



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



SSATP Working Paper N° 34

Progress Report

April 1998

Africa Region
The World Bank



FOREWORD

The Sub-Saharan Africa Transport Policy Program (SSATP) is 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.

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 ten years evolved into a flexible tool for the development of such a vision. A central element of the framework is the involvement of key constituencies in sector management.

The present progress report provides an update on the status of the Program, and captures the experience in running the Program since the restructuring of the Africa Region of the World Bank in mid-1996, when the administrative home of the Program, the Environmentally Sustainable Development Division, was dissolved and the staff working on the SSATP was distributed over three new groupings, Transport Groups 1 and 2, and Water, Urban and Sanitation Group 2.

The year 1997 was a year of very high activity for the SSATP, in terms of completion of research activities, dissemination of results and interfacing the achievements of the program with the operational activities of donors, notably the World Bank; each of the five components of the program arranged one major conference in Africa. Perhaps most significant of all, country-centered work is increasingly becoming the framework for the operation of the program, and whereas regional exchanges of experiences and best practices will continue to play an important role, it is the formulation of policy reform at the country level which will be the main thrust of the SSATP in the coming years.

The Africa Region of the World Bank considers the SSATP a major vehicle for the exchange of experience and ideas in the transport sector, and is incorporating its contribution to the SSATP in its Business Plan for the period of July 1998 to June 2001.

Peter Watson
Sector Director, Infrastructure
Africa Region
World Bank

ACRONYMS

CODATU	Coopération pour le développement et l'Amélioration des Transports urbains et périurbains
COMESA	Common Market for Eastern and Southern Africa
DACON	Data on consultants
DfID	Department for International Development
DGVII	Directorate General for Transport (European Commission)
DISS	Department of Infrastructure Support Services
ECOWAS	Economic Community of West African States
EU	European Union
EXPO	Exposition
IAC	International Advisory Committee
IFRTD	International Forum for Rural Transport Development
ILO	International Labour Organization
ISTED	Institut des Sciences et des Techniques de l'Équipement et de l'environnement pour le développement
KMS	Knowledge Management System
MDP	Municipal Development Program
MINCONMAR	Ministerial Conference of West and Central African States for Maritime Policy
MLGH	Ministry of Local Government and Housing
NGO	Non governmental organization
NMT	Non motorized transport
NORAD	Norwegian Agency for Development Cooperation
PMAWCA	Port Management Association of West and Central Africa
PTA	Preferential Trade Area
RMI	Road Management Initiative
RR	Railway Restructuring
RTTP	Rural Travel and Transport Project
SADC	Southern Africa Development Committee
SATCC	Southern Africa Transport and Communications Commission
SIDA	Swedish International Development Authority
SIP	Sector Investment Program
SITRASS	Solidarité internationale sur les transports et la recherche en Afrique sub-saharienne
SSA	Sub-Saharan Africa
SSATP	Sub-Saharan Africa Transport Policy Program
TT	Trade and Transport
TWUTD	Transportation, Water & Urban Development Department, Transport Division
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
USDOT	United States Department of Transport
USFHA	United States Federal Highway Authority
USRP	Urban Sector Rehabilitation Project
UT	Urban Transport

CONTENTS

Foreword.....	i
Acronyms.....	ii
Introduction	1
Program Overview.....	2
Road Management Initiative.....	5
Rural Travel and Transport Program.....	8
Urban Transport.....	11
Trade and Transport	13
Railway Restructuring	15

Annexes:

- Annex 1: SSATP Calendar of Events
- Annex 2: SSATP Publications
- Annex 3: SSATP Financing
- Annex 4: SSATP Long-term Consultants/Seconded Staff

INTRODUCTION

1. The Sub-Saharan 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 the 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 focuses directly on poverty alleviation and stimulation of the local economy through stakeholder participation and mobilization of local resources. The SSATP has in 1997 adjusted 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.

PROGRAM OVERVIEW

The SSATP in its earlier years was driven by the desire of the donor community to see policy reform introduced in the interest of efficient use of donor funds. Now, as both the Bank and other donors increasingly work in a partnership mode with countries in project formulation (witnessed i. a. in the move towards SIPs), there is an emerging demand for the services of the program from within the African countries. The program presently works through five active components:

- Road Management Initiative (RMI),
- Rural Travel and Transport (RTTP),
- Urban Transport (UT),
- Trade and Transport (T&T), and
- Railway Restructuring (RR).

There is general agreement that structuring the program in separate components is practical and should be continued. Adding new components has met with resistance from the donor community, and f. inst. security and safety considerations are being rolled into existing components rather than being started up as separate activities. The program deals with all aspects of transport (T&T deals with maritime transport) except one: aviation. There is a frequently expressed but not clearly stated demand for the program to address this mode of transport.

Demand for the Program

Demand for the Program varies a lot between countries and components and, within components, it varies over time. At this time, there is burgeoning demand expressed by countries for the services of the RTTP and Urban Transport components in rural and urban transport strategy formulation, and from countries and Bank country departments for the RMI designing mechanisms for financing, planning, and implementing road maintenance works. While the Railway Concessioning seminar in October 1997, was a widely acclaimed event, it is not expected that demand for this type of activity will return before the year 2000. The Trade and Transport component will most likely remain at a low level of activity while the participating countries (the MINCONMAR Group) absorb the results and recommendations of the research and studies of the component, as discussed in the Cotonou II conference in June 1997.

To meet the demands on the program from francophone Africa, a concerted translation effort was made over 1997, and all recent SSATP publications are now available in French. Collaboration between SITRASS on one hand, and RMI, RTTP and UT on the other has been formalized over the year.

Resources for the Program

Over the last two years, there has been a growing interest by donors in financing the SSATP. Several donors have established trust funds which finance more than one component, with a certain fungibility in the use of funds. One donor has established a blanket trust fund for the SSATP as a whole, and at least one other donor is interested in doing the same.

During 1997, the direct disbursements from trust funds for the SSATP was US\$ 2.3 million. Adding the amounts directly disbursed by co-donors, and amounts provided over the Bank's administrative budget, the amounts used are about US\$ 3.3 million.

Introduction of an automated financial management and monitoring system, which was initiated in 1997, proved much more difficult than foreseen, and during the latter part of 1997 it became necessary to establish, as a temporary measure, a manual system which was updated monthly. While this met the requirements for monitoring of financial status and flows, it was not adequate as a tool for evaluating the consequences of different decisions on the future. The computerized system finally became available in February 1998 and will be tuned in during the coming months.

Perspectives for the Future

The focus of the five active components have undergone some changes in recent years: firstly, a move away from research and studies towards the exchange of experience and best practice; and secondly, a move from regional approaches towards country-based ones. The two moves are linked and reflect the reality that it is rare that shortcuts in decision-making and reform can be made at the regional level. Both reform decisions and implementation are essentially done at the country level, and it is attention at that level from the program that gives the most tangible results.

However, reform is a process, not an event. There is still a need for a research activity albeit at a modest level, and since demand for this tends to emerge at a fairly constant rate, it should be included in the future of the program as a blanket provision. Volume and intensity should probably remain fairly static at the present level. In contrast to this, there is a strongly growing need for the exchange of experience and best practice, and to have the exchange recorded in the form of tightly synthesized papers, easily available in both printed and electronic form. In practical terms, the focus of the program would be on strategy formulation and reform action at the country level, and research, study and exchange of experience directed from whatever central location the program will have.

Future Structure

The program is moving towards a measure of decentralization, placing regional advisory staff for the RTTP and the UT in Africa. It is likely that for the RTTP, this effort will double within the coming year. Attempts at devolving components on African institutions, notably the ECA, have so far met with failure. But devolution is a concept which should be carefully examined and debated. For the time being, it seems that a Washington-based central structure with increasing field staff postings is the most manageable course. However, this may change rapidly, and developments in technology and communications may have a determining influence on whether the SSATP should be centered on Washington, another location, or become a virtual network. The last option is not realistic at this moment, but it may become so within a not very extended span of time.

STATUS OF COMPONENTS

ROAD MANAGEMENT INITIATIVE

The overall purpose of the RMI in 1997 has been to facilitate the implementation of sustainable institutional reforms in Sub-Saharan African countries; sustain the ongoing process in core countries; foster reform efforts in other committed countries; and disseminate lessons learned under the RMI through support to relevant studies and sharing best practice 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 with the stated goal of having sustainable maintenance policies in all active RMI countries by the year 2000.

Acknowledging that achievement of sustainable maintenance policies first of all depends on management and institutional reforms. It was during the deliberations of the SSATP Business Meeting in April 1997 agreed to rather call RMI the Road Management Initiative than the Road Maintenance Initiative to emphasize its broadened perspective. The Business Meeting further emphasized the need for international cooperation on dissemination, involvement of the private sector in the reform process and road management, the need for a framework for evaluation of program impact at the country level, and the need for an institutional consensus on the subject of Road Funds.

Output and Achievements, 1997

At the request of ECOWAS, the RMI in cooperation with the EU, helped to organize the Third Regional Seminar on Management and Financing of Roads in Abidjan, Côte d'Ivoire, on June 2-6, 1997. The seminar which was co-hosted by UNECA and the Government of Côte d'Ivoire included a total of 159 delegates from 15 West African countries and 40 other participants including resource persons and representatives from sponsors and donors. The country delegations included high level representatives from the public and private sectors, with private sector representation reaching almost 30% in core country delegations. Over 70% of participants indicated that the Seminar fulfilled or exceeded their expectations in terms of achieving the objectives and being relevant to their work. The country delegations drafted recommendations for the subsequent strategy formulation at the country level.

The previously neglected issue of traffic safety was addressed on several occasions during the year. For the Third African Road Safety Congress in Pretoria in April 1997, RMI organized an "Appraisal of Road Safety Initiatives in Five (African) Countries" and presented a paper on "Financing Road Safety Actions". Both papers which were well received, emphasized the need for local commitment and sustainable financing to achieve any lasting impact of road safety activities. In December, a seminar was organized at the Bank on "Keys to Sustainable Road Safety", where RMI in addition to presenting the two papers mentioned above, organized presentation of a paper on "The Economics of Road Safety". This seminar was sponsored by the 3M company in addition to the World Bank and the U.S. Department of Transportation.

The proceedings at the 12th Annual RMI/RTTP Coordinating Committee Meeting in Lomé, Togo, followed as requested by the 1997 Business meeting, a different format with *first* a sharper focus on the status of policy reform programs in the individual countries, and the country plan of actions for the year ahead. *Second*, it was the first year with private sector representatives in addition to the RMI Coordinators. Another new item was the presentation and discussion of

more specific methodologies for monitoring the implementation of the RMI Concept and monitoring the condition of the road network.

It became clear from the country reports and the following discussions, and a pilot exercise using the proposed new monitoring tools, that despite the considerable progress achieved to date in implementing the four building blocks, progress has been uneven and probably stands at less than 50% of the desired sustainable strength on average in any given country. Least progress was noted on management; i.e. involvement of road users in management, clarification of responsibilities, use of sound business practices, and strengthened accountability. The outcome of the country workshops, in the form of three-to-five point country targets to be achieved in the year ahead, would facilitate a more focused and participatory monitoring of progress than in the past.

Assistance to country programs has included participation in a National Workshop in Luanda, Angola, on June 26, 1997, and support for and participation in the First National Road Congress in Tanzania, September 24-26, 1997. The Road Congress in Dar-es-Salaam was organized by the newly launched Tanzanian Road Association. The RMI Team have further been deeply associated with the SIP process in Ethiopia, Uganda, and Zambia, have supported the development of a Road Sector Reform and Development Program in Zimbabwe, the ongoing policy reform process in Malawi, and the EU financed Institutional Studies in Kenya and Tanzania.

The RMI Team continues to maintain close contact with the USDOT on the FHA African Technology Transfer Center Initiative and their recent interest in road safety in Sub-Saharan Africa. Discussions are ongoing with the UK DfID regarding their potential involvement in the preparation of audio-visual materials to enhance dissemination of the RMI message among stakeholders. RMI provided some background material for a Roundtable on U.S. Trade and Investment Initiatives, on October 8, 1997.

Program Ahead, 1998 - 2000

The Donors supporting the RMI stated at the Annual Meeting in Yaoundé in 1995, their willingness to extend the program to year 2000. It is thus assumed that the program will continue at least until that year. The program for the two years up to year 2000 is thus designed to include the following aspects and activities;

Dissemination

The dissemination efforts will continue to be primarily directed towards building capacity for policy reform in Sub-Saharan African countries, and at mobilizing Donor consensus and support for participatory and sustainable reform process. A key element in the dissemination strategy will be continuing publication of papers in the Technical Notes Series, available through the Africa Infrastructure Home Page. Clearance is being sought for outside access to these Notes via the Internet, and opportunities to link up with other knowledge networks will be investigated. RMI will continue to encourage the establishment of African Technology Transfer Centers through support from the USFHA. The RMI has further been selected as one of four examples of best practice from the Region, to be exhibited as part of the World Bank participation at EXPO 2000 in Hanover, Germany.

The UDEAC RMI dissemination seminar for Central African States, which was supposed to take place in Gabon, will, due to the complex political situation in the area, be

replaced by National Seminars in these countries as may be found desirable and feasible. There is as yet no firm schedule for such seminars.

A new RMI dissemination tool initially only towards French-speaking countries, will be designed and tested during 1998. This tool is a specific training framework based on a computer-aided collective educational game (role playing), which allows simulations of road sector reforms based on actual experience. It is the intention to apply this tool for a range of training tasks; i.e. training of new Road Boards and stakeholder representatives from both the public and private sectors.

Support to Country Programs

The RMI Team members will continue their traditional assistance to country programs for countries committed to reforms, with support to policy studies, workshops, training and study tours, and will extend this support to all countries showing commitment to reform and as the Team has capacity for these activities. However, as the RMI issues and themes become incorporated into Bank and SIP type programs, the RMI team leader and experts will increasingly work as integrated members of Bank Task Teams or SIP Teams. The RMI Team will work for a formal absorption of all major RMI issues and activities in SIP Type sector programs by year 2000 and thus get RMI mainstreamed into the Bank's country assistance strategies.

Thematic Tasks

The RMI Prospective to Year 2000 and Program for 1996-1998 included a tentative list of perceived priority studies. While more priority studies have been added to the list, only a later entry "Appraisal of Road Safety Initiatives in Five (African) Countries" has been carried out so far due to staffing constraints. The currently suggested priority studies that may be carried out during 1998-1999 following a recent increase in RMI staff are listed below.

1. Complete the Review of the Road Sector in Sub-Saharan African countries and prepare an overall analysis of current status and developments since 1989. This Review may be completed by October 1998.
2. A first Appraisal of the RMI Concepts Implementation in Sub-Saharan African Countries; the 1998 status compared to the situation in 1995 and expected status by end of 1999. This Appraisal may be completed by early 1999.
3. Road Users in Africa: Their Characteristics and Views on User Charges. The results of the first pilot phase of this Study may be completed by December 1998.
4. Design and Test a new Monitoring Tool for Road Condition Estimate. The Study will include pilot studies in 4 selected countries, and design of an appropriate support network for processing, dissemination and updating of the output. This pilot exercise may be completed by mid-1999.
5. Commercialization of Road Management: Review of Good Practice. This Study will look at the experiences in New Zealand, Britain, Finland, Sweden, and possible other countries, with the view of drawing up options for sustainable institutional structures and guidelines for implementation of the required reforms and redeployment of staff. It is expected that this study will have to be carried out in several phases or by components, and may only be completed by end-1999.

The RMI will further continue to support the development of an African Road Safety Initiative and the development of Guidelines for Construction and Maintenance of Low Volume Roads.

RURAL TRAVEL AND TRANSPORT PROGRAM

The overall objective of the Rural Travel and Transport Program (RTTP) is to improve the livelihood of rural people in Sub-Saharan Africa (SSA). The specific objectives of the program focus on the development of national rural transport policies and strategies to:

- i. improve the planning, financing and maintenance of rural roads, tracks, paths and footbridges;
- ii. provide motorized and non-motorized rural transport services to move people and goods;
- iii. promote the use of least-cost methods, local resources and small contractors.

The RTTP also supports the development of innovative approaches to improve accessibility in physical programs and projects.

Outputs and Achievements, 1997

During 1997, the RTTP turned an important corner. The thrust of the program's work moved from conceptualization to country-level dialogue and dissemination. In support of this effort the RTTP team was strengthened and decentralized to the region. In early 1997, the first RTTP regional advisor (Dr. George Banjo) was installed in Harare in the resident mission of the Bank.

Country level work was initiated in Zambia, Malawi, Mali, and Guinea during the year. After the annual RMI/RTTP annual coordinating committee meeting in Lomé, Cameroon, Ethiopia and Madagascar have requested to join the program. During the year, the country-level dialogue with Zimbabwe was initiated and the dialogue with Tanzania rekindled.

Program developments in Zambia provide an example of how the RTTP country process may be initiated. In Zambia, the RTTP program is lodged in the Ministry of Local Government and Housing (MLGH) which is the national entity with the most direct interface with the local councils. The program has a national coordinator (the Director of Works of the Department of Infrastructure Support Services (DISS), Mr. Lazarus Mwiinga) and a full-time program coordinator from the private sector (Ms. Sally Mulalu), also placed within DISS. A national launch workshop was held in Zambia in October 1997. National NGOs assumed a prominent role in the organization of the three day workshop. The Zambia program coordinator is now developing the country program proposal.

The program status in the other countries are as follows: A technical workshop was held in Malawi in January 1998. Given the many past and on-going efforts in Malawi to improve rural transport, the main objective of the workshop was to take stock of current efforts and define the potential role of the RTTP. An RTTP country work program is currently being drafted. In Mali, a national coordinator has been appointed in the Ministry of Rural Development as well as a deputy coordinator from the private sector. In Guinea, the RTTP program coordinator is, for the time being, shared with a national Village Support Program under preparation.

During 1997, the five key messages of the RTTP program continued to evolve: *i) establish policies and strategies for rural roads and transport*. The development of a national rural roads and transport strategy builds sector coherence and commitment to reform; *ii) build a public/private partnership between government and local communities for the maintenance of village access roads*. The small-scale farmers are the largest private sector group in most SSA

countries. A well-defined legal and financial framework encourages local communities and farmers to claim ownership of individual roads; *iii) decentralize decision-making to the local levels*. Involve and empower those who suffer the consequences of poor maintenance and lack of access; *iv) realize that roads are not enough*. Significant improvements in mobility are best achieved by improving both infrastructure and transport services, including the provision of low cost vehicles. Access can also be improved through a better placing of facilities; and *v) use least cost methods*. Using small scale contractors and local labor is often cheaper and more sustainable, and contributes to improving the local economy.

In 1997, a fourth approach paper was completed addressing the Institutional Framework of Rural Transport Infrastructure. A fifth approach paper on rural transport services is currently being prepared. A major effort was initiated this year, in collaboration with ISTED and SITRASS, to translate key RTTP documents into French in order to prepare for the country work in French-speaking countries.

Within the World Bank, RTTP plays a key role in ensuring that rural roads and transport is high on the policy agenda. There is close collaboration between the RTTP and the transport unit in the Bank's Central Vice Presidency (TWUTD) which now has a rural transport advisor. The RTTP is a key contributor to the knowledge management system (KMS) which is under preparation. The KMS has a special section for rural roads and transport which closely reflects the key RTTP program messages. In December, RTTP was a contributor to the rural transport course for client countries held in the Bank. Most of the participants to the course were from SSA.

During the year, the RTTP team participated in a number of regional and international events dealing with rural travel and transport. International and local events organized by other agencies provide an opportunity to disseminate the key program messages to rather large and influential audiences at relatively low cost. RTTP team members made presentations at different events throughout the year: at a seminar in Zimbabwe attended by members of the transport industry, SADC ministers and staff of SATCC and COMESA; to West African Directors of Road at a rural roads seminar in Morocco; to a group consisting mainly of African participants to an international seminar on local government finance at the Harvard International Institute of Development; and to the participants at a Global Seminar on Rural Infrastructure in Washington, DC. The RTTP was also a discussant at the First Africa Transport Forum organized by ECA in Cairo. The collaboration with the program's key international partners, the ILO-ASIST and the International Forum on Rural Transport and Development (IFRTD), was intensified during the year, in part through the location of the RTTP regional advisor to Harare which is also the home of ILO-ASIST and, in part, through the invitation for the program to join on the IFRTD Advisory Committee. The RTTP participated in the IFRTD advisory committee meeting in Dhaka. In conjunction with this event, RTTP gave a presentation to the Bangladesh National Forum Group and participated in the Expert Meeting on Integrated Accessibility Planning. Dialogue with donors at the country-level also intensified as part of the country level work.

The RTTP core team now has 5 members: Ms. Christina Malmberg Calvo (task team leader), Dr. George Banjo (regional RTTP advisor in Harare, responsible for anglophone countries), Mr. Moctar Thiam (consultant, in charge of French-speaking countries), Ms. Anna Ternell, Junior Professional Officer (JPO), and Ms. Leita Jones (team assistant). Ms. Ternell joined program in October. She stationed at Bank headquarters, sponsored by SIDA. Ms. Ternell's main tasks will be to play a key role in the production of RTTP materials for dissemination and in the work on rural transport services.

Program Ahead, 1998 - 2000

The program focus for the next two years will continue to be on country-level and sub-regional activities. During 1997, the RTTP cast its net rather wide in order to invite country expressions of interest. During 1998, it will start to “pull in the ropes” and deepen the efforts and activities which have been initiated. It will continue the country-level work in Zambia, Malawi, Mali, and Guinea. National workshops are scheduled for Malawi in the Spring, Mali in May and Guinea in June of 1998. Country-level work will be initiated in Ethiopia and probably also in Tanzania after a restructuring of the component. The country dialogue will continue with Cameroon, Mozambique, and Zimbabwe, and will be initiated in Madagascar. Over the next two years, the program may also sponsor sub-regional seminars on key topics of rural transport.

During this first year of country-work, it has become very clear that the RTTP program in each country is unique and depends, to a significant degree, on the extent to which there are on-going efforts in the rural transport sub-sector to address policy and strategy. The RTTP team notes, with great satisfaction, that many of the World Bank supported rural infrastructure operations under preparation, for example in Guinea, and some road sector investment programs, for example in Zambia, address many of the key issues of the rural transport sub-sector. In these countries, the RTTP program focuses on the international sharing of experience and complementary interventions, frequently concerned with the improvement of the provision of rural transport services and intermediate means of transport.

Country demand for the program has increased significantly over the last year. In order to respond to this demand, the RTTP needs to further strengthen its team and will continue to decentralize the program to the region. It has been found that country program efforts benefit greatly from the more regular support which can be provided by team members based in the region. The aim is to have a total of three staff in the region by the end of 1998. The program is currently in the process of seeking support to finance these positions.

During the next two years, the program will pursue conceptual work in four important areas: i) rural transport services; ii) practical paths to reform in rural transport policy and strategy; iii) transport of water for human consumption, in collaboration with IFRTD; and iv) gender and transport. The RTTP will also formulate and implement a dissemination strategy for the program. The program is seeking the collaboration of existing networks, e.g., IFRTD and SITRASS, as well as exploring collaboration with regional organizations and national NGOs.

URBAN TRANSPORT

In 1997, the Urban Transport component of the SSATP started **its third phase** characterized by the emerging role of the Local Government in the Urban Transport sector. After a first phase (1989-1993) which centered on a series of comparative studies on the evolution of urban transport in twelve Sub-Saharan African cities, the component developed, from 1994, action plans to reform urban transport policy at the national level, together with a Program based on Non-Motorized Transport. Since 1997, the main theme of the SSATP-Urban Transport Component (SSATP-UTC), is the partnership with the Local Government.

Outputs and Achievement, 1997

- 1997 has seen contributions by the component to the strengthening of policy reforms in Senegal, Burkina Faso, Côte d'Ivoire, Ghana, Cameroon, Congo, Zimbabwe, and Mozambique. In Senegal, the actions carried out from 1993 within the SSATP (Comité de Suivi) paved the way to the preparation and evaluation of a free standing World Bank Project which supports the implementation of the institutional reform and develop capacity building;
- The Annual Steering Committee was held in Abidjan in mid-October 1997 with the participation of representatives of local authorities from six countries in addition to the traditional participation of around 15 African Ministries of Transport. The Steering Committee approved the proposed 1998 Action Plan;
- A cooperation agreement was signed between the SSATP-UTC and SITRASS (African network of researchers and consultants). Since November 1997, a Cameroones expert from the SITRASS network is working in Yaoundé to develop the SSATP Program in West-Africa. The action plan is financed by the French Cooperation.
- An agreement with the CODATU was reached on the participation of the SSATP-UTC at the next CODATU VIII conference in Cape Town, South Africa, in September 1998. During the conference, the SSATP-UTC will be promoted as the regional program dealing with Urban Transport in Sub-Saharan Africa. The next Steering Committee Meeting will be held in conjunction with the CODATU VIII conference.
- The Non-Motorized Transport Program in Kenya and Tanzania (NMT) continued according to plan, and inputs from the NMT into the Kenya Urban Transport Infrastructure Project, financed by the World Bank, are very satisfactory and provide a significant multiplier effect for the work of the NMT; the corresponding work in Tanzania in relation to the World Bank financed Urban Sector Rehabilitation Project (USRP) still needs consolidation and definition of collaboration practices. The present phase of the NMT program focuses on (a) training of municipal staff, (b) organization of consultations with users, (c) the development of urban mobility plans and (d) the design of test interventions and traffic management measures.

Program ahead, 1998 - 2000

1998 is expected to confirm the Urban anchorage of the component. Any major breakthrough in the quality of urban transport requires putting the local authorities in partnership with the national authorities and considering them as the motors of the policy reform. For decisions on urban transport to be sustainable they have to be locally anchored, and it is central to the work of the SSATP-UTC to strengthen the municipal capacity in the field of urban transport.

This strategy will be implemented in parallel with the on-going Action Plans through:

- establishing a cooperation agreement between the SSATP-UTC and the Municipal Development Program (MDP). As a follow up to the first pan-African summit on Local Government organized in Abidjan in January 1998, (AFRICITIES), this agreement will be negotiated to organize training sessions for municipal staff in the field of urban transport;
- introducing a Road Safety Action theme in the work of the component. This theme will be focused on the safety of the pedestrians in urban areas;
- expanding the urban transport strategy work from its present field in West Africa to also work in East Africa; contacts are being made in early 1998 to start such work in Zimbabwe and Mozambique;
- establishing a system of collection of data and performance indicators in 6 African countries. This will be done in partnership with African researchers in the field, and within the framework of the cooperation agreement signed with SITRASS;
- reinforcing the contacts with the Urban Unit of the EU (DGVIII) to develop joint initiatives to strengthen the municipal expertise in the field of urban transport;
- continuing assistance to the implementation of those World Bank-financed projects which have had significant assistance from SSATP-UTC strategy work, such as the ones in Senegal (where a second Urban Transport Project will be prepared end of 1998), Côte d'Ivoire and Burkina Faso;
- completing the Non Motorized Transport Program in Kenya and Tanzania. A technical and financial audit will be pursued in order to identify the areas of a possible extension of the NMT Program into new tasks as well as new countries;
- organizing, by end-1999, a regional conference on the achievements and perspectives of urban transport policy reforms in Sub-Saharan Africa. This conference would be organized with UNECA and the MDP; and
- organizing, by early 2000, a regional conference to assess and disseminate the lessons learned from the NMT Program and the Road Safety Action Plan;

Finally, it is desirable that the structure and content of the Annual Steering Committee Meeting be modified. The next Steering Committee meeting is scheduled for September 1998 in conjunction with the CODATU VIII conference in Cape Town, South Africa. The emphasis in the future should be to (a) focus on an exchange of experiences along selected themes, (b) improve the involvement of the African delegates into the preparation of the meetings, and (c) draw in many more representatives of municipalities rather than central administrations.

TRADE AND TRANSPORT

The overall objective of T&T is to reinforce the international competitiveness of SSA economies through better services to shippers with particular attention to ports and maritime transport. The T&T component is developing a better understanding of the difficulties in the whole transport chain and attempts to outline remedial measures with emphasis on trade facilitation, revision of institutional and regulatory aspects and port operations.

Outputs and Achievements, 1997

Phase III of the T&T program commenced with the recommendations of the Second Round Table of Cotonou, held in Cotonou, Benin on June 3-6, 1997. The focus of phase II, leading up to the Round Table, was the execution of a series of studies and initiatives that were presented, and the elaboration of the strategic, political and institutional reforms that should be carried out in this sector. This work was done in cooperation with the Ministerial Conference of West and Central African States on Maritime Transport (MINCONMAR).

The second Round Table was quite successful as it gathered more than 300 attendants, most at their own expense. The second Round Table's recommendations emphasize four primary issues: (i) a new policy of regional cooperation for maritime transport; (ii) reform of shippers' councils in MINCONMAR member countries; (iii) establishment of pilot transport monitoring units of costs in the transport chain; and (iv) facilitation of transport and international trade. The initiative in each of these issues is placed with MINCONMAR.

While the recommendations can be viewed as an important step in the right direction, they do not yet possess the cohesion needed to create a regional momentum towards more liberal trade policies. Adapting to this reality, T&T may continue, within the scope of its overall mission, to assist the region as well as individual countries in designing appropriate reforms. Specifically, T&T could in its next phase, for the next 2 years, stress following issues:

Program ahead, 1998 - 2000

- Cooperate with MINCONMAR in establishing the units to monitor costs in the transport chain; these units will aim to act on country and regional bases as compilers and disseminators of statistical data and information relating to volume, cost and service levels of transport and trade flows.
- Reforming the sub-region's shippers' councils by assisting in redesigning their form and function.
- Study trade facilitation in the region as a whole, as well as in individual countries. This would cover a wide range of issues, from domestic regulatory setup, trade policies and processes to commercial activity and procedures. Following the study period, action plans for reform efforts will be formulated and presented to those countries indicating willingness to dramatically revamp their relevant policies.
- Port operation overhaul will be high on the agenda. T&T will promote modern and professional port management and improved operations on both port-by-port basis and

country wide. This is expected to be done primarily in cooperation with the Port Management Association of West and Central Africa (PMAWCA).

While T&T's objective is improvement in international competitiveness of SSA economies, the program's success requires and depends on commitment and capabilities of pertinent authorities to undergo what in many cases will be a difficult transition from current practices. It will also be dependent on developments over the next few months in its West African anchor point, the MINCONMAR Secretariat. The program will therefore be ready at short notice to adapt its service to regional realities, while still maintaining its overall focus.

RAILWAY RESTRUCTURING

Sub-Saharan railways have consistently been limited by a lack of clear definition of their role or of the limits of political interference in the operation of institutions that must survive in competition with private companies which are not obliged to carry social burdens. The result of this heritage is railways which cannot adequately serve the needs of their economies, are usually poorly maintained, are not commercially efficient nor effective, and are often burdens on their national treasuries.

There is no simple, cookbook solution. Countries and their railways are all different and these differences are often very significant. This said, concessioning of railways is emerging as at least one tool which has the potential to bring railway operations back into a competitive stance with the alternative modes of transport.

Outputs and Achievements, 1997

The Railway Restructuring component of the SSATP was only modestly active for the two preceding years, the main previous event having been the locomotive maintenance seminar in Windhoek, Namibia in 1994, where concessioning of discrete parts of rail operations were discussed, and experiences in that field exchanged. However, railway restructuring had been proceeding in several countries since then and had largely taken the form of concessioning all or parts of railway operations to the private sector. Exchanging experiences gained in this field over the last years was the main objective of the Railway Concessioning Seminar of the SSATP, held in Abidjan, Côte d'Ivoire in October 1997.

This event was attended by some 170 professionals in rail operation, regulation, concessioning and financing, and was uniformly acclaimed as highly interesting and inspirational for the practitioners in the African railway field, and officials from their Governmental regulatory bodies. It was generally agreed that no other recent event had better brought to debate the complexities of the issues facing African railways, and better pointed the way to the potential solutions. The role of the SSATP in the development of railways in Africa is developing into that of a forum for the exchange of experience and ideas. As such, the SSATP intends to aim at the future in the following way:

Program ahead, 1998 - 2000

To complement the exchange of experiences attained at the October 1997 seminar, the RR component of the SSATP intends to develop an Information/ Help Kit on railway concessioning in Africa. This would include:

- a collection of all railway concessioning agreements (including the Standard Concessioning Agreement prepared by the Bank in French, to be also translated into English); and
- a collection of bidding documents and background information to be released, for the selection of the concessionaire.
- development of analytical tools to assist in the design of specific concessionings. This could be software which includes: (i) a financial model to assess the worth of the concession; (ii) an investment model to assess the possible impact of specifying higher-than-necessary

standards; and (iii) a staff rationalization model indicating the costs of staff redundancy under different scenarios.

The World Bank would, through its DACON system of information on Consultant firms and individuals, be able to assist railway companies and their overseeing bodies in selecting consultants to advise them during the process of developing a concession agreement, and awarding an ensuing concession.

ANNEXES

SSATP Calendar of Events

Recent Events

April 1997	Third African Road Safety Congress, Pretoria, South Africa
April 1997	SSATP Business Meeting, Washington, D.C., USA
May 1997	Global Seminar on Rural Infrastructure, 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
October 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
October 1997	Rural Travel and Transport Program (RTTP) National Workshop, Zambia
November 1997	1st African Transport Forum, Cairo, Egypt
January 1998	RTTP National Workshop, Malawi
February 1998	RMI Workshop on Managing Institutional Transition, Uganda

Future Events

April 21-22 1998	SSATP Business Meeting, Washington, D.C.
May 1998	RTTP National Workshop, Mali
June 1998	RTTP National Workshop, Guinea
June 1998	RTTP National Workshop, Malawi
October 1998	13th RMI/RTTP Coordinating Committee Meeting Dar-es-Salaam, Tanzania

Sub-Saharan Africa Transport Policy Program (SSATP)

Publications

Title	Author	Date of Publication	Remarks
Road Maintenance Initiative (RMI)			
<i>The Economics of Traffic Safety</i>	Jorgen Hansen	December 1997	Africa Transport Technical Note No. 11 Available in English & French
<i>Road Sector Reform: A Tale of Two Countries (Part 3) Impact and Lessons</i>	Sam Mwale	May 1997	Africa Transport Technical Note No. 8 Available in English & French
<i>Road Sector Reform: A Tale of Two Countries (Part 2) Burkina Faso: Deliberate Evolution</i>	Sam Mwale	April 1997	Africa Transport Technical Note No. 7 Available in English & French
<i>Road Sector Reform: A Tale of Two Countries (Part 1) Ghana: Serendipity of Foresight?</i>	Sam Mwale	March 1997	Africa Transport Technical Note No. 6 Available in English & French
<i>Media Dissemination of Road Sector Reforms</i>	RMI Team	January 1997	Africa Transport Technical Note No. 4 Available in English & French
<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 & French
<i>Promoting Policy Reforms for Effective Transport Services in COMESA Countries</i>	RMI Team	April 1996	Africa Transport Technical Note No. 1 Available in English & French
<i>Road Policy Reform in Sub-Saharan Africa: 1991-1995</i>	Triche, T.	January 1996	SSATP Working Paper No. 25 Available in English & French
<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 aéroports (Spring 1995) & Africa Transport Technical Note No. 2 (April 1996) Available in French only

Title	Author	Date of Publication	Remarks
<i>Vers la commercialisation des routes africaines</i>	Paget, G.	Spring 1995	Article: Revue générale des routes et des aéroports Available in French only
<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., & Lebussey 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" 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

Title	Author	Date of Publication	Remarks
Rural Travel and Transport Program (RTTP)			
<i>Planning Rural Transport in Africa</i>	Larry Schroeder	June 1997	Africa Transport Technical Note No. 9 Available in English & French
<i>Intermediate Means of Transport in Sub-Saharan Africa</i>	RTTP Team	May 1997	Africa Transport Technical Note No. 5 Available in English & French
<i>Water Management in Roadworks Design in the Sahel</i>	Consulting Team	April 1997	SSATP Working Paper No. 29 Volume 1: Report Volume 2: Manual Available in English & French
<i>The Institutional and Financial Framework of Rural Transport Infrastructure</i>	Malmberg Calvo, C.	April 1997	SSATP Working Paper No. 17 Available in English / French pending
<i>Expanding Labor-based Methods for Road Works in Africa</i>	Stock, E., & de Veen, J.	October 1996	World Bank Technical Paper No. 347 & SSATP Working Paper No. 22 Available in English / French pending
<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 & SSATP Working Paper No. 23 Available in English & French
<i>Promoting Intermediate Means of Transport</i>	I.T. Transport Ltd.	October 1996	SSATP Working Paper No. 20 Available in English / French pending
<i>Rural Transport Planning</i>	Connerley, E., & Schroeder, L.	October 1996	SSATP Working Paper No. 19 Available in English / French pending
<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
<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

Title	Author	Date of Publication	Remarks
Urban Transport (UT)			
<i>Steering Committee Meeting , Abidjan, Côte d'Ivoire Proceedings (October 15-16, 1997)</i>	Various	October 1997	Proceedings Language of presentation only
<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
Trade and Transport (T&T)			
<i>Multiple Ports of Call versus Hub-and-Spoke</i>	Pálsson, Gylfi	January 1998	SSATP Working Paper No. 31 Available in English & French
<i>Hub & Spoke System in Containerized Maritime Trade Between West Africa and Europe</i>	Pálsson, Gylfi	January 1998	Africa Transport Technical Note No. 12 Available in English & French
<i>Trade and Transport Round Table, Cotonou, Benin Proceedings (June 3-6, 1997)</i>	Various	December 1997	SSATP Working Paper No. 30 Available in English & French
<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>	Various	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
Transport Data (TD)			
<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-Gizbert, K.W.	August 1992	Available in English only

Title	Author	Date of Publication	Remarks
Railway Restructuring (RR)			
<i>Railway Concessioning Seminar, Abidjan, Côte d'Ivoire: Proceedings</i>	RR Team	October 1997	SSATP Working Paper No. 32 Language of presentation only
<i>La Mise en Concession de l'Exploitation Ferroviaire</i>	RR Team	July 1997	Africa Transport Technical Note No. 10 Available in English & French
<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
SSATP General			
<i>SSATP Progress Report</i>	Various	March 1998	SSATP Working Paper No. 34 Available in English & French
<i>SSATP Progress Report</i>	Various	April 1997	SSATP Working Paper No. 28 Available in English & French
<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

**SSATP DISBURSED AND COMMITTED FINANCING BY DONOR, MANAGED BY THE WORLD BANK
1987 through December 1997
(in US dollars) ***

Partners	Railway Mgmt.	RMI	RTTP	HRID	Urban Transp.	Trade & Transp.	Transp. Data	Surveys & Initial Cont.	SSATP Mgmt.	Total
Belgium					973,588	143,999				1,117,587
Canada	398,398					107,069				505,467
Denmark		1,339,630	492,422							1,832,052
EU						491,048				491,048
Finland <i>of which secondment</i>		343,114 343,114								343,114
France <i>of which secondment</i>	35,000	1,774,511 1,466,877			191,637 78,266	3,617			3,473	2,008,238
Germany	21,500	183,849								205,349
Iceland						55,600				55,600
Italy				160,100						160,100
Japan		180,971								180,971
Netherlands		169,294	18,040		4,042,935					4,230,270
Norway <i>of which secondment</i>		1,654,203 1,279,179	1,101,177 n/a	100,000						2,855,380
Sweden	30,000	753,744	733,160							1,516,904
Switzerland		2,932,599	902,300						35,250	3,870,149
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 **	72,593	843,646	208,941	144,076	430,238	91,704	63,799	515,000	576,500	2,946,497
TOTAL	857,491	10,185,485	3,456,040	1,779,176	5,638,398	893,037	787,799	985,000	615,223	25,197,649

* Disbursement through March 1997 of non-US\$ denominated trust funds are converted at end of March 1997 exchange rates; later disbursements are converted at daily rates.

** Distribution among components is an estimate

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
Sékou Maiga	Mali	Transport Planner	TDC	1992-94	UNDP
Thor Wetteland	Norway	Transport Engineer	RMI	1993-	Norway
Gérard Paget	France	Highway Engineer	RMI	1994-96	France
Patrick Bultynck	Belgium	Urban Transport Specialist	UTC	1994-	Belgium
Shunsuke Otsuka	Japan	Highway Engineer	RMI	1995-97	Japan
Gylfi Pálsson	Iceland	Maritime Transport Sp.	T&T	1996-	Iceland
Moctar Thiam	Mali	Rural Transport	RTTP	1996-	Switzerland/Sweden
George Banjo	Nigeria	Rural Transport	RTTP	1997-	Sweden
Louis Fernique	France	Road Policy Specialist	RMI	1997-	France
Anna Ternell	Sweden	Rural Transport	RTTP	1997-	Sweden

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