



Sub-Saharan Africa Transport Policy Program  
The World Bank and Economic Commission for Africa



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## FOREWORD

The Sub-Saharan Africa Transport Policy Program (SSATP) is a joint initiative of the World Bank and the United Nations Economic Commission for Africa (UNECA) to improve transport sector performance by promoting policy reforms and institutional changes.

The basic premises of the Program are that: (i) policy reform is essential to obtain improved provision of transport services; and (ii) countries and their development partners need to collaborate within the framework of a common vision of policies and strategies in the sector. The program has over the last nine years evolved into a flexible tool for such a collaboration. A central element of the framework is the involvement of key constituencies in sector management.

The Road Maintenance Initiative (RMI), a major component of the SSATP received, in 1996, the Award for Excellence of the President of the World Bank, one of two programs to be thus honored. The award underlined the contribution of the RMI in fostering teamwork between the developing countries, the Bank and other donors.

The present progress report provides an update on the status of the Program, in the context of the findings and recommendations of a Prospective Review carried out by a team of senior, independent experts who completed their report in November 1995. The report also reflects the Framework Paper for the SSATP 1997-2000, which was drafted as a follow-up to the Review. The Review and the Framework Paper set out the new directions in the orientation, coverage and management of the SSATP program for the years 1997 - 2000.

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## ACRONYMS

AFTES	Environmentally Sustainable Development Division of the Africa Technical Department
CAR	Central African Republic
CIDA	Canadian International Development Agency
COMESA	Common Market for Eastern and Southern Africa
CPCS	Canadian Pacific Consulting Services
DGVII	Directorate General for Transport (European Commission)
DGVIII	Directorate General for Development (European Commission)
ECOWAS	Economic Community of West African States
EU	European Union
FRATER	Fund for Regional African Transport Exchange and Training
HRID	Human Resources and Institutional Development
IAC	International Advisory Committee
ILO	International Labour Organization
INRETS	Institute National de recherche sur les transports et leur sécurité
IRF	International Road Federation
KfW	Kreditanstalt für Wiederaufbau
MINCONMAR	Ministerial Conference of West and Central African States for Maritime Policy
NGO	Non governmental organization
NMT	Non motorized transport
PIARC	Permanent International Association of Road Congresses
PTA	Preferential Trade Area
PTRC	Planning and Training Research and Computation
RMI	Road Maintenance Initiative
RR	Railway Restructuring
RTM	Regional Technical Manager
RTTP	Rural Travel and Transport Project
SADC	Southern Africa Development Committee
SATCC	Southern Africa Transport and Communications Commission
SIDA	Swedish International Development Authority
SSA	Sub-Saharan Africa
SSATP	Sub-Saharan Africa Transport Policy Program
TD	Transport Data
TT	Trade and Transport
TTL	Task Team Leader

UAR	Union of African Railways
UDEAC	Union Douanière et Economique de l’Afrique Centrale
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNTACDA II	Second United Nations Transport and Communications Decade in Africa
USAID	United States Agency for International Development
UT	Urban Transport

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## INTRODUCTION

1. The Sub-Sahara Africa Transport Program (SSATP) was launched in 1987 as a joint initiative of the World Bank and the United Nations Economic Commission for Africa (UNECA) to improve transport sector performance by promoting policy reforms and institutional changes.
2. The SSATP is a broad collaborative effort of national development aid agencies, international agencies (UNDP, ILO, and UNCTAD), and African institutions (i. a. UAR, MINCONMAR, PTA), with the World Bank and ECA acting as the Executing Agencies. The activities of the program were initially coordinated by an International Advisory Committee (IAC) chaired by UNECA, which held its first meeting in Washington DC, in March 1987. The operating principles and the coverage of the SSATP were laid down at a meeting of the IAC in Oslo, in December 1988. By 1992 policy reform had emerged as the prime area that needed attention, and to underline this the name of the program was changed to Sub-Saharan Africa Transport Policy Program.
3. The SSATP is implemented through a series of components directed at key issues on the transport agenda. Donors' interest, availability of African Partners, and relevance for World Bank operational objectives, all have guided the selection and definition of the various components. Each component is targeted at a specific audience and carried out in collaboration with development agencies and African institutions, with the participation of African experts and advisors.
4. Development assistance to Africa increasingly targets poverty alleviation and stimulation of the local economy through stakeholder participation and mobilization of local resources. The SSATP is adjusting its program profile and activities to better focus on these concerns, refining its message with more extensive documentation of examples of best practice and strengthening information and dissemination activities. The program will seek to obtain maximum benefits from collaboration with complementary programs and efforts in Africa and elsewhere, but may have to rely more than in the past on consultants, both local and international, to meet the increased demands for coverage, dissemination and mobilization of the private sector.

## BACKGROUND AND PROSPECTS

The SSATP was launched in 1987 as a joint initiative of the World Bank and the UNECA (United Nations Economic Commission for Africa), to **improve response to key policy issues and development of related capacities in Sub-Saharan Africa**. The program benefits from the participation of bilateral and multilateral development agencies and is managed by the World Bank in partnership with UNECA, within the framework of the Second United Nations Transport and Communications Decade in Africa (UNTACDA II).

The SSATP is now widely acknowledged as a framework for policy development and coordination in the transport sector in Africa. In 1994/95, the SSATP Program was evaluated by a team of senior, independent experts who issued their final report in November 1995 (an overview of the report is attached as Annex 1). The team found that the Program had proven to be worthwhile, and that it had achieved major success in developing policy reforms and facilitating their implementation at the country level. Following the Review, five components have been pursued:

2. Road Maintenance Initiative (RMI);
3. Rural Travel and Transport Program (RTTP);
4. Urban Transport (UT);
5. Trade and Transport (T&T); and
6. Railway Restructuring (RR).

The Review recommended that the Program concentrate on improving the dissemination of findings, analyses and best practices, reinforcing partnership with African institutions, and developing capacity building.

The program has prepared a large number of studies and some 140 publications on policy reform issues in the transport sector. The evaluation found that the program was having a significant, although yet incomplete, effect on policy reform in the sector. It found the strengths of the program to be (i) high quality of analyses and published work; and (ii) vastly improved donor coordination. It found weaknesses in the effectiveness of dissemination of published work, the continuity of participation by Africans, and the staff continuity in management of the program by the Bank.

For several years, the RMI was by far the largest and most active component. Recently, however, T&T and UT have had significant results in maritime policy reform and field testing of pilot schemes for poverty alleviation in urban settings; RTTP has completed its analytical phase and is stationing regional field staff for work with central and local governments in formulating rural transport strategies and pilots;

UT will begin to implement a similar outreach program in collaboration with SITRASS; and RR is having a significant influence on reforms and privatizations in the railway sector. The program is achieving a balance of efforts and achievements across the sector and consequently gaining the capacity for work across modes and for the sector as a whole. The overall character of the present state of the program is a transition from analysis and studies to field work, outreach, dissemination, and country-specific strategy work.

The RMI, RTTP and UT components have detailed work programs up to the year 2000, and substantial donor financing already in place or pledged. The T&T component is headed for its second major stock-taking event in a round table conference in Cotonou in June 1997, where the results of the reform efforts will be assessed and a decision taken on the future of the program. A similar event will take place for the RR component in Abidjan in October 1997.

Tasks for the next year for the five components are planned as follows:

**Road Maintenance Initiative (RMI):**

- Conduct the remaining two of four major seminars for dissemination of the findings and policy dialogue (in Abidjan in June 1997 for the ECOWAS countries, and in Libreville, in early 1998 for the UDEAC countries);
- Continue dissemination of the RMI findings and experiences within the Bank and other donor organizations;
- Direct support to country initiatives in Cameroon, Kenya, Madagascar, Tanzania, Uganda, Zambia, Zimbabwe, Ethiopia, Malawi, Mozambique, Ghana, and Togo; and
- Begin the first batch of twelve sharply focused best practice thematic studies on: redeployment of redundant staff from ministries; a review of good practice in road management; allocation of responsibilities for provision of road services; ownership and management of equipment; mobilization, allocation and channelling of funds for road maintenance; the characteristics and opinions of road users in Africa on user charges; issues in special funds, earmarkings and user charges; the fiscal impact of road maintenance works; salvage and spot improvement vs. full scale reconstruction; effective enforcement of axle load legislation; effective work plans in road maintenance; the potential market for small and medium-sized contractors in road maintenance in SSA; development of small scale road contractors.



### **Rural Travel and Transport Program (RTTP):**

- Firmly establish national programs in at least four countries; promote policy dialogue and coordination among in-country stakeholders; host workshops at the national and local levels to formulate country-specific strategies for rural transport; guide well focused studies on key aspects of rural transport; and lend support to the development of Bank and donor supported program in rural transport;
- Actively contribute to the Bank's renewed commitment to rural development: Disseminate findings of RTTP approach papers at seminars and workshops; participate in the formulation of the Africa region's approaches to rural infrastructure development;
- Complete and publish the consolidated version of the four RTTP Approach Papers which were published in FY97;
- Initiate thematic work on rural transport services: contribute to the RMI studies on the potential market for small and medium sized contractors; the development of small scale road contractors, and the use of appropriate technology; and
- With the rapidly increasing emphasis in the Bank on rural infrastructure, other demands on the RTTP may be expected to emerge during the year.

### **Urban Transport Project (UT):**

- Assist in the implementation of policy reforms in Senegal, and continue the policy reform preparation work in Burkina, Cameroon, Côte d'Ivoire, Guinea and Congo;
- Continue the last phase (1997 - 1998) of the Non-Motorized Pilot projects in Kenya and Tanzania, and arrange for a full and independent evaluation of the experiences gained;
- Commence preparation of road safety action plans in six metropolitan areas (three in West Africa, three in East Africa); and
- Initiate (funds permitting) surveys on transport demand and modal split distribution for the urban poor.

**Trade and Transport (T & T):**

- Complete the round of studies initiated under the Cotonou conference in 1992;
- Convene the second Cotonou Round Table (June 1997) to disseminate the findings of the studies, debate the policy reform action plan and decide on the form, content and coverage of the continuation, if any, of the component; and
- Publish, before the end of 1997, the Proceedings of the Round Table.

**Railway Restructuring (RR):**

- Convene a Round Table Conference (October 1997) to take stock of experiences with railway concessioning and privatization of rail services, and produce a publication on the experiences.

## PROGRAM MANAGEMENT ISSUES

### *Management Structure*

The Program and its presently active components are managed by the SSATP team in the Africa Region of the World Bank, with inputs from regular coordinating committee meetings for each component, and business meetings between the international organizations and bilateral donors concerned. For several years, the coordinating committee meetings have been joint between the RMI and the RTTP. The UT, T&T, and RR components hold separate coordinating committee meetings.

As part of the restructuring of the Africa Region in the World Bank, the division (AFTES) previously responsible for managing the SSATP has been dissolved, and its staff has all joined one of the four new infrastructure groups. Regional programs such as the SSATP continue to be the responsibility of the Africa Region Technical Director in his capacity as head of the Knowledge, Information and Technology Centre of the Region (KNIT). The Technical Director receives and manages the Bank's resources for regional activities, and delegates these to the Regional Technical Manager (RTM) responsible for the sector in question. In the case of the SSATP, this is the RTM (Infrastructure), who in turn contracts with staff to manage regional programs or parts thereof.

In this perspective, the standard-bearer of the SSATP in the Bank is the RTM (Infrastructure). He delegates program management to a Team Leader, who provides overall coordination of the program, oversight of financial management (trust funds and Bank resources), insures progress reporting and program relations with other organizations, and arranges the annual Business Meeting. The SSATP Team Leader will also provide assistance and guidance to each component as and when required.

Each component is managed by a Task Team Leader (TTL), who is responsible for implementation of agreed work plans, annual reporting and daily resource management, including the engagement of consultants and supplementary services from non-Bank sources.

Allocation of Bank resources to each component is presently done on a yearly basis in consultations between the Technical Director, the RTM, the SSATP Team Leader and the TTLs. In line with work practices being developed for Bank operational work, it is intended to gradually move towards longer allocation periods than one year. For fiscal year 1997 (July 1996 to June 1997), Bank resource allocations to the SSATP amount to about US\$ 350,000 plus office space, communication costs and Bank-provided secretarial services.

### ***Funding mechanism and monitoring***

Experience over the years with the funding mechanism of the program has not been entirely satisfactory. The Prospective Review brought to light the rigidities inherent in a strict compartmentalization of trust funds. Trust fund agreements entered into over the last six months are constructed in significantly more flexible fashions than preceding ones, several trust funds being now dedicated to more than one SSATP component. But this greater flexibility in turn places more stringent demands on the system of financial management used for the Program. As the size of the Program increases, and the yearly throughput of funds grows, the need for a rapidly responding information system on financial status and commitments becomes more pressing. A new financial management and monitoring system for the SSATP is being designed in the Bank and is slated to become operational by April 1997. It will replace the present system of financial monitoring, which works by reference to individual trust funds only, and will permit instant recognition of any disbursement, commitment and program forecast with reference to the agreed work programs on the basis of which trust fund agreements were established.

The new financial management and monitoring system will provide the background to more regular progress reporting on the work of the SSATP. The goal is to provide an up-to-date progress report for consideration by the Business Meetings; and a capacity for instant reporting on financial and project execution matters whenever a demand is expressed.

Total cost of the program to date is estimated at about US\$ 23.5 million (this amount represent funds channeled through the Bank).

### ***Dissemination***

In line with the renewed emphasis on dissemination of the findings and analyses of the SSATP, the SSATP Newsletter has been replaced by a series of compact information sheets, normally not exceeding 4 pages of reduced (A6) format, and now called the Africa Transport Technical Notes. This shifts the focus from the meetings, symposia and publications of the SSATP to the effect that the program inputs (some of which are meetings, symposia and publications) have had on actual transport policies, regulatory practices and commercial behavior. It is expected that the first six of these Notes will have been published by May 1997.

An SSATP site has been created on the World Wide Web, and will be further developed in the months to come.

## **STATUS OF COMPONENTS**

## ROAD MAINTENANCE INITIATIVE

The purpose of RMI is to promote and facilitate the reforms needed to put road management and financing in Sub-Saharan African (SSA) countries on a sustainable footing. During Phase I of the program (1987-1991), most SSA countries participated in six sub-regional seminars designed to build awareness of the need for sound policies, and to encourage each country to launch their own initiative and reform process. The subsequent Phase II has through initiatives in a number of interested countries, focused on identifying the causes of poor policies and sustainable options for reforms, on building capacity for addressing the key policy issues, and on facilitating adoption of sustainable solutions and their actual implementation.

The Phase II activities in the participating countries have been managed by designated RMI Country Coordinators (a high level official in the main road agency) under the direction of Interministerial Steering Committees for RMI. The RMI Team has included a Task Team Leader from the Bank and 2-3 transport specialists seconded part or full time from France, Japan and Norway.

### *Output and Achievements*

The main message to emerge from RMI Phase II is commercialization; bring roads into the market place, charge for their use on a fee-for-service basis, and manage them like any other business. However, as roads are a public monopoly and will mostly remain in public hands, the RMI solution is to commercialize through four complementary reforms; (i) secure adequate and stable flow of financing through user fees, (ii) involve users in management to win support for adequate financing and efficient management, (iii) clarify responsibilities and accountability within the sector, and (iv) introduce sound business practices and strengthen managerial accountability. This agenda for reform with its implicit emphasis on a participatory process and consensus building, is outlined in World Bank Technical Paper No. 275: *Management and Financing of Roads: An Agenda for Reform*.

The dissemination of the RMI message and agenda for reform include wide distribution of Technical Paper No. 275. and supporting SSATP reports as listed in Annex 3, through articles in Bank publications (Infrastructure Notes and Finance and Development), through newsletters to staff in the Bank, donor organizations and other interested organizations, and through other periodicals. The main dissemination efforts in SSA is, however, being made through one-week regional policy seminars which emphasize examples of good practices in Africa and elsewhere. Seminars have already been held in Pretoria and Nairobi in 1995 for Eastern and Southern African countries, while seminars for West and Central Africa have been scheduled for June 1997 in Abidjan and early 1998 in Libreville. The RMI Team has further disseminated the message through support to national reform processes, seminars,

policy studies, and study tours<sup>1</sup>, and by facilitating participation in international conferences<sup>2</sup>.

The Africa Region of the Bank adopted in 1995 the RMI principles as part of its official policy, and has since then increasingly promoted the RMI message through Bank supported projects<sup>3</sup>. The message has further been endorsed by the EU and in principle by most donor agencies, and by the Councils of Ministers of SADC and ECOWAS. A major achievement has been a general acceptance of a donors' code of conduct in sector support.

Most countries are getting to grips with policy reforms and are gradually embracing the essence of the RMI message, even if actual implementation of sustainable institutional reforms have been slow. The most popular aspects and options so far have been to secure adequate and stable funding through road user fees (mainly a fuel levy) and a road fund, and to contract out maintenance works to small scale contractors. *Cameroon, Ethiopia, Togo and Malawi* are in the process of creating a road fund and streamlining the road administration. *Kenya and Tanzania* have both established Road Funds that have helped to increase the road maintenance budgets, and both are carrying out studies looking at the prospect of finding a more effective institutional framework for the road sector. *Uganda* has rejected the notion of a Road Fund, but the Treasury has timely released increasing allocations for road maintenance following a 1994 agreement with the donors. All routine maintenance works on the main roads are in the process of being contracted out to small-scale contractors. *Zimbabwe* has embarked on a reform process with active involvement of the road users, where all the essential aspects of management and financing of roads will be addressed.

*Zambia*, which in many ways was the country in the most dire situation in 1992, has instituted the most sweeping and promising reforms through the establishment of an autonomous Road Fund managed by a private sector dominated Road Board. The Board requires that all works in the approved Road Maintenance Program be contracted out, and is paying the contractors directly only after certification by an appointed consultant. *Ghana* has established a similar Road Fund Board and is revising the legislation governing its Highway Authority and the Road Fund.

Since October 1995, the RMI, in addition to providing support to RMI pilot countries and associated countries as well, has extended assistance to Country Programs in Ethiopia through a 1996 Seminar on Management and Financing of Roads. It has been involved in national workshops and sector meetings in: Togo (November 1995), Ghana, Scope of Private Sector Involvement in Toll Roads, (November 1995), CAR

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<sup>1</sup> e.g. Cameroon, Ethiopia, Ghana, Kenya, Madagascar, Tanzania, Uganda, Zambia, Zimbabwe

<sup>2</sup> e.g. PIARC, PTRC, IRF.

<sup>3</sup> e.g. Uganda, Zambia, Zimbabwe

(February 1996). It has provided background support to a national Policy Seminar in Nigeria hosted by the Federal Government. It helped organize a Road Sector Restructuring Seminar for SADC countries and a second seminar for COMESA's Eastern Africa Islands Countries (Nairobi, 1995). It has undertaken studies on road financing and restructuring the equipment plant pool in Togo. It has organized and facilitated a number of Study Tours for Directors of Roads and Roads Coordinators in West Africa. It has also provided direct support to country efforts through participation in Bank Missions to various countries, including Cameroon, Ethiopia, Uganda, Zambia and Zimbabwe in the context of the preparation of comprehensive lending operations by the Bank and other donors, and Gabon in support of the review of road expenditures and financing program.

Concerning the strengthening of partnerships, the RMI participated in March 1996 in a meeting on Sector Investment Programs hosted by the European Union's Commission DGVIII. RMI participated in May 1996 in a Dissemination Workshop organized by SIDA in Sweden, and following the request of ECA, is providing assistance in organizing an Appraisal of Road Safety Initiatives in Five Selected Countries in Africa. RMI team members further participated in the activities of the ILO Workshop on Labor-based Small Contracting for the Road Sector in Zimbabwe, in November 1995; the second SCCI Seminar in South Africa; and in a road maintenance seminar in France.

The dissemination seminars have been supplemented by a range of other dissemination activities, including reports, brochures, newsletters and articles in various periodicals. A new series of Technical Notes was also initiated in 1996.

### ***Program Ahead***

Implementation of sustainable institutional reforms require as experienced in resource countries like New Zealand, Sweden and Finland, firm commitment, time, sustained attention, and resources.

The main objectives of the program in the coming years are to:

- sustain the ongoing process in core countries;
- foster reforms efforts in other committed countries; and
- disseminate lessons learned under the RMI, through relevant studies, and sharing best practices throughout the region.

The approved program to the year 2000 includes increased emphasis on dissemination and capacity building at the country level, and theme studies to refine and broaden the message on financing and management. A stated goal is that all active RMI countries will have sustainable maintenance policies by the year 2000.



## RURAL TRAVEL AND TRANSPORT PROGRAM

The Rural Travel and Transport Program (RTTP) has as overall goal to improve the livelihoods of rural people in Sub-Saharan Africa through improved transport. The specific objectives of the program are to assist in developing national rural transport policies and strategies to improve the planning, financing, building and maintenance of rural transport infrastructure, and to

- improve rural transport services; and
- adopt appropriate rural transport technologies to facilitate the movement of goods and increase personal mobility, and agricultural production.

Although many country programs and donor projects have funded successful pilot schemes, these initiatives have until now been difficult to mainstream. The difficulties encountered relate to: (i) the high degree of technical assistance to pilot projects; (ii) the inability to address through these projects such underlying policy issues as, inter alia, the fragmentation of actors and institutions involved in rural transport, unclear responsibilities between central and local government, parastatal monopolies, and non-governmental organizations (NGOs), (iii) the ineffective and ill-adapted public procurement systems; and (iv) the inability to assure timely financing.

### *Outputs and Achievements*

Due to the lack of an existing policy framework for rural transport in most SSA countries, the RTTP has combined research with support to country policy and strategy development and to pilot initiatives. In 1996, The RTTP published and disseminated:

- World Bank Discussion Paper No. 344, *Transport and the Village*, a synthesis of surveys and case studies of transport problems in rural Africa;
- World Bank Technical Paper No. 347, *Expanding Labor-based Methods in Road Programs*;
- SSATP Working Papers (approach papers) on
  - *The Problems Facing Labor-based Road Programs and What to Do About Them: Evidence from Ghana*;
  - *Rural Transport Planning*;
  - *Promoting Intermediate Means of Transport*; and
  - *The Institutional and Financial Framework of Rural Transport Infrastructure*.

A fifth publication is under preparation and will be a synthesis of the findings of the technical paper and the four approach papers.

The RTTP has thus completed the analytical work which was mandated in 1993, and is now turning towards using the results of this work in those countries that wish to participate in the program. Consequently, the RTTP is placing an increasing part of its staff in Africa, to be in continuous contact with the policy-makers, administrators and transport service providers. The first field staff took up post in Harare in January 1997, and the second is expected to be based in Bamako later this year.

### ***Program Ahead***

The RTTP plans to focus on the formulation of a national policy and strategy vital for scaling-up successful pilots and for ensuring the sustainability of interventions. Through a policy and strategy approach, the RTTP will assist countries to tackle the problems of rural transport on three fronts: (i) improving the planning, financing and management of rural infrastructure; (ii) selecting appropriate delivery mechanisms that support the use of local resources for improving and maintaining rural infrastructure; and (iii) encouraging the use of appropriate means of transport. The RTTP has gained considerable experience from previous strategy work and has identified the following three aspects as key to success: i) country ownership of the strategy; ii) the need for a steady and focused effort; iii) and a strong linkage between strategy recommendations and sector programs. These issues are discussed in the four RTTP approach papers.

In support of a national policy and strategy development, the RTTP will help its clients to:

- assess the capacity for local resource mobilization;
- identify needed institutional reform;
- define the institutional chain and clarify the organizational framework, negotiating the roles of central and local government, traditional authorities, community organizations, NGOs and the private sector, define capacity building requirements; and
- establish planning and funding systems for investment and maintenance.

In support of program development, the RTTP will:

- draw up rural transport programs within the context of on-going decentralization processes;

- support efforts to build the capacity of small rural civil engineering contractors and establish an enabling environment for using labor-based work methods; and
- support the development of a national approach to, and capacity for, village level transport.

The RTTP policy and strategy approach will provide a framework within which rural transport problems can be addressed consistently. Country based work will evolve differently in each country depending on national context and experience. Although some of the activities outlined above may progress simultaneously or in a different sequence, the basic approach involves assessing country interest and in-country experience; supporting national rural transport seminars; and assisting in developing a policy and strategy for rural transport that coordinates country and donor efforts.

## URBAN TRANSPORT

Phase I of the program had as an overall objective to find ways to increase the productivity and efficiency of urban transport. It started with a series of comparative studies of the evolution of public urban transport in ten African capital cities and two ports. The results of this region-wide survey were presented at a policy seminar held in Cameroon in March 1991 and summarized in the paper "Satisfying Urban Public Transport Demands". Phase I helped identify several problems including the severity of constraints on the supply of public transportation, the inefficient use and poor upkeep of limited infrastructure assets. However, it failed to deliver clear advice regarding the respective roles of buses and intermediate means of transport, and did not come to grips with how productivity and efficiency could be improved.

By 1994, Phase II had developed a series of national urban transport pilot seminars, with three main targets: (i) to identify country institutional reforms for improved and coordinated urban transport services, better involvement of the private sector in the provision of those services, and better management and maintenance of urban transport infrastructures; (ii) to carry out an investigation of the elements determining the use of "Non Motorized Transport" (NMT); and (iii) design of pilot initiatives focusing on enhanced safety and accident prevention.

### *Outputs and Achievements*

Over the last two years, the policy seminars have continued in Senegal, Burkina Faso, Côte d'Ivoire, and Cameroon. Senegal has formalized its urban transport policy, and issued a policy document in 1995. Burkina Faso has formalized its urban transport policy in March 1997. Similar work is under way in Cameroon, and may soon be undertaken in Congo. The work of the UT component is now forming the basis for an urban transport project in Dakar, which was appraised in February 1997 and is expected to begin in mid-1997.

The NMT efforts have recently concentrated on Tanzania and Kenya, where the pilot actions are scheduled for completion in late 1998. The pilots are active in Dar-es-Salaam, Morogoro, Nairobi, and Eldoret. The work evolves around a very high degree of local participation in decision-making, through focus groups dealing with specific issues at the local level. Such groups are joined into user platforms for providing upward information into the process of decision-making on traffic interventions and traffic safety instruction. In both countries the NMT works in close contact with urban development and urban transport projects.

## *Program Ahead*

Urban Transport is essential to development by promoting access, responding to aspirations for transport quality and contributing to economic growth and quality of life. The main challenges ahead are those of improving the efficiency of the urban transport supply, increasing access and affordability of public transport services. The simultaneous achievement of long-term economic, environmental, and social sustainability is key to meeting these challenges. Within this broader context, the UT will develop a future strategy based on two major principles:

- work in partnership with African institutions to increase the multiplier effect of the endeavors, anchor the component in Africa, and act as a facilitator; and
- focus on selected countries having expressed their commitment to enhance policy reform.

The objectives of the UT will be to:

- provide safe and affordable urban mobility, with specific attention to the urban poor. An inter-modal approach to urban mobility will be promoted with complementary public transport services and non motorized transport;
- consolidate and strengthen the policy reforms by reinforcing sector dialogue, user participation and institutional coordination;
- build African expertise (in institutions, municipalities and consulting firms) in urban transport planning, operation, research and financing;
- disseminate the best practices in any major field of activities which would be worth considering for other countries of the region.

To meet these objectives, the Action Plan 1996-1998 focuses on:

- strengthening of policy reforms (Senegal, Burkina Faso, Tanzania, Cameroon Côte d'Ivoire, Congo);
- development of non motorized transport (Kenya: Nairobi and Eldoret, Tanzania: Dar Es Salaam and Morogoro), and integration of the results of this work into World Bank-financed projects;
- surveys of the transport needs of the urban poor in four Western and four Eastern African countries;

- capacity building of municipal expertise in urban transport through twinning schemes between four African local councils and non-African municipalities;
- reinforcement of professional expertise in the transport sector by developing the idea of the Fund for Regional African Transport Exchange and Training (FRATER) (Côte d'Ivoire, Bank 1997 Project);
- performance monitoring through a set of ten realistic standard indicators to be developed in SSA pilot countries to evaluate the progress made from 1996. In order to disseminate best practices two "Findings/Newsletter" will be issued, one in 1997, and one in 1998. UNECA will be closely associated with the dissemination output.

Further to the recommendations of the Prospective Review, arrangements have been made to operate part of the UT work through locally-based African staff, based in Africa. An African consultant, based in Yaoundé, will start work on the UT program in mid-1997 (in collaboration with SITRASS, and financed by France).

In view of the size and innovative structure of the NMT work, this component should undergo a separate evaluation, which will start shortly before the work comes to a close in late 1998.

## TRADE AND TRANSPORT PROGRAM

The overall objective of the Trade and Transport Program (T&T) is to reinforce the international competitiveness of SSA economies through improved services to shippers with particular attention to ports and maritime transport. Since 1992, the T&T program is developing a better understanding of the difficulties endured not only by the shipping industry, but also by the whole transport chain. The aim is to outline remedial measures with emphasis on: transport facilitation; reduction of maritime transport costs; and revision of institutional and regulatory aspects.

The T&T Program is based on the recommendations issued by the Cotonou Round Table of June 1992, which brought together a large number of experts and interested parties to reflect on Africa's decreasing role in world trade and the erosion of its competitiveness. The Round Table recognized the need to re-orient shipping policy from a national to a regional focus; to redefine the role of shippers' councils by making them more responsive and answerable to shippers; to obtain a better understanding of the impact of cargo reservation regulations; and to develop options for reform.

The T&T Program includes a program of seven studies and/or initiatives which are covering the following key points: (i) the evaluation of the prospects for viability of the national shipping lines and the development of a regional regulatory and institutional framework for maritime transport; (ii) the redefinition of the role of shippers' councils; (iii) the development and implementation of country specific transport facilitation action plans; (iv) a comparative analysis of the cost of the chains of transport within and outside the sub-region; and (v) the development of an observatory of international transport costs. The T&T Program implementation is organized in three phases.

Phase I was completed in 1992. It included the preparation of guidelines for transport facilitation programs, the organization of the Round Table of Cotonou, and the preparation of terms of reference for complementary studies. Phase II, which was launched in October 1993, is focusing on the execution of the above-mentioned studies and/or initiatives, and the elaboration of the strategic, political, and institutional reforms which should be carried out in the sector. In addition, the guidelines for the transport facilitation program is being revised in close collaboration with UNCTAD's experts, and a joint World Bank-UNDP exercise is in progress to implement a pilot exercise on an integrated Program in Logistics, Planning and Operations in the Transport Sector.

### ***Outputs and Achievements***

The implementation status of the studies is as follows: (i) the study financed by CIDA (New Shipping Policy/CPCS) has been completed and the final report reviewed during a workshop held in Accra (Ghana) on April 1996; (ii) the study financed by EU DGVII, (Audit of African Shipping Lines/UNICONSULT), has been finalized and the final report was reviewed during a workshop held in Accra (Ghana) on April 1996; and (iii) the three studies financed by EU DGVIII (Audit MINCONMAR/TECNECON, Observatory of transport costs / CATRAM, and Shippers Councils/TRACTEBEL) have been finalized, and the final report reviewed during a workshop held in Ouagadougou (Burkina Faso) in January 1996. The two last studies, i.e., Comparison Cost of Transportation Chain (INRETS), and Trade Facilitation are to be completed shortly.

More recently, the Ministers of MINCONMAR met in Libreville on September 1996, to discuss of the findings of the Trade & Transport studies. The recommendations contained in the report prepared by the General Secretary of MINCONMAR has been approved. A delegation of the Ministers of Transports visited the Bank early 1997 to discuss maritime policy for the sub-region, and endorsed a policy of liberalization of maritime trade in the region.

### ***Program Ahead***

Phase III will consist in the organization of the second Round Table of Cotonou planned for June 1997, from which future actions under the program are expected to emerge.



## **RAILWAY RESTRUCTURING**

The restructuring of railways in Sub-Saharan African countries has parallels to that of the road sub-sector, but also many distinctive features. The theme of greater commercialization, contracting out, and liberalization from the day-to-day government decision making are now common for both modes. Policy changes, that can be only partly attributed to the SSATP as many of the reforms were already being promoted prior to the initiation of the RR, have started to emerge amongst railways, and are slowly gaining acceptance. Examples can be readily found of track and locomotive maintenance being contracted out, locomotives being leased or hired, steps being taken to separate infrastructure from operations, non-core activities being hived-off, tariff revisions being introduced, explicit recognition and reimbursement being made for the provision of social services, retrenchments, and the use of contract plans and performance agreements. Concessioning is now considered as highly desirable and many railways seem to favor this option.

### ***Outputs and Achievements***

The Third Locomotive Maintenance Seminar was held in Windhoek, Namibia (27-29 July 1994). The seminar which covered the SADCC group of countries, was attended by thirty seven delegates from railways and ministries of the sub-region and has benefited from the participation of several international and regional organizations (KfW, SATCC, UAR, UNECA, USAID, and World Bank). Three main themes were discussed covering: (i) the evaluation of new alternative strategies for locomotive maintenance; (ii) the assessment of the benefits of centralized regional maintenance facilities; and (iii) the development of an action plan to combat the tide of operator-related railway accidents, which were sapping the motive power maintenance capacity. The main achievements of the seminar were: the introduction of the Decision Analysis Technique which will allow the participants to analyze which criteria to apply (loco-hour or loco-km) with regards to leasing out the maintenance facilities in their respective countries; the advantages to be gained from the centralization of maintenance facilities and SATCC/UAR were requested to conduct studies to bring about practical options in this regard; and the need to address the operator-related accident issue.

### ***Program Ahead***

For about two years, following the publication of the proceedings of the Windhoek seminar, the RR activities have remained dormant. It was felt that progress in restructuring and/or concessioning was not sufficient to warrant a review of events. This situation has, however, now changed and several African railways have undertaken privatization/concessioning efforts and gained experiences which merit to be shared with their sister corporations across the continent.

The RR activities for the medium term, as they emerge from the Prospective Review, and the conclusions of the RR Steering Committee Meeting which was held in Paris on September 30, 1996 would be to continue support to railways and transport ministries through the sharing of experiences and analyses.

A major workshop on the experiences gained in railway concessioning will be held in Abidjan, in October 1997. The exchange of experiences in this workshop will determine the course of the RR over the next years.

# **ANNEXES**

## OVERVIEW OF THE SSATP PROSPECTIVE REVIEW

The 1995 Prospective Review was the first overall evaluation of the program ever to be done and was carried out entirely by observers independent of either of the institutions managing the Program (the World Bank and ECA). The main findings and recommendations of the Review are summarized below.

### *Program Components*

4. The 1987 SSATP program initially consisted of four main components, which were divided into sixteen sub-components. Subsequently eleven components were retained at the Oslo Meeting and pursued, at varying rates and different intensity of activities. The Review recommended that the following five components be retained:

- Road Maintenance Initiative (RMI)
- Rural Travel and Transport Project (RTTP)
- Urban Transport (UT)
- Trade and Transport (T & T)
- Railway Restructuring (RR)

### *Program Structure*

2. The evolution of the program as a series of *discrete components* was founded on the perception that the proper point of entry for improvements in sector performance was the reform of key modal agencies, i.e., railway corporations, highway authorities and the like. The program has applied a *fairly uniform approach* to the initial phase of each component: study review of experience leading to the identification of key themes and to their discussion in Africa-wide or sub-regional seminars at policy-makers' level. The follow-up phases have generally focused on country level activities and in some cases on regional themes, e.g. railway linkages and freight transit facilitation. This approach, while logical, has had some drawbacks: the lack of continuity between phases has been an issue and has caused loss of momentum; the country coverage has been limited; in some cases, potentially interested countries have been left out of the follow-up phases and where themes or sub-sectors lack a clear institutional constituency, for instance, with the Transport Data component, the initial work has not led to conclusions that were sufficiently well focused to provide a basis for country implementation.

### ***Capacity Building***

3. Although African organizations (sectoral, regional, and educational), as well as policy makers, and sectoral leaders were associated with the preparation and delivery of activities, on the whole, the achievements in capacity building were found to have been modest.
4. The involvement of Africans in the conceptualization and management of the program has been sought systematically, but the impact of their participation has not been stable. Individuals have rapidly rotated out of positions, and continuity of individual engagement in the SSATP has been rather the exception than the rule.
5. Sectoral associations (e.g. UAR) and educational and training organizations (ESAMI and NITT) were all found to have been quite weak, and attempts at capacity building have been largely unsuccessful. Only the Trade & Transport component has managed to find a host organization on the African continent. All the other SSATP components have failed to find effective managing partner organizations within SSA.

### ***Dissemination of Program Findings and Analyses***

6. Workshops, seminars and annual steering/ coordinating committee meetings have been the main channels used to disseminate ideas and documentation. Abundant documentation of generally good quality- over 130 publications, all emanating from the World Bank, none from African sources, and practically none from other donors agencies- has been produced by the program but was found to have reached a rather limited audience. Dissemination of the findings of the program was deemed to have been of irregular efficiency, and the Review recommended that a concerted effort be made to ensure that concerned parties in Africa and elsewhere are aware of the program, its findings, recommendations and approaches.

### ***Donor Coordination***

7. The Review found that the SSATP had made a significant contribution towards improving the openness of dialogues between donors, and between donors and recipient countries; discussion and exchange of information has become more fluid; and working through the program approach has built up confidence and trust between governments and donors.

### ***Management***

8. The review found that lodging of a substantial part of the management of the program in the World Bank has been a desirable feature, and deemed it necessary for incorporating the findings of the program into the operational programs of the Bank. However, it also found some undesirable effects arising from this: diminished sense of

ownership from partner agencies; and lack of continuity and disruptions due to personnel transfers and organizational changes in the Bank.

9. Joint responsibility for some SSATP components by two or more organizations was found to have carried heavy overheads and to have resulted in inconsistent management, and the Review recommended that this practice be discontinued.

10. The financing of a large part of the Program through trust funds was found to have been the only realistic funding arrangement, but to have carried some drawbacks in the forms of lack of continuity and rigidity in allocation of resources. Much time has been spent to obtain replenishment of funds, adding to managerial overheads.

## ***SSATP Calendar of Events***

### ***Recent Events***

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February 1995	Meeting: Zambia National Road s Board and Donor Community, Lusaka, Zambia
February 1995	Urban Transport Steering Committee Meeting, Brussels, Belgium
February 1995	Presentation to Zambian Chamber of Commerce & Industry, Lusaka, Zambia
April 1995	First RMI Dissemination Seminar (SATCC Region), Pretoria, South Africa
July 1995	SSATP Prospective Review Meeting, Brussels, Belgium
September 1995	XXth World Road Congress (PIARC), Montréal, Canada
September 1995	4th Trade & Transport Steering Committee Meeting, Ouagadougou, Burkina Faso
October 1995	10th RMI/RTTP Coordinating Committee Meeting, Yaoundé , Cameroon
November 1995	Second RMI Dissemination Seminar (COMESA Region), Nairobi, Kenya
January 1996	Trade & Transport Thematic Seminar on Shippers, Ouagadougou, Burkina Faso
February 1996	RTTP Expert Roundtable, Blantyre, Malawi
April 1996	SSATP Business Meeting, Washington, D.C., USA
April 1996	Trade & Transport Thematic Seminar on Shipping Services, Accra, Ghana
May 1996	Urban Transport Steering Committee Meeting, Dakar, Senegal
June 1996	RMI National Seminar, Addis Ababa, Ethiopia
June 1996	5th Executive Committee Meeting, Trade & Transport, Hull, Canada
September 1996	Railway Coordinating Committee Meeting, Paris, France
October 1996	11th RMI/RTTP Coordinating Committee Meeting, Kampala, Uganda

***Future Events***

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April 1997	Third African Road Safety Congress, Pretoria, South Africa
April 1997	SSATP Business Meeting, Washington, D.C., USA
June 1997	Third RMI Dissemination Seminar (ECOWAS Region), Abidjan, Côte d'Ivoire
June 1997	Second Trade and Transport Round Table, Cotonou, Bénin
September 1997	Urban Transport Steering Committee Meeting, Abidjan, Côte d'Ivoire
October 1997	12th RMI/RTTP Coordinating Committee Meeting, Lomé, Togo
October 1997	Railway Concessioning Seminar, Abidjan, Côte d'Ivoire
March 1998	Fourth RMI Dissemination Seminar, Libreville, Gabon



**Sub-Saharan Africa Transport Policy Program (SSATP)**

**Publications**

<b>Title</b>	<b>Author</b>	<b>Date of Publication</b>	<b>Remarks</b>
<b>Road Maintenance Initiative (RMI)</b>			
<i>Media Dissemination of Road Sector Reforms</i>	RMI Unit	January 1997	Africa Transport Technical Note No. 4 Available in English only
<i>Privately Financed Infrastructure: A Concession Company's Point of View</i>	Hamilton, M.J.	May 1996 & December 1996	SSATP Working Paper No. 26 (May 1996) & Africa Transport Technical Note No. 3 (December 1996) Available in English only
<i>Promoting Policy Reforms for Effective Transport Services in COMESA Countries</i>	RMI Unit	April 1996	Africa Transport Technical Note No. 1 Available in English only
<i>Road Policy Reform in Sub-Saharan Africa: 1991-1995</i>	Triche, T.	January 1996	SSATP Working Paper No. 25 Available in English only
<i>Development of Good Governance in the Road Sector in Finland</i>	Isotalo, J.	October 1995	SSATP Working Paper No. 21 Available in English only
<i>Une nouvelle génération de fonds routiers au secours des routes africaines</i>	Balcerac de Richecour, A.	Spring 1995 & April 1996	Article: Revue générale des routes et des aérodromes (Spring 1995) & Africa Transport Technical Note No. 2 (April 1996) Available in French only
<i>Vers la commercialisation des routes africaines</i>	Paget, G.	Spring 1995	Article: Revue générale des routes et des aérodromes Available in French only

<b>Title</b>	<b>Author</b>	<b>Date of Publication</b>	<b>Remarks</b>
<i>Management and Finance of Roads: An Agenda for Reform</i>	Heggie, I.	March 1995	World Bank Technical Paper No. 275 Available in English & French An international edition is expected to be available in Russian, Spanish, & Arabic
<i>Road Maintenance Initiative Brochure</i>	Various	March 1995	Brochure Available in English & French
<i>African Road Funds: What Works and Why?</i>	Balcerac de Richecour, A. & Heggie, I.	March 1995	SSATP Working Paper No. 14 Available in English & French
<i>Road Maintenance and the Environment</i>	Lantran, J.-M., et al.	August 1994	Volume 5 of 5 in “Contracting Out” Series Available in English & French
<i>Commercializing Africa’s Roads: Transforming the Role of the Public Sector</i>	Heggie, I.	January 1994	SSATP Working Paper No. 10 Available in English & French
<i>Road User Taxation in Selected OECD Countries</i>	Creightney, C.	August 1993	SSATP Working Paper No. 3 Available in English only
<i>Managing Small Contracts: Practical Guide on How to Streamline and Manage Small Contracts for Public Works Services</i>	Lantran, J.-M.	April 1993	Volume 4 of 5 in “Contracting Out” Series Available in English & French
<i>Setting Up a Plant Pool</i>	Lantran, J.-M., & Lebussy R.	December 1991	Volume 3 of 5 in “Contracting Out” Series Available in English & French
<i>The Road Maintenance Initiative: Building Capacity for Policy Reform</i>	Carapetis, S., et al.	September 1991	Volume 1: Report on Policy Seminar Volume 2: Readings and Case Studies Volume 3: Guidelines for Policy Action Planning Available in English & French
<i>Road Policy Reform in Africa</i>	Gaviria, J., et al.	April 1991	Presented @ PIARC 1991 Available in English & French
<i>Contracts for Road Maintenance Works</i>	Lantran, J.-M.	March 1991	Volume 2 of 5 in “Contracting Out”

<b>Title</b>	<b>Author</b>	<b>Date of Publication</b>	<b>Remarks</b>
			Series Available in English & French
<i>Developing Domestic Contractors for Road Maintenance in Africa</i>	Lantran, J.-M.	December 1990	Volume 1 of 5 in “Contracting Out” Series Available in English & French
<b>Rural Travel and Transport Program (RTTP)</b>			
<i>The Institutional and Financial Framework of Rural Transport Infrastructure</i>	Malmberg Calvo, C.	April 1997	SSATP Working Paper No. 17 Available in English only
<i>Expanding Labor-based Methods for Road Works in Africa</i>	Stock, E., & de Veen, J.	October 1996	World Bank Technical Paper No. 347 Available in English only
<i>Transport and the Village: Findings from African Village-level Travel and Transport Surveys and Related Studies</i>	Barwell, I.	October 1996	World Bank Discussion Paper No. 344 Available in English only
<i>Promoting Intermediate Means of Transport</i>	I.T. Transport Ltd.	October 1996	SSATP Working Paper No. 20 Available in English only
<i>Rural Transport Planning</i>	Connerley, E., & Schroeder, L.	October 1996	SSATP Working Paper No. 19 Available in English only
<i>The Problems Facing Labor-based Road Programs and What to Do About Them: Evidence from Ghana</i>	Stock, E.	March 1996	SSATP Working Paper No. 24 Available in English only
<i>Case Study on Intermediate Means of Transport: Bicycles and Rural Women in Uganda</i>	Malmberg Calvo, C.	February 1994	SSATP Working Paper No. 12 Available in English only
<i>Case Study on the Role of Women in Rural Transport: Access of Women to Domestic Facilities</i>	Malmberg Calvo, C.	February 1994	SSATP Working Paper No. 11 Available in English only

<b>Title</b>	<b>Author</b>	<b>Date of Publication</b>	<b>Remarks</b>
<i>Rural Roads in Sub-Saharan Africa: Lessons from World Bank Experience</i>	Riverson, J., et al.	June 1992	World Bank Technical Paper No. 141 Available in English only
<i>Intermediate Means of Transport in Sub-Saharan Africa: Its Potential for Improving Rural Travel and Transport</i>	Riverson, J., & Carapetis, S.	December 1991	World Bank Technical Paper No. 161 Available in English & French
<b>Urban Transport (UT)</b>			
<i>The Role of the World Bank in the Development of Urban Transport in Sub-Saharan Africa</i>	Barrett, R.	June 1993	SSATP Working Paper No. 1 Available in English only
<i>Satisfying Urban Public Transport Demands</i>	Various	June 1991	Proceedings of Seminar Available in English & French
<b>Trade and Transport (T&amp;T)</b>			
<i>Trade and Transport Facilitation: Review of Current Issues</i>	de Castro, C.	June 1996	SSATP Working Paper No. 27 Available in English only
<i>Maritime Transport Serving West and Central African Countries: Trends and Issues</i>	Audigé, M.	August 1995	SSATP Working Paper No. 16 Available in English & French
<i>Cotonou Maritime Transport Seminar Proceedings</i>	Audigé, M.	September 1993	SSATP Working Papers No. 5 & 9 Available in English & French
<i>Trade and Transport Logistics Facilitation Guidelines</i>	de Castro, C.	September 1993	SSATP Working Paper No. 4 Available in English only
<b>Transport Data (TD)</b>			
<i>Terminal Report on the Transport Database Improvement Project</i>	Africa Region World Bank	June 1995	Available in English only
<i>Draft Statistical Yearbook for Africa</i>	UNECA	August 1994	Available in English & French
<i>Africa Transport Database Improvement</i>	Heads, J., & Studnicki-	August 1992	Available in English only

<b>Title</b>	<b>Author</b>	<b>Date of Publication</b>	<b>Remarks</b>
	Gizbert, K.W.		
<i>A Transport Database for Sub-Saharan Africa: Report on Stage One</i>	Heads, J., & Studnicki-Gizbert, K.W.	June 1992	Available in English only
<b>Railway Restructuring (RR)</b>			
<i>Locomotive Maintenance Seminar, Windhoek, Namibia: Proceedings</i>	Nayak, S., et al.	May 1995	SSATP Working Paper No. 15
<i>Railway Restructuring Seminar, Bulawayo, Zimbabwe: Proceedings</i>	Nayak, S.	December 1993	SSATP Working Paper No. 7
<i>The Locomotive Problem: Magnitude, Major Issues, and Urgency for Solution</i>	Nayak, S.	December 1992	Available in English only
<b>SSATP General</b>			
<i>SSATP Progress Report</i>	Various	April 1997	SSATP Working Paper No. 28 Available in English only
<i>SSATP Prospective Review</i>	Plumbe, A., et al.	November 1995	Available in English & French
<i>Africa Transport Newsletter</i>	Various	Various	Final issue: September 1995 Limited availability: Numbers 1-11 Available in English & French
<i>SSATP Progress Report</i>	Various	November 1993	SSATP Working Paper No. 13 Available in English & French
<i>SSATP Progress Report</i>	Various	June 1992	Available in English & French
<i>SSATP Progress Report</i>	Various	April 1990	Available in English & French

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**SSATP DISBURSED AND COMMITTED FINANCING BY DONOR, MANAGED BY THE WORLD BANK  
1987 TO MARCH 31 1997  
(in US dollars) \***

Partners	Railway Mgmt.	RMI	RTTP	HRID	Urban Transp.	Trade & Transp.	Transp. Data	Surveys & Initial Cont.	SSATP Mgmt.	Total
Belgium					950,392	143,999				1,094,391
Canada	398,398					90,545				488,943
Denmark		1,250,000	400,000							1,650,000
EU						428,528				428,528
Finland <i>of which secondment</i>		343,114 343,114								343,114
France <i>of which secondment</i>		1,732,129 1,466,877			148,931 78,266					1,881,060
Germany		183,849								183,849
Iceland						43,400				43,400
Italy				160,100						160,100
Japan		162,750								162,750
Netherlands		169,294	18,040		3,666,491					3,853,826
Norway <i>of which secondment</i>		1,452,299 1,077,275	953,905 <i>n/a</i>	100,000						2,506,204
Sweden		644,175	655,483							1,299,658
Switzerland		2,850,000	825,000						30,000	3,705,000
UK		9,924								9,924
UNDP				475,000			724,000	470,000		1,669,000
USAID	300,000			900,000						1,200,000
World Bank **	57,593	757,396	187,191	144,076	413,738	66,204	63,799	515,000	560,000	2,764,997
<b>TOTAL</b>	<b>755,991</b>	<b>9,625,595</b>	<b>3,039,619</b>	<b>1,779,176</b>	<b>5,108,887</b>	<b>772,676</b>	<b>787,799</b>	<b>985,000</b>	<b>590,000</b>	<b>23,444,743</b>

**SSATP Long-Term Consultants/Seconded Staff**

NAME	COUNTRY OF ORIGIN	SPECIALITY	SSATP COMPONENT	YEAR	FINANCING
Terje Wolden <u>1/</u>	Norway	Transport Engineer / Planner	SSATP/Mgt./RMI	1987-90	Norway
John Riverson <u>1/</u>	Ghana	Transport Engineer / Rural Transport Specialist	RMI/RTTP	1988-92	Switzerland/Norway/Sweden
Juan Gaviria <u>1/</u>	Colombia	Transport Economist	RTTP	1989-92	Norway/Switzerland
Max Iacono	U.S.A./Italy	Institutional Development Specialist	HRID/RMI/RR	1989-91	Italy/Norway
Stein Lundebye <u>1/</u>	Norway	Transport Engineer	RMI	1990-92	Norway
Philip Moeller	U.S.A.	Institutional Development Specialist	HRID/RMI	1991-93	U.S.A.
Jukka Isotalo	Finland	Road Maintenance Specialist	RMI	1991-93	Finland
Bernard Becq <u>1/</u>	France	Transport Engineer	RMI	1991-93	France
Jean-Claude Vichet	France	Urban Transport Specialist	UTC	1991-94	France
Christina Malmberg-Calvo <u>1/</u>	Sweden	Transport Economist / Social Scientist	RTTP	1992-94	Switzerland
Carlos de Castro	Spain	Transport Facilitation Specialist	T&T	1992-95	EU
Sekou Maiga	Mali	Transport Planner	TDC	1992-94	UNDP
Thor Wetteland	Norway	Transport Engineer	RMI	1993-	Norway
Gerard Paget	France	Highway Engineer	RMI	1994-96	France
Patrick Bultynck	Belgium	Urban Transport Specialist	UTC	1994-	Belgium
Gylfi Palsson	Iceland	Maritime Transport Sp.	T&T	1996-	Iceland
Moctar Thiam	Mali	Rural Transport	RTTP	1996-	Swiss/Swedish
George Banjo	Nigeria	Rural Transport	RTTP	1997-	Sweden

1/ Recruited by the Bank during the course of or after their SSATP assignment.