to supply of transport services</p>
<p><b>Outputs:</b> 1 SSATP program approach implemented at country and regional levels;  2 Key transport professionals (public and private) &amp; 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;</p>	<p>SSATP component convergence strategies in annual plans  Transport/PRSP and national development analyses;  Creation/development of sound management and funding arrangements for all sub-sectors;  Corridor management action plans  Staffing and support structures</p>	<p>SSATP Annual Reports;  SSATP Annual meeting reports; PER reports; PRSP reviews &amp; updates; Transport sector reviews;  Sectoral reform programs; Enabling legislation; SSATP Annual Reports; REC reports; SSATP Annual Reports;  SSATP Annual reports; Management reports;</p>	<p>- Political will for policy development maintained; - non-transport sector planners and actors fully engaged in process; - Full private sector participation maintained; - Regional economic integration measures being implemented;</p>

<p><b>Activities:</b></p> <p><b>1 Provide support for:</b></p> <ul style="list-style-type: none"> <li>- New stakeholder analyses, workshops, participatory processes to establish “SSATP Functions” with appropriate compositions located at the core of national planning organs;</li> <li>- Joint component stakeholder meetings/workshops to define policy development strategies for priority objectives;</li> </ul> <p><b>2 Provide support for:</b></p> <ul style="list-style-type: none"> <li>- Implementing transport/PRSP analyses, refining approaches, disseminating good practice, sharing findings;</li> <li>- Development and implementation of fully participatory methodologies to formulate sectoral strategies;</li> <li>- Definition of achievable policy targets, indicators, monitoring and evaluation procedures.</li> </ul> <p><b>3 Provide support for:</b></p> <ul style="list-style-type: none"> <li>- Awareness raising seminars for high level public and private sector actors, study tours, sub-regional conferences;</li> <li>- Development of comprehensive management training courses and materials for Francophone partners;</li> <li>- Training for SSATP coordinators (national and RECs), senior public and private sector managers (Francophone and Anglophone);</li> <li>- Participatory comprehensive institutional development processes including legal and budgetary planning reforms;</li> </ul> <p><b>4 provide support for:</b></p>	<p><b>Resources:</b></p> <p>US\$ 25.997 M provided over 4 years through donor trust funds and from the World Bank Budget</p>	<p>SSATP approach finds responsive audience in public and private sectors;</p> <p>Private sector participation genuinely accepted by governments and RECs;</p> <p>Institutional resistance to change successfully managed;</p> <p>Governments fully supports SSATP coordination at the appropriate level;</p> <p>National governments and RECs able to harmonize regulatory arrangements;</p> <p>Stakeholders and partners sustain capacity needed for their inputs.</p>
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- RECs to undertake stakeholder analyses, workshops, participatory processes to establish regional SSATP functions bonded with REC's, regional private sector organizations and high-level sectoral actors in national transport communities;

- Identification of physical and non physical obstacles to, trade and transport, development of interstate and transit transport performance indicators

**5 Provide support to program management to:**

- Respond to demands for extended program coverage, increasing resources for knowledge generation, sharing, dissemination, to effectively reach Anglophone and Francophone partners;

- Enable better routine management as program coverage expands;

- Put in place fully resourced new SSATP regional coordinators at key hubs;

-Conduct Annual SSATP conferences, and other regional meetings and seminars;

-Arrange comprehensive evaluation.

## ANNEX 2

### SSATP 2004 Work Program Responsibilities

According to the Framework of the 2004 Work Program, as presented to the Kigali Meeting and endorsed by the AGM, the following overall responsibilities have been agreed,

<b>Overall Responsibility</b>		Nigel Ings
<b>WP Thematic Areas</b>		<b>Lead by (support as per Table 1)</b>
Responsive Transport Strategies		Nigel Ings
Transport Sector Performance Indicators		Dieter Schelling
Road Management and Financing		Stephen Brushett
Transport Services		Dieter Schelling
Corridor Performance		Marc Juhel
<b>Program Administration and Services</b>		
Overall Responsibility		Gylfi Palsson
Trust Fund Arrangements		Gylfi Palsson
	Support	Fanny Barrett
Financial Control		Tekie Sium
	Support	Mark Njore
Publications, Translations, Web Site		Monique Desthuis Francis
	Support	Fanny Barrett
Procurement		Fanny Barrett
	Support	Mark Njore
Publicity		Sandra Giltner
Logistics		Mark Njore
	Support	Ann Njuguna
PMT Contact Person, Membership Lists, Applications		Mark Njore
	Support	Ann Njuguna

### WP Thematic Areas

Table 1, Following, is a revised version of Table 2, Section 4, of the 2<sup>nd</sup> Draft 2004 WP. Lead and support responsibilities for specific thematic activities have been notionally assigned according to the following abbreviations:

<b>AD = Arnaud Desmarchellier, DS = Dieter Schelling, GB = George Banjo, HJN = Hubert Nove-Josserand, JFM = Jean Francois Marteau, LF = Louis Fernique, MJ = Marc Juhel, NI = Nigel Ings, PB = Patrick Bulyck, SB = Steve Brushett, SS = Siele Silue, TE = Tseggai Elias, SIDA = SIDA supported RMF specialist, RMF(F) = Francophone RMF specialist to be recruited, DPM = Deputy Program Manager to be recruited.</b>
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*Note:* Some PMT members assigned to administration and services will no doubt play a role in some of the specific activities. For example, Fanny Barrett's UM skills will likely be brought to bear appropriately, as will Sandra Giltner's experience in RMF activities.. Monique Desthuis-Francis' role puts her at the center of all dissemination, so all reports, documents, toolkits, presentations etc, etc will depend upon her inputs. Most importantly Gylfi Palsson's overall knowledge and experience of the program as a whole will be a valuable resource for all WP activities.

### **Implementation (Consulting) Services**

The PMT faces very severe capacity constraints with regard to identifying and procuring consultancy services. Some have been identified in table 1 following, and an indication of services likely to be procured by single sourcing and competition has been given. It is worth remembering that international consultants can be any firm or individual operating away from the country of their home office, whether that home office is in SSA or elsewhere. National consultants (and facilitators) will be procured within the country where the activity or initiative is taking place.

**Table 1 - PMT RESPONSIBILITIES – 2004 WP**

<b>THEMATIC AREA - RESPONSIVE TRANSPORT STRATEGIES</b>					
<b>Action</b>	<b>Actors</b>	<b>How</b>	<b>PMT</b>	<b>SWs</b>	<b>Const.</b>
<b>SSATP Program Approach</b>			<b>Lead : NI</b> Support : DPM, SS, TE Backstop : PMT		
Incorporate the establishment of a de facto SSATP function through the poverty – transport analysis work	PMT, Country public and private sector actors, users, policy makers, interest groups, consultant	Stakeholders analysis, establish guidance group, produce ToR for SSATP function, workshop proposals			<b>National Consultants</b>
<b>Poverty transport strategy analyses</b>			<b>Lead: NI</b> Support: Thematic Leaders Backstop: PMT		
Produce Revised analysis process methodology, agree 2004 actions in case study countries, agree method of selecting new countries	PMT, consultant, WB & EC Specialists, 2003 case study country reps., SSATP member countries	Support case study workshop to agree new methodology, follow-up actions in original case study countries, methods of selecting new countries			
Follow-up actions in original pilot countries	Country public and private sector actors, users, policy makers, interest groups	Support to activities agreed at case study workshop			<b>International Coordinating Consultant*</b>  <b>National Facilitators</b>
New countries commence analysis work	Country public and private sector actors, users, policy makers, interest groups, PMT, consultants	Selection of countries according to workshop outputs; support provided in line with workshop proposals			

THEMATIC AREA - TRANSPORT SECTOR PERFORMANCE INDICATORS					
Action	Actors	How	PMT	SWs	Const.
Define a range of practicable, useful sector indicators, agreed by a wide spectrum of stakeholders. Produce data collection manual, model database, and an action plan for strengthening national statistical offices	Transport professionals in member countries and regions, PMT, WB transport sector staff, EC transport policy departments, donors, lead consultant	Agree consultation & coordination process between leading agencies, actors. Draft 20 – 30 indicators (in line with REDI/MIP indicators) disseminate to all SSATP countries, RECs etc. Use RMI/RTTP country coordinators to assemble responses and agree final (interim) indicators; hire local and regional consultants to collect required baseline data in selected countries, present report to 2004 annual SSATP meeting for further action. Prepare database and collection manual	<u>Lead: DS</u> Support: AD, NI, DPM, Thematic Leaders		

THEMATIC AREA - ROAD MANAGEMENT & FINANCING					
Action	Actors	How	PMT	SWs	Const.
Road Network Management			<u>Lead: SB</u> Support: DS, PB, SIDA, LF, RMF(F), TE, SS Backstop : PMT		
PAM Peer Review and Adjustment	Panel of experts	Peer review team test, appraise model, adjust as required			
Updated PAM disseminated	PMT, PAM expert group (Malawi, Uganda, Zambia), management professionals	Country actions on demand, regional workshop			
Rapid Rural Assessment Study	Consultant, RMI RTTP coordinators	Desk study, identification of good practice; presentation to RMI/RTTP workshop	<u>Lead: DS</u> Support AD		<b>International Consultant</b>
Production of guide to use of road management tools	Consultant, RMI/RTTP Coordinators & UM actors	Draft guide (consultant) reviewed and adapted by users; presented at RMI/RTTP workshop	<u>Lead: SB</u> Support SIDA, LF, RMF(F), Backstop : PMT		<b>International Consultant</b>
Priority strategy components knowledge sharing, promotion	PMT, RMI/RTTP/SSATP coordinators, GRSP, IFRTD, ILO/Assist, other national sector actors, particularly health, security, environment, commerce.	Synthesize national & regional strategies & experience on safety & security national and, HIV/AIDs, gender equity, pro-poor employment, environmental impact management	<u>Lead: SIDA</u> Support: SB, PMT		

<b>Large Cities, Institutional and Financial Arrangements</b>					
Undertake comparative studies of 3 major city transport agencies; Publish and disseminate results to SSATP members and others	Consultant, agencies, city authorities, users and interest groups	Assess institutional agencies in Lagos, Dakar, Abidjan so as to provide and disseminate analyses of key institutional, financial, land use, legal elements and identify good practice & issues and options for improvement and further reform.			<b>International Consultant*</b>
<b>Road Fund Enhancement</b>	<b>Actors</b>	<b>How</b>	<b>PMT</b>	<b>SWs</b>	<b>Conslt.</b>
Production of data bank of existing RF legislation with critical review; Undertake 3 RF Case Studies	PMT	Desk Study in DC, select target countries, case studies in target countries	<b>Lead: SB</b> Support: NI, SIDA, RMF(F), SS, TE		
Support establishment of Road Fund Association	PMT, Road Fund Actors	Support inaugural meeting (2003) Support 1 <sup>st</sup> Annual meeting (2004)	<b>Lead: SB</b> Support: NI, SIDA, LF, RMF(F), SS, TE Backstop : PMT		
<b>Road Agency Improvements</b>	<b>Actors</b>	<b>How</b>	<b>PMT</b>	<b>SWs</b>	<b>Conslt.</b>
Update/Synthesize existing Road Agency Case Studies	PMT, Road Agency professionals	Desk Study, document review	<b>Lead: SB</b> Support: SIDA, LF, RMF(F), SS, TE Backstop : PMT		<b>International Consultant</b>  <b>Road Agency Working Group</b>
Provide support to AGEPAR annual meeting and 2 day seminar	AGEPAR members, RA practitioners and specialists	Assemble and develop papers, documents, presenters	<b>Lead: SB</b> Support: SIDA, LF, RMF(F), SS		
<b>Capacity Building and Training</b>	<b>Actors</b>	<b>How</b>	<b>PMT</b>	<b>SWs</b>	<b>Conslt.</b>
Conduct 1 week training courses (English, French) to introduce Version 3 of RED and HDM 4	Specialist trainers, Designated national experts	Develop training materials, Training courses delivered	<b>Lead: SB</b> Support: SIDA, LF, RMF(F) Backstop: PMT		<i>International Consultants</i>  <b>National Experts</b>

Support introduction of 2 two week RMF training modules at ENPC	PMT, ENPC, road sector managers (Francophone)	Design modules, select presenters and materials, deliver training	<b>Lead: SB</b> Support: SIDA, LF, RMF(F) Backstop: PMT		<b>ENPC</b>
Support addition of one regionally based RMF course to core RMF Birmingham Univ. course	PMT, Birmingham Univ., specialist presenters, road sector managers	Design course, prepare materials, identify specialists and presenters	<b>Lead: SB</b> Support: SIDA Backstop: PMT		<b>Birmingham Univ.</b>  <b>Specialist Presenters</b>
Conduct training the trainers workshops on the 'Rural Transport' course using the training materials developed from the Rural Transport Knowledge Base.	PMT, identified regional experts, CSIR,ESAMI, TRL and IDL.	Conclude discussions with collaborating institutions (CSIR,ESAMI,TRL) to agree MOU for their future mounting of the course, select regional trainers to be trained, appoint training consultant (IDL), deliver course, finalize training materials and agree plan for future mounting with collaborating institutions.	<b>Lead: GB</b> Support: DS		

<b>Transitional (Program Approach) Activities</b>	<b>Actors</b>	<b>How</b>	<b>PMT</b>	<b>SWs</b>	<b>Conslt.</b>
Assess status of RTPS process, formulate process for assimilation into RMF strategies and feeding into PRSP/transport analysis work	PMT, RTPS actors, RTTP/RMI coordinators, UM actors, WB and donor operational staff	RMI/RTTP interim meetings, sub regional/REC meetings; In country facilitated workshops focused on 5representative countries, issues, options, processes identified and disseminated	<b>Lead: DS</b> Support: SB, NI,DPM, GB, SS, TE		

THEMATIC AREA - REGIONAL TRANSPORT					
Action	Actors	How	PMT	SWs	Conslt.
<b>Corridor Performance</b>			<b>Lead: MJ</b> Support: NI, DPM, JFM Backstop: PMT		
Complete support to observatories in West and East Africa	PMT, Consultants, UEMOA, NCTTCA, Transporters, Drivers	Monitor implementation, establish lessons learned; agree next steps with stakeholders; agree dissemination of outputs			
3 new observatory initiatives commenced along Tanzam and N-S corridors through Beit Bridge	PMT, RTF national transport authorities, SADC, COMESA, commercial transporters, regional transport associations, Consultants	Agree public/private partnerships; select consultants for program design, commence implementation			<b>International Consultants*</b>
Trade & Transport Facilitation Audit	PMT, Consultant, REC Task Force, WTO, WB COs	Undertake facilitation Audit in Malawi, to complement follow-up audits in Zambia and Mozambique to establish baseline factors for proposed Nacala Corridor			<b>International Consultant</b>
Support to tracking system implementation	PMT, KPA, PMAESA, NCTTCA, national transport authorities and other regulatory organs	Provide support to implementing agencies as may be defined; support implementation monitoring; assess experience and disseminate to other SSATP stakeholders			
Port Facilitation Activities	PMT, RTF, PMAESA	Provide support to PMAESA in addressing key policy/strategy port issues			

Production of updated Northern Corridor Transit Traffic Agreement (Treaty)	PMT, NCTTCA, UNECA, EAC, KPA, KRC, URC, consultant	Working with outputs of UNECA study, draft new legal document for review by NCTTCA; Review national law in members states to identify needed changes; agree with NCTTCA ratification procedures, dates.			<b>International Consultant</b>  <b>National Consultants</b>
Undertake legal review of transit traffic arrangements along corridors selected for observatory implementation	PMT, Consultant, REC, member states	For a discrete set of "observatory" transit corridors identify lack of coherence between applicable international and national law; propose approach for harmonization			<b>International Consultant</b>  <b>National Consultants</b>
<b>REC Coordination and Capacity Building</b>			<b>Lead: NI</b> Support: MJ, JFM, SB, DPM Backstop : PMT		
Strengthen REC transport policy and planning technical capacity	PMT, RTF	Agree to maintain REC task force. Agree priority needs of RECs in terms of technical personnel. Agree ToR for an additional staff member, monitor REC recruitment procedure			
Support REC transport policy coordination needs	PMT, RTF	Support formulation of coordination mechanism, purpose, outputs, scope; Support seminar, meeting to agree commencement of activities			

Support REC RMF policy coordination with member states	PMT, RTF, RMF coordinators, national government policy makers	Support regional conferences, workshops with key national and REC actors.			

<b>THEMATIC AREA - TRANSPORT SERVICES</b>					
<b>Action</b>	<b>Actors</b>	<b>How</b>	<b>PMT</b>	<b>SWs</b>	<b>Conslt.</b>
<b>Transport Services</b>			<b>Overall Lead: DS</b> Support: SB, PB, HN-J, GB, SS, TE, FB Backstop: PMT		
<b>Urban public transport organization, regulation in large cities</b>			<b>Lead: PB</b> Support: HN-J, FB		<b>International Consultant*</b>
Prepare draft concessioning tool kit for transport service provision by SMEs, bus companies	Consultants, urban transport authorities and operators, associations, user and interest groups	Review recent comparative studies, and other contemporary working papers, to: assess operating practices, analyze problems faced, identify impacts of regulatory frameworks, assess capacity of regulatory organs			
<b>Rural transport services</b>			<b>Lead: SS</b> Support: DS, TE Backstop: PMT		
Conduct a 3 country review of low density rural transport services	Consultant, operators, regulators, users, interest groups	Select 3 countries willing to implement necessary action. On basis of relevant recent work review in each country all aspects of institutional and regulatory arrangements. Conduct national workshops to			<i>International Consultant*</i>  <b>National Facilitators</b>

		review issues, options, recommendations for reform, improvement			
<b>Traffic management in Urban Areas</b>			<b>Lead: HN-J</b> Support: PB, FB Backstop: PMT		
Deliver up-to-date traffic management training to Francophone and Anglophone professionals	Consultant, trainers, professional staff in urban authorities	Carry out desk study to assemble latest knowledge products, design training modules in French and English, identify trainee groups, deliver training at single city locations to be identified			<i><u>International Consultant</u></i>  <i><u>National Trainers</u></i>
<b>IMT Audit</b>			<b>Lead: SS/GB</b> Support: TE Backstop: PMT		
Undertake independent audit of IMT initiatives, identify lessons learned and good practice	IMT specialist and local consultants; practitioners, users, interest groups, other stakeholders in selected countries	Desk study of reports and evaluations. Visits to initiative locations, interviews with intended beneficiaries and others. Production of a synthesis of results			<b>International Consultant*</b>
<b>NMT Guidelines</b>			<b>Lead: HN-J</b> Support: GB, FB Backstop: PMT		
Produce new NMT guidelines	PMT, consultant	Review existing work, synthesize new, practicable, NMT guidelines, disseminate			<b>International Consultant</b>
<b>Urban mobility and poverty</b>			<b>Lead: HN-J</b> Support: PB, FB Backstop: PMT		
Provide policy recommendations to address mobility needs of	Consultants, urban authorities, community based and other	Review outputs of other similar studies (Douala, Conakry), select 2			<b>International Consultant*</b>

the urban poor, define performance indicators by which to measure implementation	organizations, NGOs, interest groups	cities on basis of demand from stakeholders, build approaches on lessons learned, identify accessibility constraints on urban poor, assess impact on basic needs, workshop outputs and recommendations, conduct regional seminar to disseminate findings of all studies		
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\* = Consultant likely to be chosen through competition. Others not so marked may also need to be selected through competition.

**PMT inputs by theme and activity and team member** are set out in **table 2**, following. These inputs will be reviewed at the mid-point of the year, or earlier if it becomes apparent that time inputs are seriously out of balance with plans.