SSATP
Africa Transport Policy Program

THIRD DEVELOPMENT PLAN (DP3)

COMPLETION REPORT

An international partnership supported by:

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ACRONYMS

AAU	Addis Ababa University
ACMA	African Corridor Management Alliance
AFCAC	African Civil Aviation Commission
AfCFTA	African Continental Free Trade Agreement
AFD	*Agence Française de Développement*
AfDB	African Development Bank
AGA	Annual General Assembly
AGETU	*Agence de Gestion des Transports Urbains* - Abidjan
AGM	Annual General Meeting
ALCO	Abidjan Lagos Corridor Organization
AMA	Accra Metropolitan Assembly
AMC	African Member Country
AMPCC	Moroccan Association of Presidents Communal Councils
ANASER	*Agence Nationale de la Sécurité Routière* - Mali
ARMFA	African Road Maintenance Funds Association
ARSO	African Road Safety Observatory
AU	African Union
AUC	African Union Commission
AUDA-NEPAD	African Union Development Agency NEPAD
AUTP	African Union of Public Transport
BADEA	Arab Bank for Economic Development in Africa
BIAT	Boosting Intra-Africa Trade
BRT	Bus Rapid Transit
C&F	Clearing and Forwarding
CBM	Coordinated Border Management
CCTTFA	Central Corridor Transit Transport Facilitation Agency
CEMAC	Central African Economic and Monetary Community
CETUD	*Conseil Exécutif des Transports Urbains de Dakar*
CFTA	Continental Free Trade Area
CITA	International Motor Vehicle Inspection Committee
CMIs	Corridor Management Institutions
CODATU	*Coopération pour le Développement et l'Amélioration des Transports Urbains et Périubains*
COMESA	Common Market for East and Southern Africa
CPMS	Corridor Performance Monitoring System
CSOs	Civil Society Organizations
DFID	UK's Department for International Development

DPCG	Development Partners Coordination Group of the DP4
DP1	First SSATP Development Plan
DP2	Second SSATP Development Plan
DP3	Third SSATP Development Plan
DP4	Fourth SSATP Development Plan
DRIVER	Data for Road Incident Visualization, Evaluation, and Reporting
EAC	East African Community
EASI	Enable-Avoid-Shift-Improve
EC	European Commission
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
ENPC	*Ecole Nationale des Ponts et Chaussées*
ENSEA	*Ecole Nationale de Statistiques et d'Economie Appliquée*
ENSTP	*Ecole Nationale Supérieure des Travaux Publics de Yaoundé*
EPAK	Electronic Cargo Tracking Systems Providers Association of Kenya
EPT	*Ecole Polytechnique de Thiès*
ESMT	*Ecole Supérieure Multinationale des Télécommunications*
ESP	*Université Cheikh Anta Diop - Ecole Supérieure Polytechnique*
ESRA	E-Survey of Road Users' Attitudes
EU	European Union
FCDO	UK's Foreign, Commonwealth and Development Office
FEAFFA	Federation of East Africa Freight Forwarders Associations
FESARTA	Federation of Southern African Road Transport Associations
FIA	*Federation Internationale d'Automobile*
FRSC	Federal Road Safety Corps
GIZ	*Deutsche Gesellschaft für Internationale Zusammenarbeit* (German Development Agency)
GoCI	Government of Côte d'Ivoire
GPS	Global Positioning System
GSG	World Bank Global Solution Groups
GRSF	Global Road Safety Facility
IAP	Inter Academy Partnership
ICA	Infrastructure Consortium for Africa
ICD	Inland Container Depot
ICT	Information and Communications Technology
IDA	International Development Association
IFC	International Finance Corporation
INP-HB	*Institut National Polytechnique Felix Houphouët-Boigny*
IO	Intermediate Outcome
IRTAD	International Traffic Safety Data and Analysis Group
IRU	International Road Union
IsDB	Islamic Development Bank
IT	Information Technology
ITF	International Transport Forum
JAES	Joint Africa-EU Strategy
JICA	Japan International Cooperation Agency
KIFWA	Kenya International Forwarders and Warehousing Association

KNUST	Kwame Nkrumah University of Science and Technology
KPA	Kenya Port Authority
KRC	Kenya Railways Corporation
KTA	Kenya Transport Association
LPI	Logistics Performance Index
LUTP	Leaders in Urban Transport Planning Program
M&E	Monitoring and Evaluation
MCLI	Maputo Corridor Logistics Initiative
MDC	Maputo Development Corridor
MDTF	Multi-Donor Trust Fund
MOLO	World Bank's Mobility and Logistics MDTF
MOU	Memorandum of Understanding
MTR	Mid-Term Review
MYC	Mobilize Your City
NASAC	Network of African Science Academies
NCTTCA	Northern Corridor Transit and Transport Coordination Authority
NGO	Non-Governmental Organization
NEPAD	New Partnership for Africa's Development
NTSA	National Transport and Safety Authority of Kenya
OECD	Organization for Economic Co-operation and Development
OFID	Organization of the Petroleum Exporting Countries (OPEC) Fund for International Development
OSBP	One Stop Border Post
PAP	Priority Action Plan (PIDA)
PAPC	Pan-African Port Cooperation
PIARC	World Road Association
PIDA	Program for Infrastructure Development in Africa
PMAESA	Port Management Association of Eastern and Southern Africa
PMAWCA	Ports Management Association of West and Central Africa
PMT	Program Management Team
PPI	Port Performance Indicators
PPIAF	Public-Private Infrastructure Advisory Facility
PTA	Public Transport Authority
ReCAP	UK Aid-funded Research for Community Access Partnership
RECs	Regional Economic Communities
REC-TCC	Regional Economic Communities' Transport Coordination Committee
RI	Regional Integration
RS	Road Safety
RSA	Road Safety Authority
RSO	Road Safety Observatory
RSS	Roadside Stations and Rest-Stops
RTMC	Road Traffic Management Corporation of South Africa
SAATM	Single African Air Transport Market
SADC	Southern Africa Development Community
SATIH	USAID's Southern Africa Trade and Investment Hub
SCEA	Shippers' Council of Eastern Africa
SCT	Single Customs Territory
SDG	Sustainable Development Goal
SECO	Swiss State Secretariat for Economic Affairs

SGR	Standard Gauge Railway
SLRSA	Sierra Leone Road Safety Authority
SLRTC	Sierra Leone Road Transport Corporation
SSA	Sub-Saharan Africa
SSATP	Africa Transport Policy Program
SSATP-EC	Africa Transport Policy Program Executive Committee
SRO	Sub-Regional Organization
STC	Specialized Technical Committee
STC-TIIET	AU's Specialized Technical Committee - Transcontinental and Interregional Infrastructure, Energy and Tourism
SW	Single Window
TAH	Trans African Highway
TFA	Trade Facilitation Agreement
TFF	World Bank's Trade Facilitation Facility
TIA	Traffic Impact Assessment
TMEA	TradeMark East Africa
TM	Traffic Management
TMS	Truck Monitoring System
TO	Transport Observatory
TOC	Terminal Operating Company
TRB	Transport Research Board
TSC	ARSO Transitional Steering Committee
TT	Transforming Transportation
TTCA	Transit and Transport Coordination Authority
TTL	Task Team Leader
TUMI	Transforming Urban Mobility Initiative
UCLG Africa	United Cities and Local Governments of Africa
UEMOA	*Union Economique et Monétaire Ouest Africaine*
UITP	International Association of Public Transport
UK	United Kingdom
UKAID	United Kingdom Aid Community
UN	United Nations
UNECA	United Nations Economic Commission for Africa
UNECE	United Nations Economic Commission for Europe
UNEP	United Nations Environment Programme
USAID	United Stated Agency for International Development
USD	United States Dollar
UTM	Urban Transport and Mobility
WAMZ	West African Monetary Zone
WB	World Bank
WCA	West and Central Africa
WBG	World Bank Group
WCO	World Customs Organization
WCTRS	World Conference on Transport Research Society
WHO	World Health Organization
WRI	World Resources Institute
YD	Yamoussoukro Decision

MESSAGE FROM THE AFRICAN UNION COMMISSION

Moses Bayingana,
Acting Director of Infrastructure and Energy,
AUC and Chair of the SSATP-EC

With the successful completion of its Third Development Plan (DP3, spanning 2016-2021), the Africa Transport Policy Program (SSATP) has asserted its position as the leading transport policy development and capacity building forum in the continent. For over 33 years, the Program has been tackling Africa's key transport challenges by shaping and advocating for sustainable policies that meet the current and future transport and mobility needs of the region's vibrant and growing population.

In its capacity as the Chair of the SSATP-Executive Committee (SSATP-EC), the African Union Commission (AUC) has witnessed the Program's success in addressing the most pressing transport challenges in Africa during the DP3 implementation period. Among its transformational accomplishments over the last few years, SSATP helped take road safety to the continental level, contributing to the establishment of the Africa Road Safety Observatory, which will provide much-needed data, analysis and policy orientation to curb the growing problem of road crashes and serve as a platform for sharing good practices and advancing regional collaboration in road safety. SSATP also introduced big data to improve corridor performance in Eastern and Southern Africa, strengthened the capacity of policymakers to maximize the economic benefits of port concessions, and increased Africa's capacity in urban transport regulations by supporting the establishment and strengthening of urban mobility authorities in Abidjan, Dakar, and Freetown. SSATP also developed guidelines to leverage digital technologies, including innovative fare collection systems, in public transport in Africa.

As SSATP prepares to launch its next strategy cycle—the Fourth Development Plan (DP4, 2021-2026) the AUC is confident that the Program is poised to deliver transport policies and capacity building programs that will contribute to decarbonizing the transport sector in Africa. Building on the achievements of its past strategy cycles, SSATP's DP4 will not only

continue to address Africa's regional integration, urban mobility, and road safety issues, but also extend its scope of work to mainstream climate resilience practices in road asset management while finding the way to make African transport greener and more resilient. SSATP will contribute to the operationalization of the Single African Air Transport Market (SAATM), which is key for supporting the African Continental Free Trade Area (AfCFTA). Fully aligned with the African Union's Agenda 2063, the United Nations' Sustainable Development Goals, and the joint EU-Africa Strategy for the continent's sustainable and inclusive development, the DP4 will also deal with cross-cutting issues impacting the sector such as the COVID-19 pandemic within the spectrum of health, safety and security in transport; human capital development; women empowerment in transport; social inclusion; climate change; and the digitalization of ports, airports, and land transport systems that will make African transport more efficient. The DP4 will also strengthen synergies with the AUC and Regional Economic Communities.

As the representative of the principal continental partner of the SSATP, I cannot stress enough the importance of the Program for Africa and the need for the donor community to continue supporting the Program. The AUC looks forward to continuing its role as Chair of the SSATP-Executive Committee and to the successful implementation of the Program's upcoming Fourth Development Plan.

FOREWORD

Five years of significant accomplishments

Ibou Diouf, Transport Practice Manager, West & Central Africa, World Bank

On December 31, 2021, we completed the implementation of SSATP's Third Development Plan (DP3), which represents the culmination of five years of intensive collaborative work and stakeholder input that will serve as a transformative model for years to come. This completion report explores every facet of the DP3 from its beginnings to how it has set a new policy direction for regulating transport in Africa in the modern era. The conclusions are gleaned from many technical discussions, surveys and presentations delivered by SSATP and its partners on issues ranging from leadership in road safety and the "EASI" (Enable/Avoid/Shift/Improve) framework in urban mobility, to corridor management and logistics efficiency. This report also reinforces SSATP's long-held status as an invaluable resource and recognized authority in transportation policy development, and represents years of experience, knowledge sharing, and a dedicated drive for change.

We are grateful for the years of stakeholder engagement among African member countries, local government entities, leading economic and academic institutions, and a broad network of transport policy specialists, including the African Union Commission, the United Nations Economic Commission for Africa, global development partners, and our financing partners - the European Commission, the State Secretariat for Economic Development of Switzerland, Agence Française de Développement, and the African Development Bank. Special thanks to the World Bank for hosting the program and providing the necessary quality assurance to our collective efforts. The DP3's achievements are the result of the collaborative spirit of its many partners and their shared insight into a wide range of policy areas. We believe this completion report will not only serve as a reporting tool for our donors, but also as a comprehensive summary of the wealth of knowledge and groundwork the DP3

has achieved. It will also be a critical reference point for harmonizing our collective mission objectives and implementing a sustainable strategy with broad societal implications in the transport sector. In short, this report assesses the Program's value-added approach and its strengths and achievements and provides a look at opportunities for advancing transport reform priorities at the national, regional, and continental levels in Africa.

This completion report documents and summarizes the DP3 program development objectives, aggregate results and outcomes achieved, lessons learned, and the SSATP DP3 operating principles and governance. This report also includes a description of the risks and challenges encountered, how they were managed and mitigated, and any major deviations in planning and budgeting during the life of the Program and the administration of the Multi Donor Trust Fund (MDTF) through which the funds are channeled. Moreover, it includes an overview of the important work that was accomplished under the DP3 and provides an overview of anticipated outcomes that could have a substantial impact on the quality of life in Africa. The emphasis throughout the policy development cycle was on identifying knowledge gaps and building institutional capacity, weaving together the work of many stakeholders.

Here are some of the main components of the DP3's organizational structure, strategies and anticipated outcomes that will improve Africa's transport policy:

- **Organizational Structure.** In addition to the organizational principles outlined in this report, the DP3's emphasis on society-wide partnerships with the donor community, academia, local government, and civil society is also explored thoroughly in this document. The report also details the level of SSATP's outreach to the African member countries that were involved in developing the DP3; the role of the General Assembly as a consultative body that uses a participatory approach to validate the annual work program, other development plans, and annual reports; and how the Program mobilized pan-African governmental entities, regional economic communities, development partners, and socio-economic associations to accomplish its mission. The report also explains the work of the SSATP-Executive Committee (SSATP-EC) in reporting to the General Assembly; providing leadership, vision, and strategic direction; and overseeing the performance of the Program Management Team (PMT), which is tasked with the implementation of DP3 and carrying out all program activities, including communications and stakeholder engagement.

- **DP3 Midterm Review (MTR).** The MTR, completed in May 2019, confirmed the Program's relevance as a high-level advocacy platform for addressing the continent's most pressing transport issues while assessing the influence and impact of SSATP and the achievements of the DP3. The MTR's role in directing the DP3 towards the achievement of its goals and objectives is analyzed in this report. The MTR also examines the DP3's important knowledge work in research and dissemination through various reports, publications, and conferences.

- **Pillar Focus Areas.** The DP3 development framework strategy was molded around three key pillars focusing on regional integration, urban transport and mobility, and road safety. The three pillars are briefly described here:

  - *Pillar A:* Regional Integration, Connectivity and Cohesion (RI Pillar). This pillar provides a holistic approach to corridor development influencing the overall economic development of areas in the corridor zone. It focuses on facilitating trade and transport along regional corridors with a focus on corridor management and logistics efficiency.

  - *Pillar B:* Urban Transport and Mobility (UTM Pillar). This pillar is about promoting sustainable transport systems by ensuring that they are well integrated within urban transport and urban development policy and planning.

  - *Pillar C:* Road Safety (RS Pillar). This pillar builds upon the Africa Road Safety Action Plan 2011–2020 which identified particular actions in support of the five pillars of the UN Decade of Action for Road Safety 2011–2020, with a focus on "Pillar 1: Road Safety Management." SSATP employs a two-pronged approach: improve road safety management in a comprehensive way and introduce bolder measures to handle the safety of vulnerable road users.

- **SSATP Core Activities.** The report outlines the significant accomplishments of the three annual general meetings (AGMs) resulting from intensive working group discussions involving many high-profile public decision-makers, donors, institutions, and other stakeholders who came together to address the transport challenges of the African continent. Each of these AGMs, along with their recommendations and ensuing action plans, is explored in detail in this report.

- **Enhanced Communications Strategy Pays Dividends.** The increased emphasis and resources dedicated to building a broad communications strategy as part of DP3's core activities were validated by a successful outreach program that included consistent multi-stakeholder engagement. These engagement efforts served as a critical means of sharing knowledge and enhancing general awareness for the establishment of safe, reliable, and cost-effective transport systems across Africa. We were also able to expand our communications strategy centered on sharing knowledge, improving advocacy, and raising the visibility of SSATP's impact into new areas and sub-regions. We found that our enhanced communications strategy is critical to effective outreach and the revival of our collaboration with the AUC is one of the best examples of this success. Not only is the AUC development agenda well aligned with the DP3's goals and framework, but also SSATP received the AUC's full support when joining and chairing the Program in recent years.

- **We continue the groundwork:** The Fourth Development Plan (DP4). As we have completed the DP3, SSATP stakeholders and partners can be enthusiastic about launching the DP4, which is based on the lessons learned from the DP3 documented in this completion report. As Africa's transport sector faces new challenges in the aftermath of the COVID-19 health crisis, we can also be confident we are moving ahead with a new plan that will help Africa's transport sector handle emerging policy priorities such as transport decarbonization, and digitalization, women empowerment and social inclusion. Over the next five years, we look forward to increased coordination and collaboration amongst our leadership team, our donors, and key African stakeholders. We would like to take this opportunity to thank all those who worked with us in the development and implementation of strategic priorities to transform the transport sector in Africa and prepare it to meet future challenges.
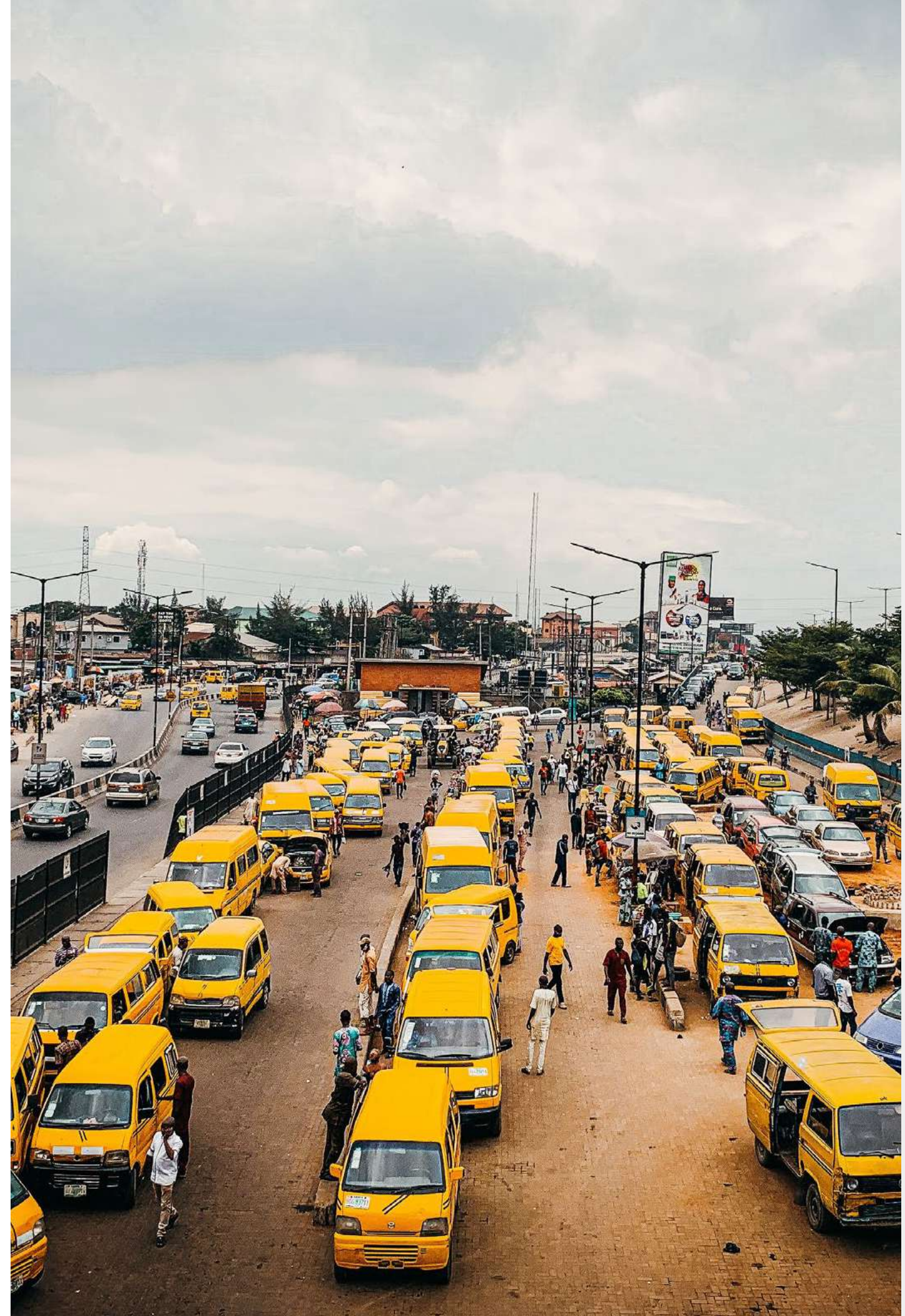
EXECUTIVE SUMMARY

Paving the way for efficient, safe and sustainable transport

This document provides an extensive analysis of SSATP's Third Development Plan (DP3) and its many achievements. Successful implementation of the DP3 has contributed to SSATP being recognized as the platform of choice for transport policy development for the African Union Commission (AUC). Through exhaustive stakeholder engagement among member countries, local government entities, and a broad network of policy specialists, a sound structure emerged over the past five years that capitalized on their shared insight into a wide range of policy areas. The product of this effort is a comprehensive blueprint for creating, disseminating, and applying the necessary knowledge to implement a sustainable strategy with broad societal implications in the transport sector. Through the DP3 and its sundry coordinating initiatives between global and African institutions, SSATP has reinforced its position as an invaluable resource for the AUC, African member countries, and their leading economic institutions. The report includes testimonies from Program stakeholders, the outcomes of its activities, and other relevant information that may enrich the discussion on its achievements and lessons learned.

Also included in this completion report is an overview of the DP3's organizational structure, as well as strategies and anticipated outcomes that may have a sustainable impact on African's future quality of life. In addition to the plan's organizational principles outlined in this report, there is an emphasis on society-wide partnerships in the donor community, academia, local government, and civil society. The strategy comprised of the following three key pillars or focus areas: Pillar A – Regional Integration, Connectivity and Cohesion (RI); Pillar B – Urban Transport and Mobility (UTM); and Pillar C – Road Safety (RS). Each of these pillars are summarized with updates on the results and outcomes of the relevant areas of intervention, and activities with respect to core objectives. Substantial stakeholder involvement went into developing each pillar, including relevant research, knowledge and brainstorming sessions with Program stakeholders. The pillars provide an ongoing and sustainable framework to help African countries develop strategies and policies that will reap the economic benefits of a well-functioning transport sector with high quality services.

There were several important working components to DP3's success. The report outlines the significant benefits and accomplishments of the three annual general meetings (AGMs), and their contributions resulting from intensive forums and working groups involving many high-profile public decision-makers, donors, institutions, and other stakeholders who discussed the transport challenges of the African continent. Each of these AGMs, along with their recommendations and ensuing action plans, is explored in detail in this report.

The program management team, which is tasked with advocacy, outreach and raising the visibility of the Program, is a critical part of the communications and stakeholder engagement process. This report also details the important work of the AGM which brought to bear the most influential pan-African governmental entities, regional economic communities, development partners and socio-economic associations in a participatory approach to produce critical development plans and work programs, as well as validate annual reports.

One of the most critical factors in directing the DP3 towards its development plan goals and objectives is the independent Midterm Review (MTR). This report catalogues some of the MTR's important findings based on the in-depth technical assessment of various reports, field missions and interviews with Program stakeholders, surveys and conferences. The MTR, completed in May 2019, provided a high-level advocacy platform to assess DP3 achievements mid-way and the role of SSATP in addressing the continent's most pressing transport issues, confirming the influence and impact of the Program, and providing recommendations to make the Program more effective.

The work of DP3 and its lessons learned have laid the groundwork for the next five-year strategy cycle—the Fourth Development Plan (DP4). The DP4 will also involve human capital development and the views of key stakeholders in governments and the private sector (including academia) in devising transport policy. The future will present opportunities to contribute to advancing priorities such as the COVID-19 recovery, women empowerment, social inclusion, and the decarbonization and digitalization of the transport sector.

I.

INTRODUCTION

Efficient, safe, and sustainable transport for the people in Africa

The Africa Transport Policy Program (SSATP) is an international partnership of 42 African countries, Regional Economic Communities (RECs), African institutions such as the African Union Commission (AUC) and United Nations Economic Commission for Africa (UNECA), public and private sector organizations, and international development agencies. SSATP was established in 1987 to respond to the persistent and emerging challenges hindering the region's transport sector.

Since its First Development Plan (DP1), SSATP has been operating in periodic cycles of five to six years. The main objective has always been to help African countries develop national, regional, and continental strategic priorities and policies required to create an accessible, safe, sustainable, inclusive, innovative, and efficient transport system. The agreed upon areas of intervention evolved during the years, taking into consideration the most pressing issues facing the transport sector at the time the cycle was being conceived. Before the DP1, SSATP was funded by donors through single donor trust funds, based on their priority areas in Africa's transport sector. The priority areas of intervention were still administered by the World Bank, however, with each catering to a specific objective under the overarching Program.

With the DP1, SSATP established its first multi-donor trust fund (MDTF), inviting development partners to channel their resources into one single trust fund to harmonize the process while increasing synergies and impact on the ground. Promoting road management funds across member countries and developing the tools to manage these funds were the main achievements of SSATP through the DP1.

Under the Second Development Plan (DP2), SSATP did not get the credit it deserved; it was perceived as being spread too thin across all issues pertaining to the development of transport policies. As a result, three broad thematic areas and five cross-cutting issues were identified encompassing a wide range of transport policy areas:

- Comprehensive pro-poor and pro-growth transport sector strategies

- Sustainable institutional and financial arrangements for road infrastructure and rural and urban transport services

- Improving transit transport along selected corridors

- Cross-cutting issues included road safety; climate change; governance and integrity; gender and inclusion; and HIV/AIDS
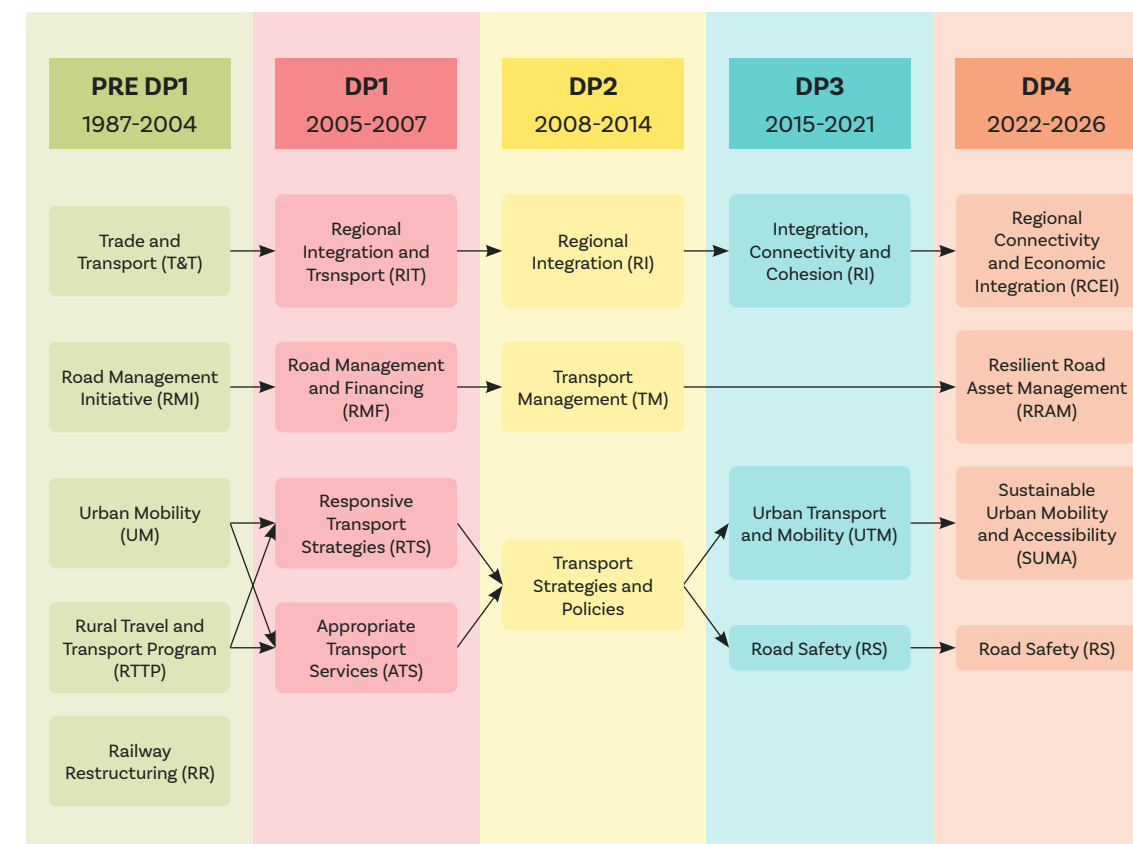
Unfortunately, SSATP had limited funding resources to address the overly broad and ambitious agenda listed above. Building on the recommendation of the DP2 Midterm Review, the DP3 was developed with a focus on three exclusive key concept pillars: *Regional Integration, Connectivity and Cohesion (Pillar A or RI Pillar), Urban Transport and Mobility (Pillar B or UTM Pillar), and Road Safety (Pillar C or RS Pillar).*

Across the many cycles of SSATP, several common findings come to bear: The Program is truly relevant to all of Africa; it has a strong convening power; and it serves as a platform for decision-makers in Africa to learn from others and exchange experiences. Addressing policy issues which have a long-term effect and empowering its member countries with the tools and the necessary information to make sound decisions pertaining to developing sustainable transport policies are the primary challenges facing the program. Honoring our commitment to member countries remains at the heart of these challenges and requires

the will and necessary funding and resources to implement the proposed changes. SSATP, over time, has remained the most trusted platform to advocate for positive change in Africa's transport sector while also providing the necessary training, tools, and capacity building. The Program has adapted internationally tested good practices to the African context while ensuring that the continent remains "in the driver's seat" of the decision-making process.

While substantial progress has been made, the development of the African transport sector still faces several challenges including accelerating urbanization and climate change. Many of these challenges require comprehensive and sustained responses at the policy level. The Third Development Plan (DP3 - 2015-2021) presented an opportunity for SSATP to focus on strategic priorities where it has a comparative advantage in effectively responding to the challenges facing the African transport sector. Its three pillars embody the greatest SSATP achievements during

the DP3 cycle and provided a sound basis to continue the work moving forward into the DP4 while adjusting to the emerging transport needs that arose during implementation. The DP3 is also the product of learning from experience; for instance, it adjusted its direction from regional integration to economic integration, and from urban transport and mobility to sustainable urban mobility and accessibility.

Despite its small funding envelope, SSATP has managed its resources well, building on partnerships, utilizing development partners' platforms, replicating member successes and experiences, and widely disseminating its knowledge through a strong communications strategy. The SSATP DP3 annual meetings in Marrakesh (2017), Abuja (2018) and Victoria Falls (2019) demonstrated the importance of the transport forum and the power of face-to-face networking to discuss common challenges facing the continent in order to drive the targeted changes in Africa's transport sector. These events brought together many stakeholders around common goals while assessing newly developed technical knowledge and its applicability to Africa, sharing successes and challenges, and working collaboratively to find common solutions. During the COVID-19 lockdown, SSATP quickly adapted to allow for virtual exchange workshops and knowledge dissemination; it organized seven webinars reaching more than 700 participants in total and participated as presenter in several other webinars hosted by partner organizations.

1. DP3 Mandate & Objectives

By facilitating the development of sound transport policies and related capacity building, SSATP has increased awareness among African countries on how safe, reliable, and cost-effective transport systems can lift people out of poverty and improve access to economic opportunities. Over the last three decades, SSATP has developed a reputation as the leading transport policy development forum in Africa, with strong convening and networking powers capable of informing and mobilizing policymakers at the highest levels of government. While SSATP has neither the authority to adopt nor implement recommendations, the Program (specifically under the Third Development Plan - DP3) was highly successful in bringing together key decision-makers and stakeholders and developing networks of specialists (researchers, operators, and consultants) in most transport-related fields in Africa.

The DP3, like its predecessors, was structured around the typical five phases of the policy development cycle: knowledge creation, knowledge dissemination, advocacy, knowledge application, and implementation.

Unlike its predecessors, however, the DP3 directly targeted the decision-makers in Africa who are most capable of driving positive results. This approach contrasts with the DP1, DP2, and earlier development plans when SSATP worked primarily with national coordinators, mostly a network of consultants or former transport officials. During previous plans, SSATP was able to influence policy development only when the national coordinator role was given to an official at the decision-making level; this served as a lesson learned for the DP3 to engage with national decision-makers such as permanent secretaries and not rotating consultants.

Through lessons learned from the DP2 Midterm Review (MTR), the DP3 review has:

- Adopted a results-oriented approach in formulating SSATP activities focused on efficiency, sustainability, and safety.

- Enhanced SSATP's advocacy role to promote the adoption of its policy recommendations through outreach to decision-makers in member countries and building specialized networks.

- Expanded the Program's network bringing to its platform new partnerships and partner organizations such as the Global Road Safety Facility (GRSF), the International Association of Public Transport (UITP), the World Resources Institute (WRI) and several African universities.

- Partnered with academia to foster investments in human capital in the Africa region.

2. Impact of COVID-19

While the DP3 was scheduled for completion in December 2020, the COVID-19 pandemic disrupted the operations of SSATP and delayed the completion of many activities such as fundraising for the DP4 and launching it in early 2021 as planned. Despite the impact of the COVID-19 pandemic, the Program Management Team (PMT) made additional efforts to keep the momentum going with member countries and bring ongoing pillar activities to a successful close. SSATP-EC members agreed to extend the Program for another six months to June 30, 2021 and subsequently to December 31, 2021 due to the COVID-19 pandemic and the resulting uncertainties that delayed the process of securing and mobilizing resources for the DP4. Along with this extension came the need to review DP3 operations considering the pandemic and how SSATP could help address such unexpected, public crises. It was necessary to review not only how the pandemic upended the transport sector, but how the transport sector could help address the impact of the pandemic on the overall economy, access health services, and facilitate the timely and safe movement of vital goods and vaccine distribution.

The Urban Transport and Mobility Pillar (UTM) promptly responded to the COVID-19 crisis. Under a tight deadline, a small team consisting of SSATP and WB experts conducted a study to understand the impacts of COVID-19 on urban mobility in Africa and made recommendations for the sector's recovery. The study shed light on the following:

- The mechanisms that could help reconcile the requirements for physical distancing and mobility restriction with the financial sustainability of public transport operators.

- How Governments can support the post-crisis recovery plans of the public transport sector.

- How changes in mobility influence the future of urban design and transport modal shares.

- Possible solutions to help support countries.

Additionally, SSATP turned the crisis into an opportunity, having partnered with UITP to organize three webinars where participants discussed ways to reform the informal transport sector in light of the COVID-19 pandemic.

The COVID-19 pandemic also provided the opportunity for SSATP to revise the DP4 strategy to factor in how the Program can address pandemics within its three main thematic areas. While SSATP had already completed the preparation of the DP4, SSATP-EC members unanimously agreed that a response to COVID-19 be incorporated as a cross-cutting issue in the DP4 strategy. COVID-19's negative impact on the sector was seen as crucial to assess how the DP4 could contribute to mitigating the impacts and anticipating the future of communicable diseases. Transport and global supply chains were particularly affected, and the SSATP will need to be proactive in identifying transport policies and reforms needed to make African transport systems more resilient. Additionally, transport was considered a contributor to the spread of COVID-19, making it even more urgent to build robust and safe transport systems. Consequently, SSATP revisited its DP4 strategy to address the pandemic as a cross-cutting issue and identify measures to mitigate any risks associated with the spread of the disease. Therefore, there are a set of suggested interventions on digitization and data collection, humanitarian corridors, public transport and urban mobility, and road safety. The DP4 includes a section defining, in general terms, the DP4's position for handling and mitigating the effects of pandemics, introducing policy/knowledge interventions in areas where SSATP has a comparative advantage.

3. Description of the Completion Report

This document outlines the achievements of SSATP's Third Development Plan (DP3), including background and insights into Africa's challenges which justify the plan's strategic orientations. This report is divided into the following sections:

- *Executive Summary.*

- *The Third Development Plan.* This chapter provides information on the history of the DP3 and the context in which it was conceived. It also provides an overview of the most relevant challenges and successes during the five-year cycle and informs the reader about the steps taken in response to the global COVID-19 pandemic.

- *Organizational Structure.* This chapter describes the governance of the Program and how SSATP operates internally.

- *Program Management.* This chapter provides an overview of the most salient activities carried out as part of the Program's operations including the Midterm Review (MTR) which was conducted in 2019.

- *Pillar Focus Areas.* This section provides an in-depth analysis of the activities performed under each pillar and how they have contributed to the achievement of the Program's expected outcomes.

- *Core Activities.* This section includes activities that contribute to the success of the Program but are not directly associated with the key concept pillars that are presented here.

- *Finances.* This chapter provides a rundown of the Program's finances.

- *The Fourth Development Plan.* This section provides a background on the conceptualization of the DP4.

> "*For over 30 years, SSATP has been helping African countries build the underlying and enabling 'invisible infrastructure' of transport policy reforms and capacity building. SSATP has shown it is uniquely positioned to continue leading Africa towards policies that can provide sustainable mobility in the future.*"

> **Makhtar Diop,**
> *Africa Region Vice President, The World Bank, February 3, 2020*
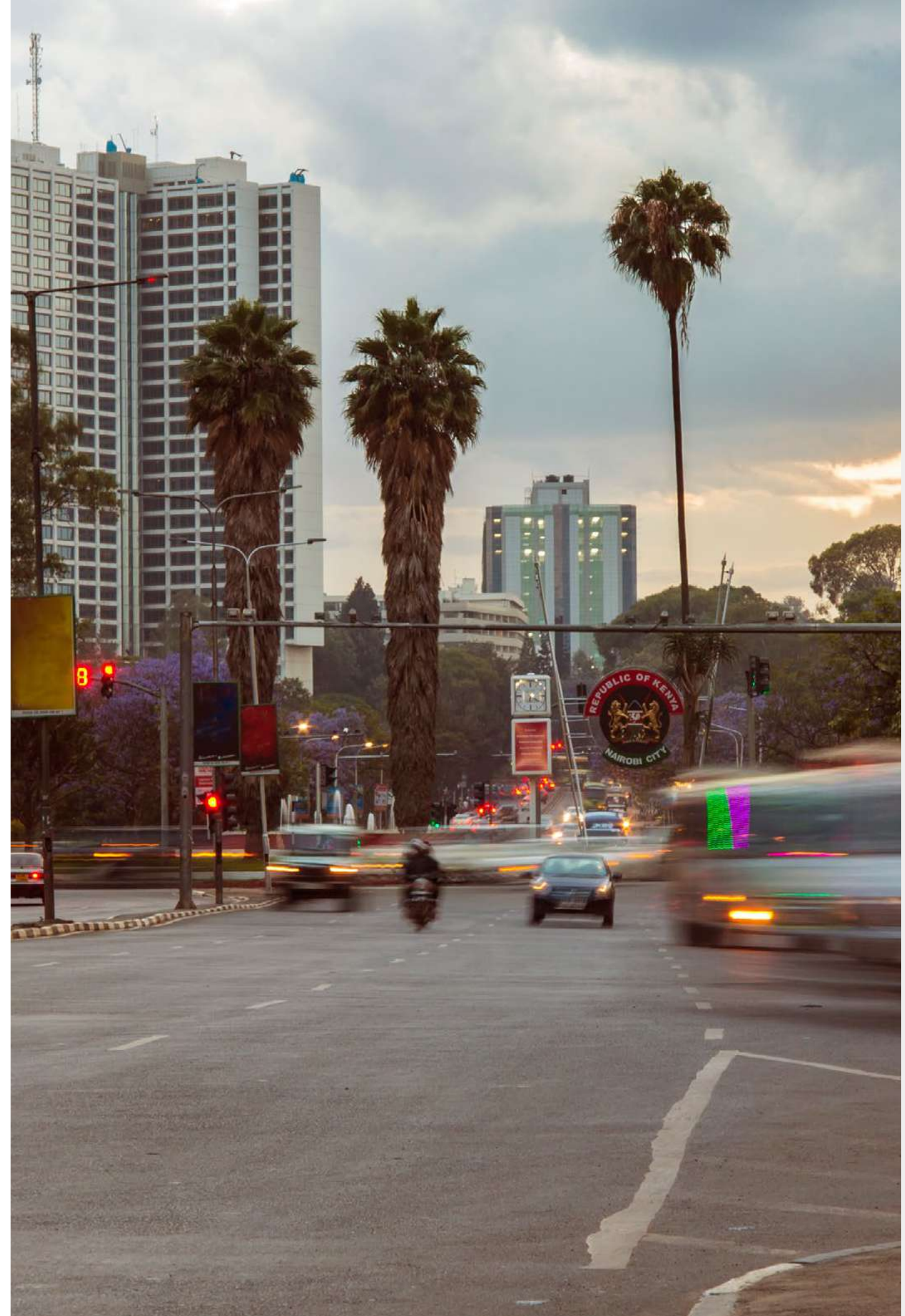
II.

THE THIRD DEVELOPMENT PLAN - DP3

Keeping our values

In 2013, SSATP developed the Third Development Plan (DP3) which was conceived and implemented through multi-year work programs that spanned 2015-2021. The DP3 took into consideration the lessons learned from previous cycles. The main lesson learned from the DP2 was that the Program was spread too thin on a wide range of issues related to the transport sector and needed to focus on where the Program had a demonstrated value-added effect. Through a consultative process mindful of the high synergies between transport, economic growth, and poverty reduction, it was determined that an efficient and well-functioning transport sector still remains key to Africa's general development efforts.

The DP3 is the result of a participatory process which included both top-down and bottom-up approaches. The Program reflected the priority areas and the views of key stakeholders, including national and local governments and the private sector, that were expressed during several stakeholder consultation workshops held in 2012 and 2013. The Program supports the main policy directions and commitments of high-level governmental bodies at the global, continental, and sub-regional levels. These policies are reflected in materials such as the African Union Commission's (AUC) vision document "Agenda 2063: The Africa we want," the MDG's Africa Report of 2012, the African "Road Safety Policy

Framework" approved by the Second African Road Safety Conference in November 2011, and the Program for Infrastructure Development in Africa (PIDA) adopted by the African Ministers of Transport in November 2011.

While designing the DP3, stakeholders came to a consensus that SSATP needed to leverage its comparative advantage and expertise in road safety, regional integration and urban transport and mobility, and build on its successes in the areas of capacity building, advocacy, knowledge, and policy development. The DP3 will empower member countries by developing and disseminating the tools and the know-how for success, but the will for change remains with national decision-makers. Successful implementation remains under the purview of member countries.

Keeping all these factors in mind, the DP3's governance structure was revised to replace the body of national coordinators which existed until the DP2 Midterm Review and consisted mainly of consultants appointed by member countries. The governance structure required that the permanent ministerial secretary responsible for transport be the main SSATP representative of their member country. The DP3 was successful in instituting this change which brought most of the decision-makers in African transport together. In particular,

Through the lens of African people who are most directly impacted, the DP3 identified the following main transport challenges to be addressed:

PILLAR A:
REGIONAL INTEGRATION, CONNECTIVITY, AND COHESION (RI)

Poor connectivity hampering regional trade. Economic integration and cohesion are important for trade and economic growth, but cross-border commerce in Africa suffers from long delays and cumbersome procedures, transport market restrictions, and a lack of security for transport users. As a result, intra-regional and international transport is costly, uncertain, and slow, thereby hindering trade. Corridor improvement has often been implemented without considering the link with national and rural networks. This restricts trade and does not benefit producers of products destined for international and regional markets, thereby limiting the potential for economic growth.

PILLAR B:
URBAN TRANSPORT AND MOBILITY (UTM)

Increasingly congested cities with poor urban planning. Over 50 percent of Africa's population will live in cities by 2030. Severe traffic congestion is already prevalent, making it difficult for the poor to access employment. Increased motorization due to rapid economic growth is expected to exacerbate congestion with harmful consequences for the environment, personal health, and the overall economy. Recent studies of 16 cities in six African countries show outdoor air pollution levels are above the safe thresholds of the World Health Organization (WHO). Urban planning also suffers from uncoordinated land-use and transport planning, inadequate policy frameworks and weak capacity. If nothing is done to improve coordination between land-use and transport, cities may be trapped in long-term patterns of poor land use and industrial models.

PILLAR C:
ROAD SAFETY (RS)

High rate of road fatalities. Africa's road safety performance has deteriorated to a point where it is becoming a major obstacle to Africa's competitiveness and development. Inadequate road safety standards impact the most vulnerable road users and the poor. Despite the continent's low motorization rate, Africa has the worst road safety performance in the world. More than 300,000 people lose their lives to traffic accidents every year. Projections estimate that unless radical actions are taken, road accidents will increase by 68 percent by 2030.

SSATP earned a reputation as a unique convening and networking power which leverages a great deal of respect among the transport community in Africa. It has become a powerful instrument to reach and inform policymakers as recognized by the AUC, among others.

Recognizing the value-added support that SSATP brings, the DP3's areas of interventions were identified to address the major challenges affecting these three pillars. Among stakeholders, there was a broad consensus that weak technical, institutional, and financial capacities and poor governance are interlinked and present some of the biggest challenges that Africa's transport sector is facing. Limited capacity affects the performance of the sector and poor governance translates into serious shortcomings ranging from weak leadership to outright corruption.

Figure 2. Policy Priority Areas for Pillars A, B, and C

Pillar A:
Integration, Connectivity and Cohesion

Cluster A1:
Corridor Development Policy and Strategy

Cluster A2:
Institutional Capacity Building

Cluster A3:
Logistics

Pillar B:
Urban Transport Mobility

Cluster B1:
Knowledge and Awareness Building

Cluster B2:
Transport Policies

Pillar C:
Road Safety

Cluster C1:
Attainment of UN Decade of Action and Africa Plan of Action

Cluster C2:
Promotion of Effective Policy and Strategy

Cluster C3:
Integration of Road Safety Policies

Cluster C4:
Stimulation of Good Practice

Source: Original figure for this publication.

RECOGNIZING FINANCING AND DEVELOPMENT PARTNERS

SSATP owes its strength to its faithful community of financing and development partners who coalesced around the importance of sound transport policies for sustaining donors' financed projects in the continent. The World Bank, as the trustee, host and administrator of the Program, which is currently financed by the European Commission, the State Secretariat for Economic Affairs of Switzerland, the Agence Française de Développement, and the African Development Bank, is grateful to the many donors who have contributed in the past and supported the Program in its various cycles.

During the DP3, the Program succeeded in aligning itself with the continent's priority agenda by working hand in hand with the AUC. Cognizant of SSATP's vital role in the support of Africa's momentous transport policy achievements, the AUC joined the SSATP board during the DP3 based on the recommendation of the DP2 Midterm Review. In 2017, the AUC was formally invited to chair the SSATP-Executive Committee (SSATP-EC) which had previously been chaired by a representative from UNECA since the start of the DP3. In his first statement to accompany the submission of the 2018 Annual Report, the SSATP Chair said, "Nevertheless, much more needs to be done to strengthen and ensure the effective implementation of the right transport policies and strategies for Africa. It is with this goal in mind that the AUC partnered with SSATP to support the implementation of its DP3, which is well aligned to the key objectives of the African Union's Agenda 2063, popularly known as 'The Africa We Want.'" The Chair added, "AUC has come to recognize SSATP as one of its policy partners, encompassing the entire transport sector which will help unlock investments in infrastructure projects under AUC's Programme for Infrastructure Development in Africa (PIDA)."

In the DP3's last annual report, the Chair recognized the achievements of the Program by saying, "I have firsthand experience of SSATP's influence and power to advance transport policy reforms in Africa. Serving as the reference body for transport policies in the continent during the Third Development Plan (DP3) strategy cycle (2015-2020), SSATP has come to be recognized as the de facto transport policy arm of the AUC. Not only does it offer a unique platform for networking and sharing knowledge and experiences between countries, but the Program also leverages its unique convening power to sensitize policymakers and advocate for policy reform at the highest levels."

OBJECTIVES

The specific goals of the DP3 were to:

- Promote effective policy and strategy formulation and implementation for corridor development at country and regional levels.

- Develop capacity among institutions for inclusive policy dialogue on regional integration.

- Foster knowledge, awareness, development, adoption, and implementation of comprehensive policies for urban mobility.

- Ensure that cities and metropolitan areas have the understanding, mandate and capabilities to develop, adopt, and implement effective and appropriate urban transport policies.

- Enable regional institutions to inspire countries to achieve the road safety goals of the United Nations Decade of Action and Africa Plan of Action 2011-2020.

- Stimulate good practice in road safety management (Pillar one of the United Nations Decade of Action) by promoting systematic implementation of the Africa Plan of Action.

1. Summary of challenges and successes during the DP3 five-year cycle

The DP3 was launched in mid-2015 with a small skeleton staff comprising the program manager, a program assistant, a program administrator, and a part-time road safety pillar leader. They proceeded to complete the DP2 and at the same time prepared the launch of the DP3, which included recruiting a new program management team.

2016 was a year of challenges with the renewal of the program management team, the reallocation of program assets to Africa in June 2016, and the preparation of the work program and the necessary terms of reference for the expected activities. Delays in the recruitment and launch of the program were inherent parts of the process. Financing partners had their own funding cycles and processes which did not allow for starting recruitment without first signing the administration agreements between the financing partners and the World Bank and securing the necessary funding.

The year 2017 was an intense time on all fronts as the SSATP team accelerated the implementation of activities under each pillar. Four major tasks and achievements characterized the reporting period:

■ The first Annual General Meeting (AGM) under the DP3 was held in Marrakech, Morocco, in February 2017.

■ The strategic results framework was revised, and the program closing date was extended to December 31, 2019 to account for the slow start.

■ A communications consultant developed a comprehensive communications strategy.

■ The first batch of the sustainable urban mobility study, based on the EASI framework, was launched in the capital cities of Côte d'Ivoire, Ethiopia, Ghana, Guinea, Kenya, Nigeria, Rwanda, and Senegal.

In addition to the strong effort put into the implementation of ongoing activities, the program management team continued to strengthen ownership of the Program among its African stakeholders and pushed the frontiers of partnerships one step further.

During 2018, the SSATP team adopted effective strategies based on the key building blocks of partnership, ownership, and sustainability to guide interventions, a move that triggered remarkable progress across program activities. Under its three thematic pillars, the Program undertook major activities to ensure the achievement of the DP3's expected outcomes. The five major achievements that characterized the reporting period included:

■ The second AGM held in Abuja, Nigeria on July 2-6, 2018.

■ The launch of the first-ever Africa Road Safety Leadership Training Program in Dakar, Senegal.

■ The first African Road Safety Forum in partnership with the Government of Morocco.

■ The organization of the Transit and Facilitation Workshop for West and Central Africa.

■ The organization of high-level forums on sustainable urban mobility and accessibility policies in eight pilot countries in partnership with key national and urban decision-makers.

The 2019 calendar year brought to bear the fruits of the DP3's main activities pertaining to regional integration, urban mobility, and road safety while marking the beginning of a collaborative effort to define SSATP's next strategy cycle. It demonstrated success in stakeholder engagement and a large outreach campaign to the many communities involved in the African transport sector. In 2019, for example, the Midterm Review (MTR) was conducted, lessons were learned, and
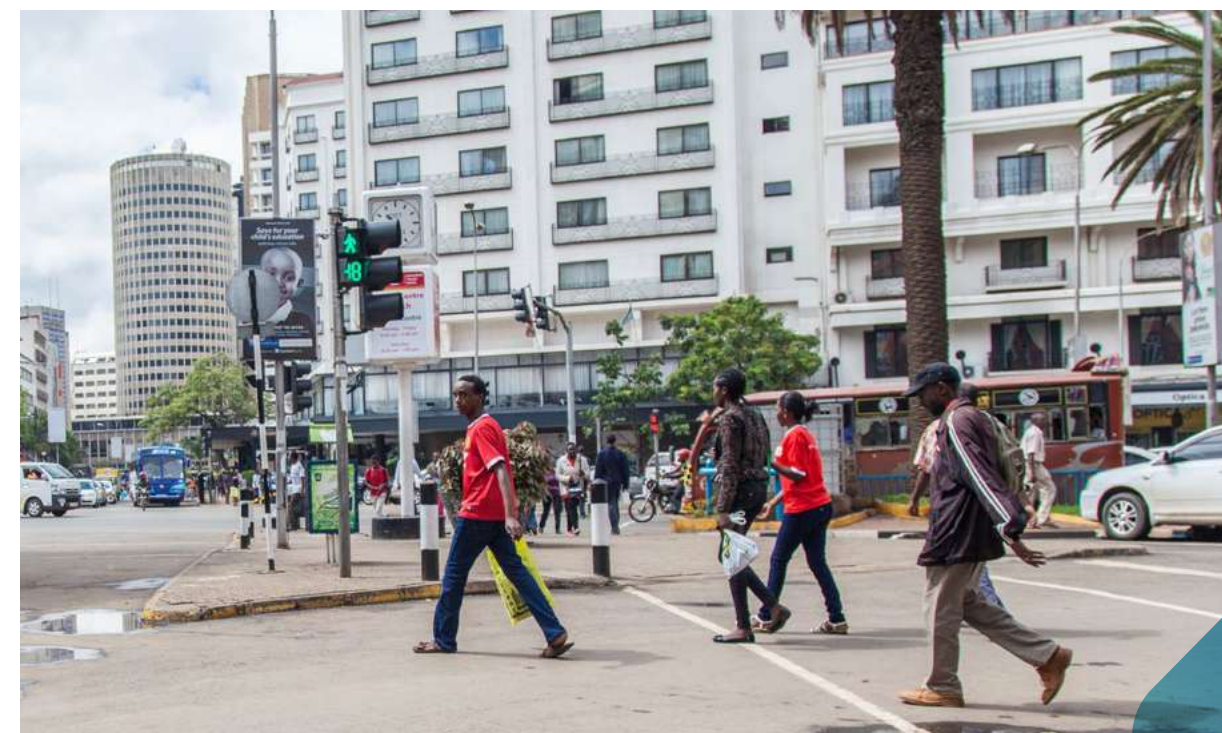
a path to the future of the Program was drawn. It was a uniquely productive year of stakeholder engagement and outreach as well. The concept note of the new Fourth Development Plan (DP4) was prepared using a consultative process and approved to move forward with the development of the next cycle's strategy. 2019 concluded with a highly successful AGM held in Victoria Falls, Zimbabwe. While most program activities were finalized or about to be finalized, the DP3 was extended to December 2020 to allow enough time to prepare the DP4, fundraise, and finalize the remaining DP3 activities.

Unfortunately, 2020 brought an unexpected pandemic which paralyzed the world. The year provided a time to reflect, however, on the future, the importance of digitalization, and the urgent need for robust, safe, and sustainable transport systems. This time, though, the world needed to develop a resilient transport system capable of responding to emergencies, including natural disasters and public health threats. A draft DP4 strategy was developed and further adjusted to factor in the impact of the COVID-19 pandemic on the transport sector. Consequently, a revision of the DP4 strategic direction was re-assessed and the role the DP4 could play in addressing emerging health needs. A DP4 operational framework was developed to provide further

insight into how best to manage the Program and handle the coordination and outreach gaps identified in the DP3's MTR while building on its five guiding principles of ownership, inclusiveness, accountability, transparency, and objectivity.

With new challenges came new opportunities. During 2020, SSATP took advantage of pandemic-related disruptions to further enhance its DP4 strategy, develop new knowledge products, and organize a series of webinars to strengthen capacity building, disseminate new knowledge, validate findings, and foster new partnerships and collaborations. Great care was taken to promote the knowledge developed across its spectrum of stakeholders, reaching hundreds of participants who attended the organized webinars. For example, in coordination with UITP, SSATP organized three webinars during which a panel of experts discussed ways to reform the informal transport sector. Each of these webinars were attended by approximately 55-75 participants.

Because of shifting priorities resulting from the pandemic, fundraising for the DP4 was delayed. To ensure continuity, the DP3 was further extended to December 2021 with limited resources. During the year, SSATP focused its efforts on finalizing activities and closing out the implementation of the work program, which included publishing and

translating reports, and organizing dissemination webinars. The level of activity under the Regional Integration (RI) Pillar was minimal as the work program was already completed and most outputs were delivered. The Urban Transport and Mobility (UTM) and Road Safety (RS) pillars ramped up their capacity building and dissemination activities, finalizing knowledge products and studies and disseminating their main findings through online workshops and webinars. Parallel discussions were also held to secure financing from donors for the upcoming DP4 and to define how the transition to the new cycle would operate.

While many challenges still lie ahead due to setbacks caused by the pandemic, SSATP has positioned itself to respond rapidly to crises and address the new challenges facing the transport sector. The pandemic was an eye opener on how fragile the transport system can be and the impact it can have on human health and safety. Without strong and robust transport policies supported by a safe and secure system, the transport sector could falter and have serious repercussions on the global economy, as seen with the current disruptions affecting global logistics and supply chains.

HIGHLIGHTED SUCCESSES.

SSATP has been a valuable instrument for African member countries and beyond. The Program is responsible not only for promoting sound transport policies, but it also offers African countries the opportunity to address common challenges involving institutional arrangements, informal transport sector reforms, digitalization, road safety management, and other pressing issues. During the implementation of the DP3, SSATP encountered numerous challenges but was able to harness the support of its network of stakeholders to drive reforms that will ultimately contribute to the provision of safe, efficient and sustainable transport for the people of Africa.

Organization of Annual General Meetings (Marrakech, Abuja, and Victoria Falls). During the DP3, three AGMs were organized:

■ *The first AGM was hosted by the Kingdom of Morocco in Marrakech on February 20-24, 2017.* Over 150 people from 30 countries participated. Participants included high-level officials (eight ministers, four permanent secretaries, 15 senior directors, and 20 senior executives), two continental institutions (AUC and UNECA), seven regional economic communities, 10 international or regional private organizations, and eight international financing institutions and development partners. In addition, the strong presence from the World Bank included three practice managers and the country director for Morocco. During the meeting, the team introduced participants to the DP3 and its work program. Discussions were held around the results framework and the growing transport concerns under each pillar.

■ *The second AGM was hosted by the Federal Republic of Nigeria in Abuja on July 2-6, 2018.* The AGM was attended by over 270 participants from 36-member countries. Participants included high-level officials (10 ministers, six permanent secretaries, more than 30 senior directors, and senior executives), representatives of the three continental institutions (AUC, AfDB, and UNECA), six regional economic communities, 10 international or regional private organizations, six international financial institutions, development partners, transport associations, academia, and the media. In fact, the 2018 AGM was the most heavily attended event since the SSATP's inception. The four days of events allowed participants to learn from others and draw lessons for the continent and beyond. The event bolstered SSATP's efforts to achieve sustainability through outreach and the dissemination of knowledge and lessons learned from best practices and experiences.

■ *The last DP3 AGM was hosted by the Republic of Zimbabwe in Victoria Falls on November 25-29, 2019.* This AGM was attended by over 230 participants from 36-member countries. Participants included high-level officials (six ministers and deputy ministers, six permanent secretaries, 28 senior directors and executives), representatives of the three continental institutions (AUC, AfDB, and UNECA), four regional economic communities, 22 international and sub-regional organizations, six international financial institutions, development partners, transport associations, academia, and media. The event started with a specialized technical session and pillar-dedicated group discussions. The team also took this opportunity to reflect on the past years of implementing the DP3 and lessons learned that culminated in the approval of the DP4 concept note.

Investing in Human Capital - Partnering with African universities and internship programs. SSATP, in association with the World Bank, the World Conference on Transport Research Society (WCTRS) and the World Research Institute (WRI), took the lead in establishing a research network of African universities. A memorandum of understanding (MoU) was signed with the University of Nairobi, the University of Dar es Salam, the University of Johannesburg, the University of Dakar, and the *Institut National Polytechnique de Yamoussoukro* (INP-HB). The partnership later expanded to include Addis Ababa University (AAU), Kwame Nkrumah University of Science and Technology (KNUST) and the *École Nationale Supérieure des Travaux Publics* (ENSTP) from Cameroon. All the parties involved agreed to collaborate on research activities (joint research, exchange, and training programs) in the African transport sector to further develop the research potential of African universities and strengthen institutional capacity at the continental level. This cooperative agreement offers the unique opportunity for creating, developing, and centralizing transport research on the African continent.

Pillar A: Regional Integration, Connectivity and Cohesion (RI). One of the main achievements under Pillar A is the preparation of a Truck Monitoring System (TMS). The primary objective of this activity was to develop a web-based corridor performance monitoring system (CPMS) that would provide reports and indicators measuring border-crossing times and route trucking times for several corridors in eastern and southern Africa. This activity was launched in November 2016, and a consulting firm served as the technical IT data provider shortly after. In February 2017, the pilot version of the TMS was released online, and a live demo was presented during the SSATP AGM. The TMS has been live and reporting on corridor performance since February 2017. An online dashboard covers 42 border posts, with additional layers of disaggregation into subzones and 50 separate routes. More routes are under consideration pending discussion with the stakeholders from eastern and southern Africa. The development of the TMS was achieved through SSATP's ongoing engagement with partners from the Regional Economic Communities' Transport Coordination Committee (REC-TCC).

Pillar B: Urban Transport and Mobility (UTM). Key flagship studies on informal bus sector reforms, fiscal and commercial assessment tools for Bus Rapid Transit (BRT) projects, and digitalization and bus fare collection systems were completed, published and disseminated through well attended webinars. Abidjan established an urban transport authority (*Agence de Gestion des Transports Urbains, AGETU*) in the early 2000s, but the entity was closed in 2011 because of the unclear separation of mandates with existing institutions, in particular the Directorate General of Land Transportation. Over the DP3 period, SSATP supported the Government of Côte d' Ivoire (GoCI) by preparing a position paper on the creation of a new urban transport authority; the paper and its recommendations were reviewed and discussed during a national forum which informed the establishment of the new urban transport authority, formally known as the Grand Abidjan Mobilité. The GoCI prepared the legal documents (with a clear mandate and responsibilities) and the organizational chart of the new entity based on SSATP recommendations. The responsibilities and functions of the authority are now clearly defined and assigned. The managing director of the authority is now appointed, and the authority is being operationalized with financing from a World Bank project.

Pillar C: Road Safety (RS). The flagship achievement of Pillar C is the creation of the African Road Safety Observatory (ARSO). In collaboration with the AUC, AfDB and UNECA, SSATP facilitated discussions and provided guidance on the effective establishment of the ARSO as a specialized agency of the African Union in line with the requirements of the African Road Safety Charter. In 2019, ARSO was adopted at the continental level; this was a crucial milestone. With the AUC's Department of Infrastructure and Energy and South Africa's Road Traffic Management Corporation (RTMC), SSATP co-organized the First Annual General Assembly (AGA) meeting held in Durban, South Africa from June 27-28, 2019, which formally launched the regional observatory.

III.

ORGANIZATIONAL STRUCTURE

Delivering quality services

During the DP3, the governance structure of SSATP was revised to provide a comprehensive, institutional framework designed to foster the core values of the Program – ownership, partnership and sustainability. The institutional framework was included in the statutes to ensure a high level of engagement in program activities among all SSATP funding partners and member countries.

The governance structure was comprised of the following parties:

- The General Assembly is a consultative body that endorses the SSATP DP3 mandate, provides strategic direction, and approves the work program of SSATP. It convenes during the AGM attended by all stakeholders involved in policy formulation and strategy development for transport in Africa.

- The SSATP-Executive Committee (SSATP-EC) is comprised of representatives of the financing and development partners, member countries, the private sector, and Regional Economic Communities (RECs). The committee is the interface between the political and technical constituencies of SSATP and is responsible for overseeing the implementation of the Program. It performs executive and advisory functions, providing guidance to the SSATP management team.

- *The SSATP management team is responsible for managing the day-to-day operations and implementation of SSATP program activities.* It works in consultation with three thematic groups, one for each DP3 pillar. The thematic groups are composed of transport experts from member countries.

The statutes of the DP3 also included setting up an independent panel of experts that would provide advice to the SSATP-EC. However, setting up such a group would have been costly and cumbersome. For these reasons, the constitution of the independent panel of experts was discarded during the early stages of the DP3.

Figure 3. DP3 SSATP Organigram
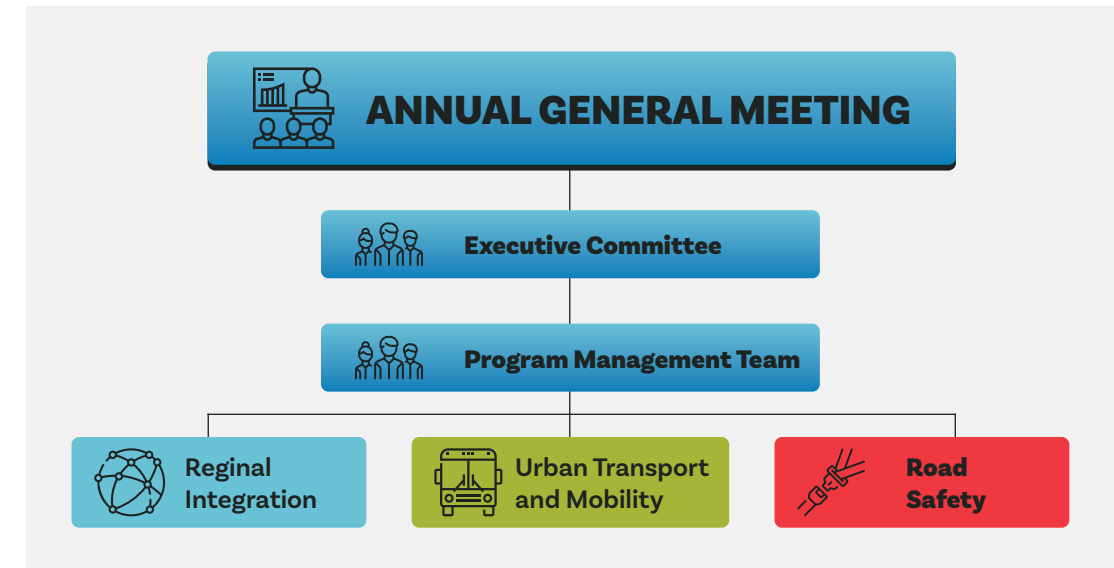
1. Membership

In 2008, 35 African countries were members of SSATP. During the DP2 (2008-2014), five new countries (Comoros, Morocco, Sierra Leone, South Sudan, and Tunisia) became members. While conceptualizing the DP3, SSATP reached out to countries in North Africa including Morocco and Tunisia. These countries joined towards the end of the DP2 in an effort to launch the DP3 as a fully continental Program. Accordingly, the Program changed its name from Sub-Saharan Africa Transport Policy Program in DP2 to the Africa Transport Policy Program in DP3. The Program kept its trademark name of SSATP, however, to capture its history and keep the entrusted brand which was recognized by all its member countries and beyond. During the DP3, two countries joined the partnership: Mauritania in 2017 and Djibouti in 2019.

Figure 4. Historical Membership Levels of Development Plans

Box1. SSATP-Executive Committee Structure
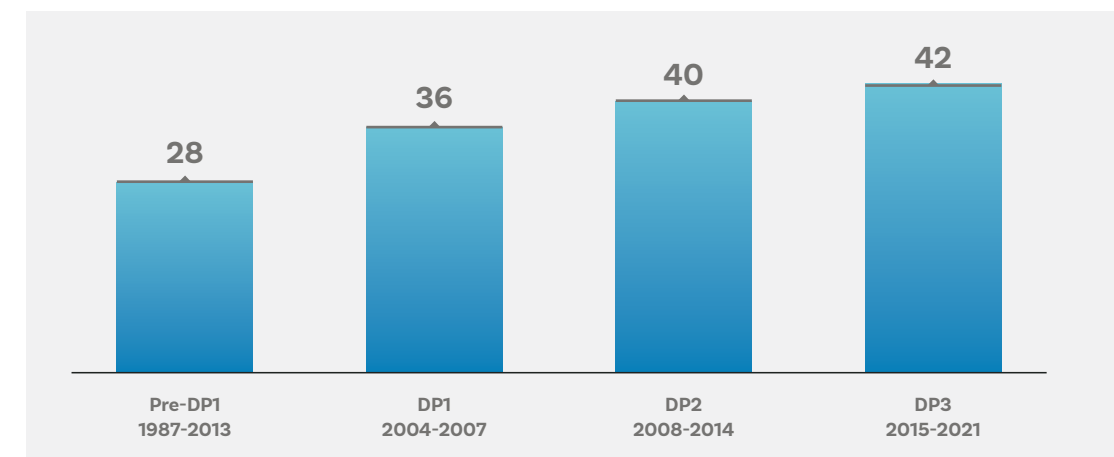
2. The General Assembly

During the DP3, the General Assembly was designed as a consultative body that uses participatory approach to endorse, among other things, development plans, work programs, and annual reports. The General Assembly is comprised of the following:

- Member countries, represented at the transport permanent secretary level
- African Union Commission
- United Nations Economic Commission for Africa
- Regional Economic Communities
- Contributing development partners
- Private sector entities representing the two transport associations in Africa

By statute, the decisions of the General Assembly are made by a majority vote of the members present. During the DP3, all decisions were taken by consensus. Based on the Program statues, the General Assembly is meant to convene once a year; however, from 2016 to 2021, the General Assembly met three times coinciding with the three annual general meetings because of budgetary constraints and efficiency purposes. It can also meet when convened by the SSATP-EC or if the chair of the General Assembly receives a request from one-fourth of the member countries.

3. The SSATP-Executive Committee

SSATP is administered by the World Bank which oversees the implementation of the work program, appoints members of the Program Management Team (PMT), and manages its resources. SSATP is overseen by two governance bodies, the SSATP-EC, and the General Assembly. The PMT reports to the SSATP-EC which in turn reports to the General Assembly and its stakeholders. The SSATP-EC is responsible for overseeing the performance of the PMT in implementing the Program. It also has the executive and advisory functions of reporting to the General Assembly. The decisions of the SSATP-EC may be determined by a majority vote of members present or represented at the meeting.

According to SSATP statutes, the SSATP-EC meets at least twice a year or at any time if a member so desires. During the DP3 period, the SSATP-EC convened a total of eight times. Three of the meetings followed the General Assembly meetings of 2017, 2018 and 2019 in Marrakesh, Abidjan, and Victoria Falls, respectively. Another one followed the celebration of the Midterm Review (MTR) validation workshop in Abidjan, Côte d'Ivoire in 2019. Four other meetings were held virtually.

THE COMMITTEE CONSISTS OF THE FOLLOWING:

a. A representative of the African Union Commission
b. A representative of the United Nations Economic Commission for Africa at the level of director in charge of transport
c. Representatives from the regional economic communities
d. Two country representatives, one of whom shall be from the past host country of the General Assembly and the next host country
e. A representative from the World Bank
f. A representative of the contributing development partners
g. A representative from the African Development Bank
h. Two representatives from the private sector
i. The member secretary (referred to as the "program manager")
j. The trust fund administrator at the World Bank

**THE RESPONSIBILITIES OF THE SSATP-EC
ARE BROAD AND ALLOW THEM TO:**

a. Enunciate the broad vision and objectives of the SSATP and the intended results.
b. Approve the development plans, annual work plans, and budgets (including any Midterm revisions) prepared by the PMT.
c. Approve the operational manual of the Third Development Plan.
d. Oversee the implementation of the SSATP on the basis of the development plan document, the work plan, the operational manual, and the annual work programs.
e. Review annual reports and other outputs produced by the PMT.
f. Report to the General Assembly on the activities of the committee and achievements of the SSATP during the past year including evaluation of achievements by independent panel of experts.
g. Mobilize external resources to implement the SSATP.
h. Maintain liaison with the transport ministers of African countries.
i. Maintain liaison and coordinate with their constituencies.
j. Endorse the communication and stakeholder engagement strategy.
k. Provide guidance to the PMT, as needed, to implement the work plans.
l. Comply with the code of conduct, provide a declaration of interests form upon taking office, and update the information as required.

4. Program Management Team

The day-to-day operations of the SSATP are managed by a small Program Management Team (PMT) led by the Program Manager (PM). The program management team consists of six full-time staff, a program manager, a program assistant, three pillar leaders, a communications officer, and a part-time program administrator. PMT staff reports to the World Bank and follows the World Bank hiring and staff rules since the World Bank administers the SSATP and is responsible for the program oversight and overall performance of the program. The team operates in accordance with World Bank procedures and the administration agreements with the four program donors, EC, SECO, AFD and AfDB who entrust the World Bank with managing program resources. The PMT is responsible for preparing the annual work program and results framework based on a consultative process that involves the participation of key SSATP stakeholders represented in the General Assembly and SSATP-EC. The complete DP3 results framework is attached as Annex 2.

The PMT consolidates the outcomes of the consultation process; prioritizes activities based on the written demands of RECs, member countries and/or cities; identifies champions and partner organizations to implement activities and take over after their completion.

When selecting program activities, the PMT makes decisions based on the following five guiding principles:

■ *African Ownership.* Strong ownership of SSATP's activities and products by African institutions involved in transport development shall be promoted through effective membership representation in the governance framework of SSATP. When working at the national level, SSATP requires that Ministers of Transport submit an official request and expression of intent outlining that the pilot activity will lead to follow-up and policy implementation, demonstrated in some instances by the preparation of projects on the ground.

■ *Inclusiveness.* Representation of all key stakeholders in the institutional framework of SSATP will help to provide a voice for everyone and reduce vested interests in the decision-making process. Stakeholders are represented in the SSATP-EC through a combination of permanent, rotating and observer status. All stakeholders of SSATP at the decision-making level are invited to attend the SSATP annual meetings; they are also invited to training workshops and events at no cost to member countries.

■ *Accountability.* Clear lines of reporting and responsibilities are established for both internal operations and SSATP's external engagement with constituencies and stakeholders. Accountability is also demonstrated through the program management team's reporting line to the SSATP-EC which subsequently reports to the AGM.

■ *Transparency.* Documentation on SSATP development plans, the decision-making process, annual reports, and policy research papers are available to all stakeholders. Transparency will be maintained at all times except in cases where the confidentiality is mandated by SSATP statutes. For example, midterm reviews are conducted by an independent consultant and its findings inform the design and implementation of development plans. Decisions on the Program's direction and activities are made using a consultative process.

■ *Objectivity.* All decisions taken by SSATP management will be based on high-quality information and objectively verified facts including the demonstrated commitment from member countries to adopt the Program's recommendations.

Figure 5. DP3 SSATP Program Management Team
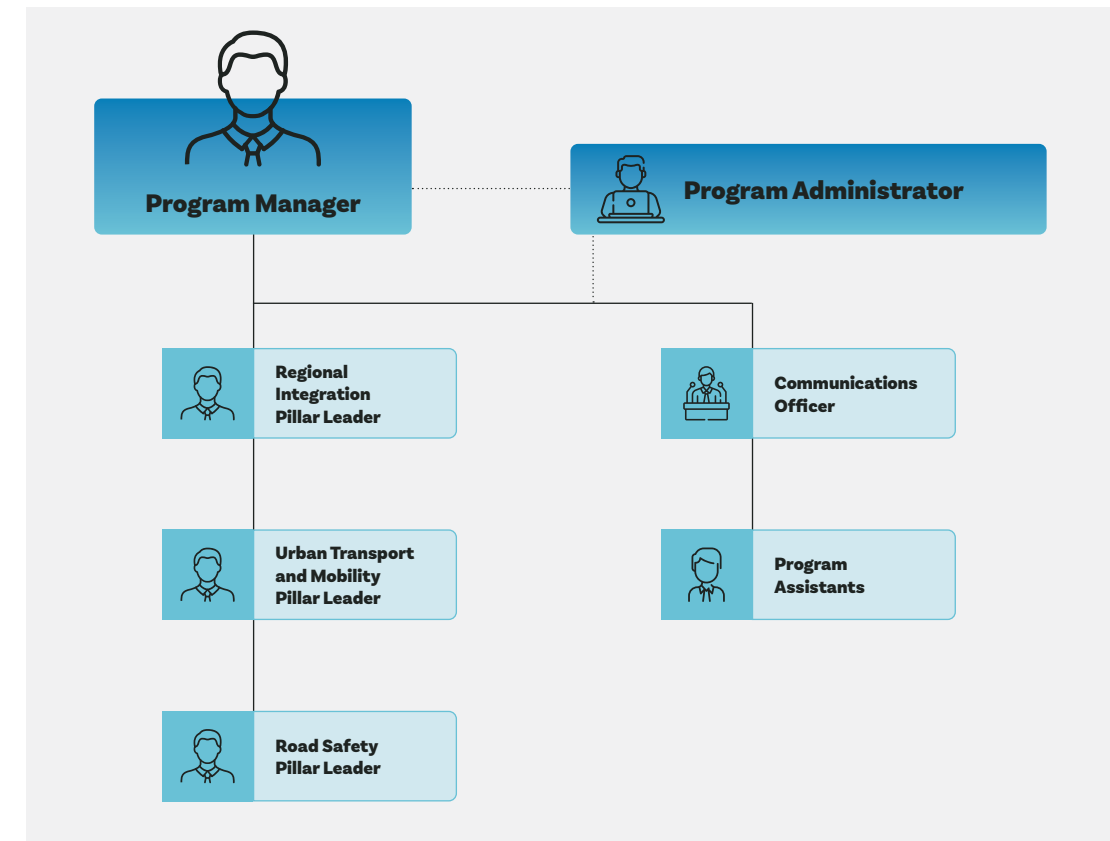
Source: Original figure for this publication.

Figure 6. SSATP Operating Model
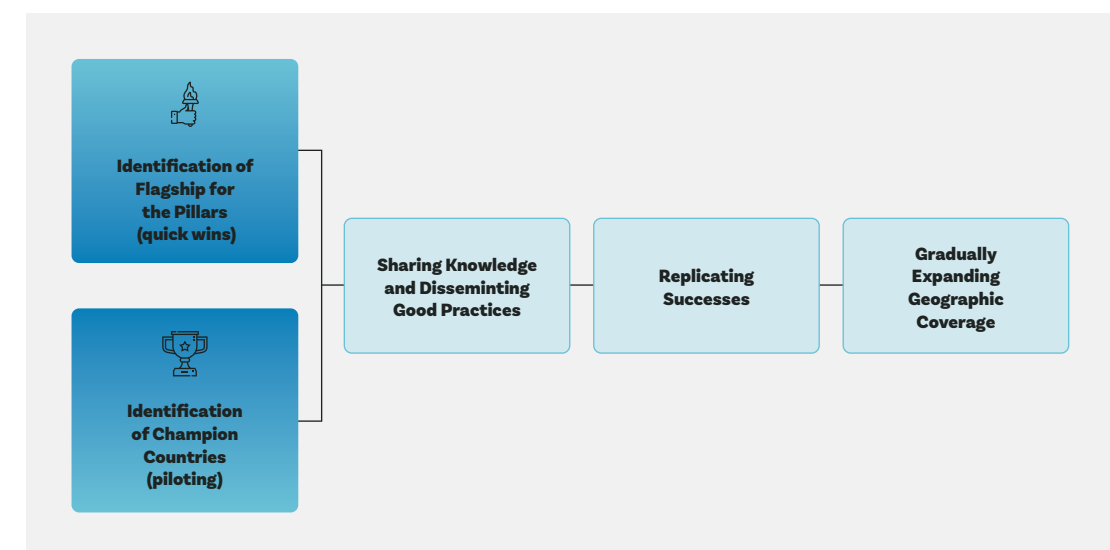
Source: Original figure for this publication.

5. Policy Development Cycle

To ensure the implementation and sustainability of its policy recommendations, SSATP cultivates strong partnerships with key stakeholders at the national, regional, and global levels. The work of SSATP follows the policy development cycle which consists of the following stages:

- Knowledge creation through assessments and case studies
- Dissemination of knowledge and best practices
- Translating knowledge into practice
- Review of capacity building needs and related support
- Advocacy to raise awareness of key transport issues and mobilize support for implementing remedial policy reforms

To achieve its objectives, SSATP employs the following activities:

- Implements development plans which define the Program's objectives, outcome indicators, and budgets associated with the pillar activities.
- Develops research studies and publications and organizes conferences and training workshops.
- Disseminates information and raises awareness of transport policies.
- Serves as an advisor or facilitator to transport policy development.
- Coordinates initiatives and sponsors links between institutions in Africa and elsewhere.
- Sets up thematic working groups comprising of representatives from member countries to be involved in all stages of the SSATP product development and in advocacy roles.

Figure 7. Five Phases of the Policy Development Cycle

Activities, projects, programs

Case studies guidelines, policy notes, technical papers, policy papers, impact

Experiences, sharing good practices, technical group discussions and workshops

Pilot projects, training programs

Missions, technical study tours, high-level panels, conferences and policy dialogues

CREATION OF KNOWLEDGE

KNOWLEDGE DISSEMINATION

IMPLEMENTATION

ADVOCACY

KNOWLEDGE APPLICATION
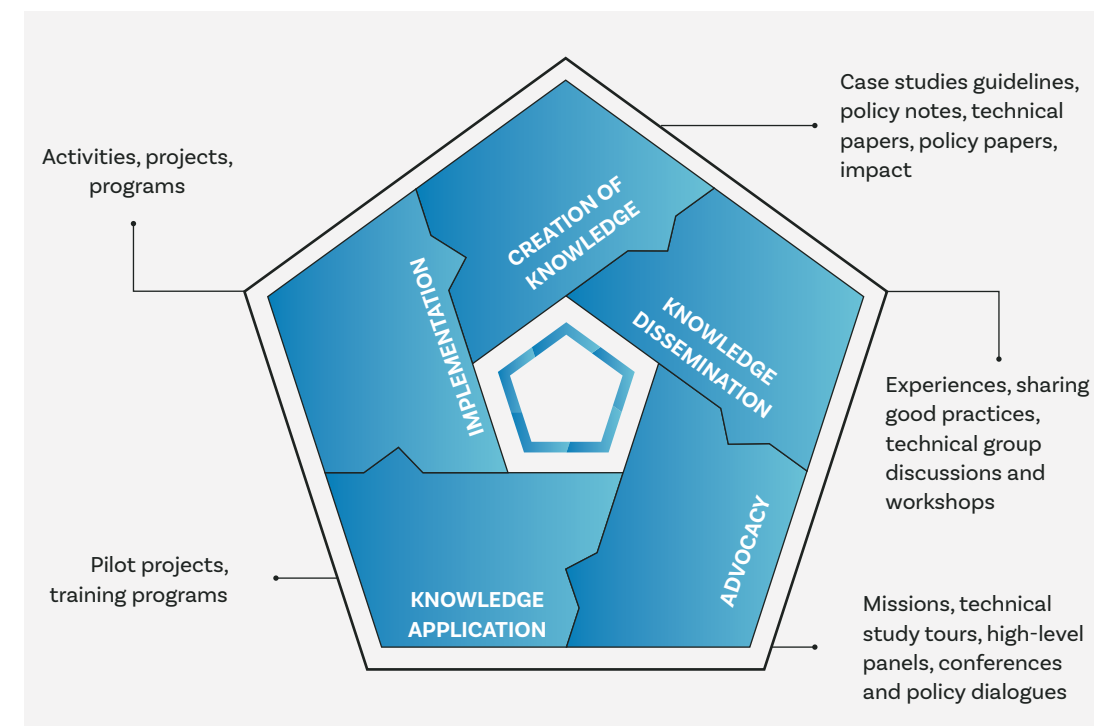
Source: Original figure for this publication.

"The improved leadership development in road traffic administration and safety management in Nigeria is due in large measure to the guidance provided by SSATP through its systematic road safety leadership approach in Africa."

Dr. Boboye Olayemi Oyeyemi,
Corps Marshal, Federal Road Safety Corps

IV.

PROGRAM MANAGEMENT

Empowering ownership and enhancing partnership

1. Program Management Team (PMT) Activities

In managing the DP3, the PMT engaged in various activities with partners while focusing on its guiding *(and most challenging)* principle of promoting ownership.

Since 2016, SSATP management initiated a series of outreach initiatives not only to connect with member countries and partners of the Program, including donors, but also to emphasize the demand-driven nature of the Program. The team recognized that a sense of ownership by member countries and early buy-in from development partners and other international organizations involved in projects would help drive the application of knowledge during the eventual implementation process. The consensus building process within the community of Program partners at the inception phase was instrumental in ensuring the downstream implementation of SSATP-generated knowledge.

Introducing the SSATP team. In early September 2016, the program manager visited Morocco and European-based donors (AFD, EU and SECO) at their respective offices (Paris, Brussels, and Bern). Between October and November 2016, the pillar leaders and the program manager visited the following member countries: Burkina Faso, Côte d'Ivoire, Kenya, Ethiopia, and Senegal. They met with the transport minister in each of the countries to introduce the team, the DP3, and convey a formal invitation to the SSATP Annual General Meeting. In Abidjan, the team organized a half-day working session with the African Development Bank, which is also a financier of the Program.

Photo 1. H.E. Said Nouh Hassan, Secretary General of the Ministry of Equipment and Transport, Republic of Djibouti

Reviving AUC collaboration. Perhaps one of the most successful outreach activities was reviving a collaboration between SSATP and AUC. The DP3 strategic directions were well aligned with the goals of AUC's development agenda. As a result, SSATP received the full support of the AUC and in 2017, it officially joined the Program and accepted the offer to chair SSATP's Executive Committee in 2018.

Advocating for new memberships. As part of the effort to extend the Program's reach on the African continent, the team-initiated discussions with South Africa, Mauritania, and Djibouti. Both Mauritania and Djibouti subsequently joined SSATP while efforts to secure South Africa as a member did not come to fruition. However, this effort resulted in increased awareness of the Program within South Africa's Ministry of Transport and among other transport stakeholders as demonstrated by their increased interest in joining SSATP's LinkedIn community of practice.

Collaboration with African universities. To better anchor the Program's knowledge to the local context, the team consulted with the African academia. These efforts included meetings with the University of Nairobi (coordinating a network of East African universities) to develop a Memorandum of Understanding (MoU) fostering long-term collaboration with the aim of enhancing SSATP capacity building programs and knowledge-based research and studies. This initiative ultimately promoted the SSATP DP3 amongst other transport stakeholders and explored avenues for partnership and synergies for developing tailor-made training programs on sustainable transport management in the region. If successful, this will be replicated in other regions (western, central and northern Africa). An internship program was created and today SSATP has partnered with several universities in Africa.

Fostering additional partnerships and fundraising. The team also laid a solid groundwork for DP3 implementation and SSATP core principles by building partnerships with institutions working on initiatives with similar goals such as the International Association for Public Transport (UITP) and the Global Road Safety Facility (GRSF). Following concerns that SSATP objectives overlapped with similar initiatives from other donors, the team reviewed existing ones that covered activities under the pillars to avoid duplication and ensure consistency and proper coordination. An Excel-based compilation of the various initiatives outlined synergies and documented similar programs in the sector such as the African Corridor Management

Alliance (ACMA) for regional integration, Safer Africa for road safety, and Sustainable Transport (SUSTRAN) for urban mobility. The tool was posted on the SSATP website, and the PMT suggested that all stakeholders do the same on their respective websites for greater visibility.

While the PMT made efforts to extend the community of partners, some did not materialize. For instance, the team reached out to the Islamic Development Bank (IsDB) to join SSATP in order to harmonize donor interventions in Africa's transport sector. Discussions with the Arab Bank for Economic Development in Africa (BADEA), the OPEC Fund for International Development (OFID), and the Korean Green Fund were initiated but did not prosper. In parallel, the World Bank management team met with several Chinese banks (Exim bank, Asian Infrastructure Bank, and others) and laid the groundwork for further discussions with China to explore their potential interest in joining the program. Follow up on these initiatives was fruitless. Looking ahead, high-level officials from the World Bank and the AUC made a formal request to current donors to remain committed and contribute to the funding of the next cycle.

Also, in late 2017, SSATP explored ways to join the Technical and Scientific Committee of Mobilize Your City (MYC). Subsequently, another meeting between the teams was held in October 2020. It was agreed that both teams would work on having more in-depth analysis of the knowledge created and explore areas of collaboration to complement each other's activities and avoid duplication. Despite these efforts, these partnership opportunities were not realized. The PMT will continue to pursue additional partnerships during the DP4.

Linkage with World Bank global solution groups and practice groups. The Transport Department of the World Bank was restructured in 2015 to promote knowledge dissemination and solutions. Consequently, Global Solutions Groups (GSGs) were created to ensure that staff and beneficiary countries have access to the most up-to-date global knowledge. Three of these groups coincide with the priority pillars of the SSATP DP3. Given that SSATP is hosted by the World Bank, the institutional arrangement allowed it to access the GSG's global knowledge and expertise while adapting it to the African context. This access, combined with SSATP's 30 years of engagement in Africa, has ultimately enriched its policy formulation and strategy development. It has also been particularly important for mainstreaming

cross-cutting issues such as climate change, transport related gender issues, and the social impact of transport policy reforms.

Echoing African concerns during the Transforming Transportation event. Through its active collaboration with the World Bank Transport Global Practice and GSGs, SSATP was able to participate in global transport forums. The forum exposed the Program to emerging transport challenges in the world, which allowed it to adapt good practices to the African continent context. Jointly organized by the World Bank and the World Resources Institute (WRI), "*Transforming Transportation (TT)*" is one of the biggest transport events in the world, taking place in Washington, DC. In January 2017, SSATP wanted to make sure that Africa's perspective was captured in the event and was offered the chance to organize and chair a session on "*Transforming Urban Mobility in Africa.*" The objective of the session was to take stock of where Africa stands on urban transport policies and discuss the development of an integrated and sustainable urban transport and mobility management approach. In the 2018 TT event, SSATP also took advantage of the opportunity to request a booth in the atrium to showcase SSATP's work and products. The event raised SSATP's profile and visibility. Additionally, during the 2019 TT Forum, the managing directors of *Ecole Nationale des Ponts et Chaussées* (ENPC) and *Institut National Polytechnique Felix Houphouët-Boigny* (INP-HB), together with the World Bank's Vice President for the Infrastructure Practice Group, signed an agreement to set-up a master's degree program in Côte d'Ivoire under the leadership of SSATP. This was an initiative supported and financed by WB through the Greater Abidjan Port-City Integration Project. The objective of this initiative was to address the human capital development agenda and support long-term capacity-building programs in Côte d'Ivoire.

Supporting new initiatives: African Corridor Management Association (ACMA). With the objective of fostering a deep-rooted dialogue on a new corridor management approach, the SSATP team organized a REC-TCC meeting in Abidjan and took advantage of the opportunity to support the launch of the ACMA.

Collaborating with regional bodies: African Road Maintenance Funds Association (ARMFA). During the SSATP visit to ARMFA's Secretariat in Addis Ababa, the Chair expressed his intention to collaborate on the inclusion of road safety provisions in the development of road maintenance policies. This was viewed as an opportunity to mainstream road safety into the maintenance and asset management strategies of African member countries.

Partnering with new initiatives: Safer Africa. SSATP provided guidance to the winning consortium for the EU Horizon 2020 call for proposals specifically focused on road safety in Africa. The resulting Safer Africa program provided a dialogue platform between Africa and Europe focused on road safety and traffic management issues. SSATP leveraged this opportunity to sensitize African road safety stakeholders on the African Road Safety Action Plan and the African Road Safety Charter. SSATP invited Safer Africa to participate in its data workshops, enabling the organization to engage with African countries in the establishment of an Africa-wide road safety observatory.

Sustainability through dissemination, outreach, and replicability. Considering SSATP's limited resources, learning from experience and disseminating good practices to promote replicability were key to ensuring its sustainability. SSATP used strategic criteria to select activities that could serve as good practices for advocating at a high policy level. The potential for easy replicability in other countries was a guiding principle in the selection of priority activities under the three pillars. In 2018, as a result of the recruitment of a new communications officer, a new and comprehensive communications and stakeholder engagement strategy was developed to maximize program outreach and advocacy through various on and offline channels.

2. SSATP-Executive Committee Activities

The SSATP-EC met twice before the launch of the DP3 in Washington, D.C. The first time they met was on September 4, 2015 followed by a retreat on January 12-13, 2016. During the meetings, participants agreed on the operational structure for the way forward with a focus on building the SSATP team and providing a deep dive into upcoming pillar activities. As soon as recruited, SSATP's Program Manager carried out two missions to visit donors, keep them abreast of SSATP's progress, and discuss opportunities for collaboration. The first mission in September 2016 included discussions with AFD in Paris, the EU Commission in Brussels, and SECO in Bern while the second mission in October 2016 included discussions with AfDB in Abidjan, and the AUC and UNECA in Addis Ababa. During these meetings, the partners acknowledged that the three thematic areas of the DP3 were well-aligned with Agenda 2063 adopted by the AUC.

Table 1. Date and Location of SSATP Executive Committee (SSATP-EC) Meetings

DATE	MEETING	LOCATION
September 4, 2015	Meeting	Washington, D.C.
January 12-13, 2016	Retreat	Washington, D.C.
August 31-September 10, 2016	Mission to EU Donors	Paris, Brussels, Bern
October 15-November 05, 2016	Mission to African Donors	Abidjan, Addis Ababa
February 23, 2017	Meeting	Marrakesh
June 22, 2017	Meeting	Virtual
January 31, 2018	Meeting	Virtual
July 06, 2018	Meeting	Abuja
February 15, 2019	Meeting	Abidjan
November 04, 2019	Meeting	Victoria Falls
November 29, 2019	Meeting	Virtual
April 30, 2020	Meeting	Virtual

Source: Original table for this publication.

During the first half of the DP3, Mr. Stephen Karingi served as both the chairperson of the SSATP-EC and the representative of UNECA. Following the recommendation of the DP2 MTR, however, the SSATP-EC determined that the AUC representative should chair the SSATP-EC. Due to its seat at the Africa Ministers of Transport Forum, the AUC would help the SSATP agenda reach the next level.

The SSATP-EC Chair agreed to continue to head the committee for one more year until the AUC representative developed an in-depth knowledge of the Program, its mandate, and procedures. Mr. Cheikh Bedda, Director of Infrastructure and Energy at the African Union Commission, took the gavel as Karingi's successor as Chair of the SSATP-EC in 2018.

DP3 Multi-Donor Trust Fund timeline, extensions, and closing date. The DP3 Multi-Donor Trust Fund (MDTF) was first established with a five-year implementation period from 2014-2018, with December 31, 2018 as the end disbursement date of the administration agreement. Because of delays in securing financing from its major donor, an extension of the final disbursement date of the MDTF was requested. The slow start of the DP3 was partly due to the longer than anticipated transition between the new team and its predecessor. During the June 2017 meeting, the SSATP-EC endorsed the extension of the DP3 closing date to December 31, 2019. The MDTF was later extended to December 31, 2020 to allow for the completion of the proposed activities as recommended by the DP3 MTR. Due to the COVID-19 pandemic and anticipated delays in securing and mobilizing resources for the DP4, the MDTF was extended by another year on two separate occasions (in June 2020 and January 2021) to ensure a smooth transition from the DP3 to the DP4.

DP3 closing and staff downsizing. As a result of the extension of the DP3 and its funding gap, the World Bank representative in the SSATP-EC and the program manager reported that the contracts of the SSATP Pillar A and Pillar B leaders could not go beyond December 2019. The MDTF was unable to sustain their salaries for another year as the activities under these pillars were nearing completion. During the last two years of the DP3 extension, the World Bank put in place interim arrangements to cover the transition and make sure ongoing activities were completed. Following this decision, two World Bank staffers were designated as acting pillar leaders to work on a part-time basis to complete the remaining pillar activities and assist in the preparation of the DP4.

Update of the Results Framework. The SSATP-EC noticed that the original results framework was overly ambitious compared to the actual funding envelope of the Program and concluded that an assessment should be carried out considering the available funds. The SSATP-EC recommended not waiting for the MTR to adjust the Results Framework; the revised versions were completed in 2017 and published in 2018.

Program communications. The challenges of a multi-stakeholder, continent-wide program compelled the SSATP-EC to request an enhanced communications and stakeholder engagement effort to increase general awareness of – and political and financial support for – SSATP activities. Following this request, a new Communications Officer joined the SSATP team in January 2019. More information on the communications strategy and the activities performed during the DP3 can be found in the core activities section of this report.

Conceptualization of the Fourth Development Plan. As part of the process of closing the DP3 and starting to conceptualize the DP4, the team prepared a series of documents for discussion with donors and stakeholders. Guided by the recommendations of the DP3 MTR report discussed in Abidjan, SSATP prepared the DP4 Concept Note and presented the key principles guiding the DP4 concept design. The DP3 MTR concluded that the three pillars remain fully relevant and should continue as priorities for the DP4. While the DP4 Concept Note confirms the need to continue and sustain the objectives and achievements of the DP3, it also recommends additional focus on the following key areas, among others:

- Mitigating and adapting to climate change.
- Enhancing the adoption of new technologies and digital solutions.
- Improving inclusion and access to transport services for vulnerable groups.
- Developing Africa's human capital.
- Ensuring resilient road asset management.
- Responding to the COVID-19 pandemic and future health crisis.

The draft concept note was discussed during the 2019 AGM in Victoria Falls, Zimbabwe and finally endorsed by the General Assembly. Once the concept note was approved by the General Assembly, the team prepared the two main documents guiding the DP4's orientation, scope, and operationalization: the DP4 Strategy Document and the DP4 Operational Framework. These two documents incorporated the contributions from the SSATP-EC and the lessons learned and recommendations from the DP3. Both documents were finalized and successfully endorsed by the SSATP-EC in April 2020.

3. DP3 Midterm Review

As per the administration agreement with its donors, SSATP is mandated to conduct an independent Midterm Review (MTR) to ensure that activities are on track to achieving the Program's development plan objectives. First and foremost, the MTR assessed the progress of activities under each DP3 pillar and the likelihood of supporting SSATP's development objectives. It also provided recommendations to further engage member countries in the policy making process. Moreover, the MTR assessed the performance of the Program's implementation model and governance structure before recommending additional policy directions to consider for the DP4.

Accordingly, the program administrator responsible for the MTR in compliance with the SSATP administration agreement hired and oversaw the work of WS Atkins, an independent evaluation firm that utilized a participatory approach to stakeholder consultations. The views of 75 stakeholders from 56 institutions were considered in the review. In particular, the MTR evaluated the following:

- Design of the results framework
- Performance related to program implementation
- Performance related to agree upon targets and results
- Performance related to governance and the Program's guiding principles
- Operational structure and resources
- Impact of the Program

In this context, the MTR's findings and recommendations subsequently influenced the Program's ongoing activities and future direction. The DP3's MTR confirmed the continued relevance, impact and usefulness of SSATP. Under each pillar of the DP3, SSATP sponsored relevant research and knowledge creation, promoted knowledge sharing and dissemination through reports, publications, and conferences, and provided a high-level advocacy platform for addressing Africa's most pressing transport issues. Furthermore, the Program undertook a robust capacity development agenda through
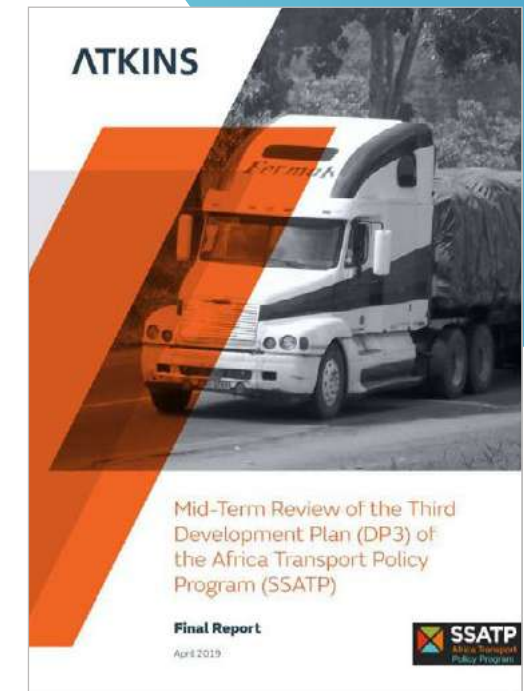
Photo 2. Cover page of the SSATP DP3 MTR Report

training and institutional strengthening activities. Lastly, the MTR was a trusted resource for the African Union Commission (AUC), regional economic communities (RECs) and African member countries validating SSATP's crucial role in facilitating transport policy development, coordinating initiatives, and sponsoring links between global and African institutions.

On February 14, 2019, a workshop to validate the draft MTR report, review its main findings, and gather additional stakeholder feedback was held at the World Bank office in Abidjan, Côte d'Ivoire. All SSATP financing partners and high-level representatives of 13 African member countries and the RECs' Transport Coordination Committee (REC-TCC) attended the workshop along with the program management team and WS Atkins consultants.

Completed in May 2019, the final MTR report strongly reaffirmed the relevance of the Program, recognized the DP3's overall achievements, and emphasized key lessons learned to consider incorporating in the design of the DP4. The main findings of the report are as follows:

- **Program design and results framework.** The Program is selective and well-structured. The three pillars are responsive to Africa's transport challenges, aligned with the AUC Agenda 2063 and the UN's Sustainable Development Goals (SDGs). The results framework is comprehensive although some targets are too ambitious given the resources. For the future, the Program needs to focus on "doables" and intermediate outcomes. The new DP4 cycle should be planned for five-year periods and not three-year periods. The reporting mechanism to the AUC for institutional high-level governance requires improvement.

- **Implementation progress with respect to the results framework.** Pillar A (regional integration) was fully on track. Pillar C (road safety) was on schedule pending completion of the guidelines by the end of the year and was likely to achieve its intermediate goals by end of the DP3. But Pillar B (urban transport and mobility) was running behind schedule and was unlikely to achieve its outcomes. The report recommends focusing on things that are possible to achieve as far as the intermediate outcomes and concentrating efforts on select countries.

- **Applicability and replicability.** The question of how to cover more countries was raised, especially in Central Africa where engagement is limited. The involvement must go beyond

traditional approaches through enhanced communication efforts that leverage new technologies to disseminate knowledge and guidelines to help countries leapfrog goals and ensure replicability.

- **Impact of the Program.** There was consensus on the special qualities of SSATP to share experience and knowledge. The consultants recognized the unique convening power of the Program and its standing as the AUC's transport policy arm. More emphasis is needed on advocacy and communications to enhance SSATP's impact.

- **Conclusions and recommendations.** A strong communications strategy is key to fostering knowledge sharing, improving advocacy, raising SSATP visibility, and increasing awareness, not just in traditional countries but where SSATP does not currently have a presence. The Program was advised to focus on a feasible plan of action to achieve results and start talks on the design of the DP4 to ensure a smooth transition from the DP3. SSATP was also recognized for its high-level vision, yet its limited financial resources are hindering the Program's impact.

- **Areas for improvement.** SSATP should explore new activity areas such as private sector involvement, aviation policies, road asset management, new technologies and digital transformation, and gender issues in transport. The Program should also consider further decentralization in the field. An option might involve recreating the concept of hubs, either in Dakar or Abidjan. Finally, there exists strong demand for more financial and human resources for SSATP, but increased partner support and cooperation are also needed.

The MTR noted the absence of a donor coordination committee and the lack of coordination among the donors. One of the roles of SSATP-EC is to mobilize high-level coordination, increase political commitment, and generate momentum to achieve its objectives. Donor coordination should be included among these roles, but it is not reflected in the functions of the SSATP-EC. The validation workshop suggested that the SSATP-EC was performing this role already, but not all donors confirmed this view. As a result, it became apparent that a donor coordination committee would have a major impact in facilitating the Program's objectives. It was recommended that the committee should be formed by representatives from all the donors currently participating in the DP3, the role of the Chair should be rotated between the donors every year, and the role of the committee should be to coordinate SSATP's work among the participating and non-participating donors.

SSATP took these recommendations seriously and included the creation of the Development Partners Coordination Group (DPCG) into the DP4 Operational Strategy with the goal of anchoring SSATP's work in donor operations. This group can also play a potentially vital role in expanding the donor reach of SSATP. To enhance coordination around key advocacy initiatives, facilitate the dissemination and uptake of key SSATP knowledge products, and improve coordination with development partner's transport initiatives in Africa, it was proposed that the DPCG include high-level representatives from the development partner community designated by members of the SSATP-EC and its communication officers. The DPCG's main responsibility is to reach out to its counterparts and clients in the field and encourage them to advocate for SSATP's main recommendations while providing guidance on operationalizing the knowledge at their respective project implementation level. This will enable SSATP policy recommendations to be utilized by donors' operational units. It also gives donor staff the chance to be involved in SSATP policy development and implementation in addition to sharing their experience in harmonizing their collective efforts.

In accordance with the MTR recommendation to allow enough time to complete the few remaining DP3 activities of the Urban Mobility Pillar and prepare the next development plan (DP4), the SSATP-EC approved a one-year extension of the DP3's closing date from December 31, 2019 to December 31, 2020.

> "*FIA, together with the International Transport Forum (ITF) and the World Bank, committed to build a network of regional road safety observatories around the world to help assist countries in developing solid and efficient road safety practices backed up with solid analytics.... SSATP became the key partner to the Observatories' initiative in Africa.*"

> **Dr. Maria Segui-Gomez,**
> *Special Advisor for Road Safety, Fédération Internationale de l'Automobile (FIA)*

V.
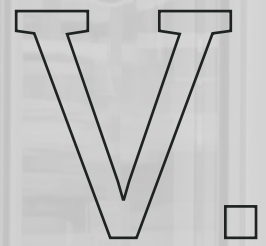
PILLAR FOCUS AREAS

The path toward safe and sustainable transport systems

1. PILLAR A: Regional Integration, Connectivity, and Cohesion (RI)

Woefully inefficient transport logistics chains hamper the pace of integration of African countries. The poor performance and associated inefficiencies are caused not only by the lack of adequate infrastructure, but also by poor governance, a non-conducive institutional and regulatory environment, and weak institutional capacity at both the policy formulation and implementation levels. The main problems include the following: cumbersome, lengthy customs and administrative procedures; numerous barriers along the corridors; and the relatively high transport and logistics costs associated with poor quality of service. Accelerating the pace of integration between economies at the regional and continental levels is necessary for the continent to overcome the challenges posed by its small-scale fragmented economies.

The approach of the integration, connectivity, and cohesion pillar (Pillar A or RI Pillar) links the entire chain of rural, national, and regional networks and their respective geographical economic impacts. The paradigm shift has moved from just

facilitating the transit of international imports and exports along the regional corridors to promoting the economic development of areas affected by the corridors. Indeed, corridor development considers the movement of goods that are produced locally to facilitate their trade at the country and regional levels, increase food security, and provide local producers with new jobs and business opportunities. This approach to trade corridors provides comprehensive connectivity among international, national, and rural networks. It is also a more holistic approach to corridor development and may be extended further to encompass the economic development of areas in the corridor zone of influence.

Importance of trade corridor development. Developing trade corridors is part of the regional integration agenda of the African Union, which seeks to establish a continental free trade area (CFTA) to foster economic development through trade growth, particularly intra-Africa trade. Utilizing a combination of measures, the Action Plan for Boosting Intra-Africa Trade (BIAT)

addresses the numerous constraints that restrict the growth of such trade. These measures relate to three broad themes: trade policies, trade facilitation, and trade competitiveness.

In their November 2011 Luanda Declaration, African transport ministers gave top priority to the Africa Infrastructure Development Program (PIDA), which is the single most important program for interregional and continental integration. Indeed, PIDA helps interconnect transport networks, especially those serving landlocked and island countries, in supporting the territorial, economic, and social cohesion of Africa while bolstering its global competitiveness. The Luanda Declaration emphasizes the need to accelerate the facilitation of interstate transport, and calls for harmonizing legislation, simplifying transit procedures, removing nonphysical barriers, and improving the efficiency and safety of transport operations. These measures are complemented with a commitment to strengthening and, where necessary, putting in place institutions responsible for facilitating the management of safety and security in the transport sector. Finally, the declaration fosters the use of Information and Communications Technology (ICT) and other technologies in the development of transport infrastructure and operations.

Key objectives of Pillar A. The purpose of Pillar A is to accelerate the regional integration of African countries through better connectivity, improved cohesion, and the provision of competitive and efficient logistics services that help achieve the overall development objectives of the DP3 such as achieving continental free trade. Under Pillar A,

SSATP executes the activities in close cooperation with the RECs' Transport Coordination Committee (REC-TCC). The REC-TCC is a forum for exchanging experiences and good practices and coordinating programs and activities. It is comprised of regional institutions involved in trade facilitation programs in Africa such as RECs, corridor management institutions, regional trade and logistics industry organizations, and development partners. Through the REC-TCC, SSATP plays an advocacy role in promoting policy changes and harmonization at the continental, regional, and country levels and a monitoring role in their successful implementation. The focus on inclusive policy dialogue emphasizes corridor management as a broad concept consistent with the objectives of the integration, connectivity, and cohesion pillar.

The short-term work program identified for Pillar A is demand-driven and reflects the needs of stakeholders who commit themselves to supporting the activity during its entire development cycle. Clear identification of a committed stakeholder at the regional or national level is a determining factor in the successful implementation of the activity and its capacity to yield measurable results. At the REC-TCC meeting held in December 2015 in Nairobi, a list of activities arising from the demands of its stakeholders constituted the short-term action plan. As a result, concept notes drafted by the team were further discussed, adopted, and eventually scheduled for implementation in 2016/2017. Selection of the activities was based not only on their relevance to the Pillar A strategic outcomes, but also on areas in which SSATP has a comparative advantage.

Results framework, its updates, and the influence of the DP3 MTR. The three objectives of this pillar as determined by the results framework include the following:
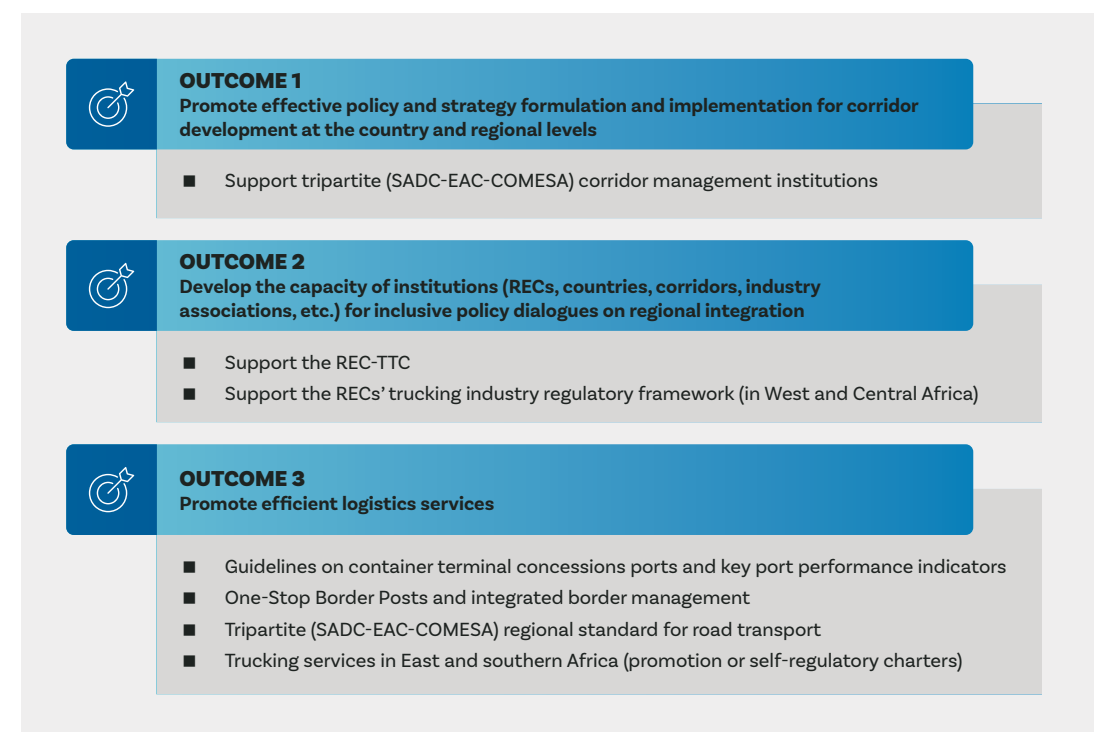
- Promote effective policy and strategy formulation and implementation for corridor development at country and regional levels.
- Develop capacity among institutions (RECs, countries, corridors, industry associations, etc.) for inclusive policy dialogue on regional integration.
- Promote efficient logistics services.

The main outcomes of these objectives are summarized in Figure 8 and analyzed thoroughly with a range of specific activities later in this section.

Pillar A Intermediate Outcomes (RI IO). The next layer in the results framework includes the intermediate outcomes, which are expected to be achieved prior to meeting the pillar objectives. These intermediate outcomes are included in Box 2.

The MTR found that all the above objectives are understood and accepted by beneficiaries. They were well aligned with the priorities of beneficiaries, donors, and implementing partners. The first objective was well accepted. It was anchored around Agenda 2063, the operational level of the African Continental Free Trade Area, and the Program for Infrastructure Development in Africa (PIDA). The comparative advantage of SSATP was its focus on data combined with proper policy dialogue to promote better regional integration and strategy formulation.

Figure 8. Pillar A Short-term Work Program and Outcomes 1-3

OUTCOME 1
Promote effective policy and strategy formulation and implementation for corridor development at the country and regional levels

- Support tripartite (SADC-EAC-COMESA) corridor management institutions

OUTCOME 2
Develop the capacity of institutions (RECs, countries, corridors, industry associations, etc.) for inclusive policy dialogues on regional integration

- Support the REC-TTC
- Support the RECs' trucking industry regulatory framework (in West and Central Africa)

OUTCOME 3
Promote efficient logistics services

- Guidelines on container terminal concessions ports and key port performance indicators
- One-Stop Border Posts and integrated border management
- Tripartite (SADC-EAC-COMESA) regional standard for road transport
- Trucking services in East and southern Africa (promotion or self-regulatory charters)

Source: SSATP

The MTR found that all the intermediate outcomes for this pillar are generally clear and measurable. The first objective and its associated intermediate outcomes (RI IO 1.1 and RI IO 1.2) are aligned with the continental agenda of the AUC. The intermediate outcomes (RI IO 2.1 and RI IO 2.2) under the second objectives would benefit from better clarity so that the indicator regarding 'corridor monitoring' can be measured. The indicator for RI IO 2.2, however, did not have any means of measuring the success of the REC-TCC meetings; there was a need for follow-up monitoring for the RF to be effective.

At the output level, the focus was on what member states have mandated the REC and Corridor Management Institutions (CMIs) to produce. Moreover, this objective was aligned with the priorities of donors.

The MTR also called for linkages among objectives, outcomes, and outputs to be strengthened and honed. The key conclusions for the MTR included the following:

- Overall, the objectives and associated indicators for the RI pillar were relevant. Consideration should be given to achieving the objective for promoting efficient logistics services. The associated corridor and logistics components such as direction (import/export), type of carriage, and the cost estimate were to be defined at an early stage of the task. The indicator could be redefined using the Logistic Performance Index (LPI).
- The intermediate outcomes were achievable, but it would take a longer time than the DP3 program cycle.
- RI IO 2.1 would benefit from providing a better description so that it can be measured clearly. The recommendation was to change the description to "capacity building to ensure the institutions: 1) have a medium-term budget in place (sustainable); and 2) have a clear mandate and authority to mobilize all stakeholders as members (inclusive)."
- The indicator of RI IO 3.1 was not relevant to the intermediate outcome. The indicator should be defined in the following manner: "With the direct or indirect support from SSATP, at least one country should set a regulatory framework for at least one of these services: Trucking services, terminal services, terminal operators, inland waterways, control agencies or single windows."
- The activity 'Promote efficient logistics services' was at risk because there was neither a total logistics cost study nor a baseline planned for any of the corridors.
- Due to the increased involvement of the aviation sector in regional trade, SSATP missed the opportunity to include this sector in DP3.

The results framework was subsequently modified, and both the original and updated versions can be found in Annex II. Below are the major outcomes, goals, and activities that correspond with Pillar A.

Box 2.
Pillar A Intermediate Outcomes

RI IO 1.1
Achieve consensus on the strategic orientations for integrated corridor development.

RI IO 1.2
Achieve consensus on strategic orientations for performance-based corridor development plans.

RI IO 2.1
Agree upon capacity building measures to ensure that institutions are sustainable, inclusive, and have adequate monitoring and diagnostic tools.

RI IO 2.2
Agree upon continental framework for putting cooperation in place through the REC-TCC

RI IO 3.1
Put in place a regulatory framework per type of logistical service for trucking services, terminal operators, inland waterways, control agencies (customs), and single windows.

PILLAR A (RI) OUTCOME 1

Promotion of effective policy and strategy formulation and implementation for corridor development at the country and regional level

This goal was to be achieved through consensus on the strategic orientations for integrated corridor development and performance-based corridor management. The need for consensus building on the strategic orientations of a performance-based corridor development plan was in line with the extensive work carried out under DP2. The results clearly demonstrated the importance of countries located alongside corridors and their respective corridor management institutions that establish the appropriate monitoring and evaluation tools used to assess the situations in any specific corridor and identify adequate strategies for addressing them. This approach also enabled parties to measure corridor performance and understand the causes of poor performance in corridors, thereby providing the foundation for adopting relevant policies and taking the necessary steps to improve corridor performance.

Accelerating and improving economic integration and cohesion is critical to address the fragmentation of the continent into small-scale economies. This will boost economic growth through facilitation of trade and tourism, improve transport services, mobility, and accessibility, and facilitate integration of Africa with the global market. For developing countries, and especially landlocked countries, globalization and the unprecedented increase in international trade provide major economic opportunities. Efficient and well-developed supply chains and logistics are prerequisites for making countries more competitive and the efficient functioning of international transport and trade.

Corridors provide a spatial framework to organize cooperation and collaboration for economic development between different countries and public and private sector agencies. Most corridors in Africa have been developed to facilitate the transit of goods and passengers between corridor countries while focusing on transport infrastructure and services and the removal of tariffs and non-tariff barriers. However, corridors also play a greater economic role by linking economic opportunities within and between the corridor countries, influencing industrial and urban growth along the corridor. Similarly, rural areas depend on the performance of corridors to export their products. For these reasons, several countries in the world have developed an integrated approach to scale up the benefits from corridors.

Corridor performance is a measure of the quality of a corridor's infrastructure logistics services and institutions. Good corridor performance is measured by the strategic plans of regional economic communities in Africa, good international practices in terms of legal and regulatory frameworks, as well as institutional arrangements which support select regional economic communities in developing strategies for corridor development.

PILLAR A (RI) OUTCOME 1
Areas of intervention and activities

RI Activity 1.1 *Support review of the memorandum of understanding and the strategic plan for the Maputo Corridor Logistics Initiative (MCLI)*

The objective for the MCLI was to develop a revised MoU and a new strategic plan for the period 2018–2022 that would address critical sustainability issues, clarify the scope of its mandate, and make provisions to include Eswatini as a member country. SSATP supported the development of a revised MoU for the Maputo Development Corridor (MDC) and a five-year strategic plan to guide the Maputo Corridor Management Institution (MCLI) in executing its management mandate over the MDC. To help fast track the review process and the adoption of the two documents, SSATP supported "South-South" learning and capacity building initiatives. The team secured the commitment of the Southern African Development Community (SADC) to ensure the continuity of support activities for the Maputo Development Corridor beyond 2018.

Here are few of the main activity milestones for MCLI:

- The activity was launched in September 2016 in collaboration with the MCLI Secretariat. The inception report was reviewed and adopted in December 2016.

- A presentation by the MCLI on lessons learned from the interim report was given at the SSATP Annual General Meeting in Morocco in February 2017.

- A final draft MoU was developed in May 2017 by experts from the public and private sectors of the three corridor countries. The draft MoU addresses the current disconnect between the MCLI's role, function, and institutional existence and the current institutional framework of the existing bilateral arrangement between South Africa and Mozambique. A final draft strategic plan for the MCLI covering the period from 2018–2022 was also developed in May 2017 through a series of consultations with the same corridor stakeholders. In September 2017, the final drafts of both the MoU and strategic plan were submitted to the relevant sector ministers in South Africa, Mozambique, and Eswatini.

Despite this work, which was intended to put the MCLI on the right track to advocate for, and monitor policy reforms along the corridor, a lack of resources and commitment from some MCLI members to sustain the initiative led to its dissolution in 2018.

> "*The Truck Monitoring System (TMS) is an incisive part of enabling the Corridor Management Institution (CMI) to pose critical questions to government border agencies and service providers and ascertain where possible interventions are required to bring improvements. In this regard, it is an indispensable tool for improving corridor performance.*"

Barbara Mommen,
CEO of Maputo Corridor Logistics Initiative (MCLI)

A feasibility study of the Maputo Corridor Transport Observatory was initiated in 2017 in collaboration with the MCLI. The study was primarily a support activity of the review and adoption process of the strategic plan of the MCLI. It was intended to provide proof of concept and showcase the strategic relevance and value for money that could be obtained from a CMI through the operation of a transport observatory by the three countries of Mozambique, South Africa, and Eswatini. During 2017, the following milestones were achieved:

- Review and adoption of the inception report providing an initial scoping of the availability of data and data sources.

- Consolidation of the scoping of data and exploration of the data donation arrangement with corridor stakeholders.

- Collection and analysis of data sets in support of a proof of concept for the Maputo Corridor Transport Observatory.

SSATP facilitated the participation of a high-level delegation of MCLI stakeholders in the Northern Corridor Transit and Transport Coordination Authority's (NCTTCA) Joint Technical Committee Meeting in Mombasa, Kenya in May 2018. The purpose of this meeting was to learn from NCTTCA's evidence-based initiatives that were focused on the sustainable operation of transport observatories while adhering to a performance-based corridor development plan. During the meeting, the Maputo corridor's delegation was able to discuss the annual reports produced by the NCTTCA Transport Observatory (TO), learn from participants, and partake in public-private sector dialogue.

Photo 3. Joint MCLI-SSATP team interacting with the management of the NCTTCA Secretariat in Mombasa.

In 2018, the Secretariat of the CCTTFA requested SSATP's support in developing a strategic plan that served their goals. The strategic framework - to be adopted by each regional partner, namely Burundi, the Democratic Republic of the Congo, Rwanda, Tanzania, and Uganda - will identify the strategic priorities, feasible strategies, and proposed action plans for implementation. As such, SSATP supported the CCTTFA Secretariat in reviewing the inception report of the strategic plan submitted by a consultant. The CCTTFA Secretariat later adopted the report.

A consultant and CCTTFA senior staff conducted a field consultation in 2019 in Burundi, Rwanda, Tanzania, and Uganda where they had constructive engagements with, and gathered information and input from, key stakeholders from the public and private sectors of each country. The consultant

also met and held consultations with UNECA's infrastructure department. The team interacted with the main development partners involved in transport and trade issues along the corridor – including the World Bank, TradeMark East Africa (TMEA), Japan International Cooperation Agency (JICA) and AfDB – and provided them with firsthand information on the revision process, took stock of their ongoing and planned interventions on the corridor, and requested their support for the implementation of the strategic plan once it was adopted.

The final report was submitted to the CCTTFA Secretariat in early 2020. The CCTTFA Secretariat had planned to convene a regional validation workshop, but this was cancelled due to the COVID-19 pandemic.

A revision of the NCTTCA Agreement was planned as part of the response to the East African community's push to accelerate the region's integration. Accordingly, the Secretariat of the Transit and Transport Coordination Authority (TTCA) requested SSATP's support in revising the agreement. In September 2019, two consultants were recruited to revise and update the existing agreement and its protocols in close consultation with the TTCA Secretariat and member state stakeholders.

SSATP prepared a report summarizing the findings of a gap analysis of the existing agreement and its protocols. The proposed revisions to the agreement and its protocols were incorporated appropriately and were submitted by a transport legal expert working in coordination with the national legal

experts designated by the member states. SSATP prepared a roadmap with descriptions and timelines for the processes to be undertaken in each of the member states for the ratification and enforcement of the updated intergovernmental agreement. A validation workshop was planned to be held in Mombasa in March 2020 with experts from the member states on hand to review and adopt the draft final report. As the government of Kenya cancelled all regional and international meetings due to the COVID-19 pandemic, that workshop was initially rescheduled to be held virtually in July 2020. With the persistence of the COVID-19 lockdown, the principle of a stand-alone workshop was abandoned; however, the validation workshop was still held as part of the periodic TTCA meetings.

PILLAR A (RI) OUTCOME 2

Development of the institutional capacity for an inclusive policy dialogue on regional integration

To foster inclusive dialogue on regional integration, SSATP was tasked with:

- Helping regional integration institutions identify options for sustainability, especially financial options.
- Identifying critical stakeholders and design ways to ensure their involvement in the policy dialogue.
- Developing monitoring and diagnostic tools to focus on policy interventions.

On an overarching level, SSATP was tasked with the continued support of the REC-TCC as an inclusive forum for the exchange of experiences and the coordination of regional integration initiatives and programs.

The main objective of this component is to promote cooperation at the continental level among regional institutions. Under its Second Development Plan (DP2), SSATP facilitated REC-TCC meetings. During the October 2014 meeting of the REC-TCC, several RECs made the point that other coordination mechanisms already existed within the regions or through the PIDA program under the AUC. The RECs expressed their preference for a REC-TCC focused on knowledge sharing and the exchange of experiences with SSATP acting as the facilitator of such capacity building activities. They also made the point that coordination at the continental level between transport and customs remains weak and that the

knowledge sharing activities of the REC-TCC could be used to strengthen this coordination.

A second objective of this component is to strengthen the capacity of institutions involved in regional integration to ensure that they are inclusive, sustainable and have adequate monitoring and diagnostic tools. Skillful coordination of numerous parties is required to develop corridors and ensure that they work efficiently. Effective corridor management is about getting the various parties to co-produce plans and policies and implement interventions that complement efforts to improve overall corridor performance. Consultation and consensus are important to making sure solutions are acceptable to all parties and countries. Moreover, the poor financing of institutions has been an obstacle to their efficiency and sustainability. Capacity development efforts could fail or have a lesser impact unless a sustainable financing mechanism is in place.

Finally, monitoring performance is one of the keys to good governance. Useful indicators are essential to underpin policy decisions as well as monitor achievements. They also make management more accountable. Performance monitoring is used to assess where the main deficiencies are, track changes in corridor performance over time, and determine whether performance improvement measures have had a measurable impact and can compare with other corridors.

PILLAR A (RI) OUTCOME 2
Areas of intervention and activities

The main objective of this activity was to facilitate and strengthen the REC-TCC. More specifically, it enabled its stakeholders to define and monitor the implementation of the Pillar A work program, facilitate REC-TCC dialogue (during meetings and online), and strengthen its role as a continental platform for policy dialogue and dissemination of best practices on regional integration. The first DP3 REC-TCC meeting was held on December 8–10, 2015 in Nairobi, and it was hosted by the NCTTCA. This meeting was critical to finalizing the short-term plan activities. The second REC-TCC meeting was held on November 21–25, 2016 in Abidjan, Côte d'Ivoire. The meeting included a session on ACMA and joint sessions with the Infrastructure Consortium for Africa (ICA) meeting and PIDA Week organized by the AfDB and the New Partnership for Africa's Development (NEPAD). In alignment with SSATP's core guiding principle of ownership, the Chair of the REC-TCC attended the SSATP-EC meeting in January 2016 in Washington, D.C.

The REC-TCC stakeholder meeting took place during the SSATP AGM held on February 20–24, 2017 in Marrakech, where participants endorsed the Pillar A work program. In November 2017, the REC-TCC meeting held in Johannesburg reviewed the long-term work program of Pillar A up to the end of the DP3 and included additional activities for completion within the DP3 extended timeline.

In line with SSATP's general principles, activities were selected based on their relevance to Pillar A's strategic outcomes and areas in which SSATP has a comparative advantage.

In line with its objective, Pillar A convened two REC-TCC meetings in 2018. The first one was a two-day side event during SSATP's AGM that took place in Abuja, Nigeria in July 2018. This was followed by a second REC-TCC meeting which was held in Dar es Salaam, Tanzania from November 28-30, 2018 in partnership with the CCTTFA. A progress report on Pillar A activities together with the long-term work program were presented to the REC-TCC. Members of the REC-TCC also discussed activities to be carried forward in FY 2019 and endorsed the updated work program. It was agreed that the actual feasibility of the newly proposed activities and subsequent proposals from REC-TCC stakeholders would be considered at a later stage of the process depending on available funds for conducting program activities.

In 2019, the only REC-TCC meeting of the year took place on November 26-27, 2019 as part of the specialized technical sessions of SSATP's AGM held in Victoria Falls, Zimbabwe. The two-day meeting consisted of a series of technical discussions and presentations on corridor management and logistics efficiency delivered by SSATP and its partners.

Photo 4. REC-TCC Meeting held in Dar es Salaam on November 28-30, 2018.

To achieve an efficient road transit system, it is critical to build capacity among the professional associations of the logistics industry so they can effectively participate in policy dialogue with border management institutions on both regulation and enforcement issues. Public and private stakeholders from the western and central African regions approached SSATP to request support for addressing the challenges affecting their transit regimes. Consequently, SSATP established a partnership with the World Customs Organization (WCO) and International Road Union (IRU) for the organization of two workshops, one for eastern and southern Africa and one for western and central Africa. During the year in review, a regional transit workshop for eastern and southern Africa was held on November 22–24, 2017 in Johannesburg, South Africa (occurring back-to-back with the REC-TCC meeting). It was jointly organized by SSATP and the IRU, WCO, and MCLI. Following this request for assistance, SSATP organized a regional workshop in Cotonou, Benin in April 2018 on transit and trade facilitation for western and central Africa in partnership with the WCO, IRU, and the Abidjan Lagos Corridor Organization (ALCO).

Photo 5. Participants of the West and Central Africa Regional Transit Workshop held in Cotonou, Benin on April 11-13, 2018.

Leading the effort to operationalize the partnership with MEA, SSATP presented a work program of activities to support the NCTTCA TO during the NCTTCA Joint Technical Committee Meeting held in Mombasa, Kenya in May 2018. The well-received program was followed by several consultations which culminated in an agreement with the Secretariat of the Northern Corridor on the support SSATP would provide to the NCTTCA TO. As part of the ongoing engagement with NCCTCA's Secretariat, SSATP organized a working visit to Mombasa in October 2018 to encourage the work program's implementation. SSATP and NCTTCA also held a series of consultative meetings with the key representatives of Kenya's logistics sector – including the Shippers Council, Transporters' Association, Clearing and Forwarding (C&F) organizations, and shipping agents' associations – in Nairobi and Mombasa.

To identify the procedures and IT systems in use, in 2019, SSATP and the consultants commissioned for the studies conducted several site visits to:

- The revenue authorities of Kenya, Rwanda, and Uganda
- The Kenya Port Authority (KPA)
- The Kenya Railways Corporation (KRC) for the Standard Gauge Railway (SGR) located at both the Nairobi Inland Container Depot (ICD)
- The Port of Mombasa

The consultants submitted a progress report which highlighted the challenges in obtaining needed data from some revenue authorities and SGR operators in a timely fashion. The report recommended support measures that NCTTCA should provide to address these challenges. The team held a second meeting in Nairobi with the core group of Kenyan private logistics industry associations: Kenya Transport Association (KTA), Kenya International Forwarders and Warehousing Association (KIFWA), Shippers' Council of Eastern Africa (SCEA), and the Federation of East Africa Freight Forwarders Associations (FEFFA).

The SSATP team finalized its report to the TTCA Secretariat in early 2020. The COVID-19 pandemic prevented the organization of a workshop to discuss the report with stakeholders. Instead, the TTCA Secretariat provided highlights of the report during its technical committee meetings held in June 2020.

The ECCAS Secretariat requested SSATP's technical assistance with developing a regional transport and trade facilitation strategy for ECCAS's member states and the Central African Economic and Monetary Community (CEMAC). SSATP-commissioned consultants to support the ECCAS Secretariat with gathering updated information on the trade and transport related legal instruments in the CEMAC and ECCAS sub-regions, assessing the status of their ratification and implementation, and mapping the stakeholders involved to help develop the regional trade and transport strategy. An approach paper was discussed with the ECCAS Secretariat and a representative from the ECCAS Regional Trade Facilitation Committee. The activity was closely coordinated with AfDB, which is supporting the Trade Facilitation Agreement (TFA) implementation for ECCAS member countries. SSATP continued the dialogue with regional stakeholders for building consensus on the strategy. Unfortunately, the COVID-19 pandemic prevented the completion of the activity.

PILLAR A (RI) OUTCOME 3

Promotion of efficient logistics services through the development of the appropriate institutional and regulatory framework

This framework covers a wide range of services, including trucking services, clearing and forwarding, terminal operations, rural logistics, railways, inland waterways, single windows, as well as customs, police, and other regulatory/control agencies operating in the various nodes (ports, inland container depots, and border posts).

This is an extension of work carried out under SSATP's DP2 with the support of the World Bank's Trade Facilitation Facility (TFF). The work revealed the need to address the poor efficiency of logistics services, not only through the provision of adequate transport infrastructure, but also by dealing appropriately with the "soft" components of the transport system. Priority is given to case studies in which SSATP reviews the options for proposed reform scenarios, quantifies the cost of inaction, analyzes the specific political economic context, and assesses the capacity development and training needs of operators and other stakeholders involved at the operational level.

Cross-border transport in Africa is characterized by long delays and cumbersome procedures at borders, punitive and arbitrary transit tariffs, transport restrictions, and lack of security for transport users. As a result, intra-regional and international transport become time consuming, costly, and uncertain. This also hinders trade, makes national exports less competitive in international markets, increases the prices of imported goods, impedes regional integration and cohesion, and prevents development efforts.

The component provided support to regional economic communities and countries in Africa to set up legal and regulatory frameworks to improve the performance of logistics operators. Eight potential areas of support were identified:

- Trucking services
- Clearing and forwarding
- Cost and freight
- Terminal operators
- Rural logistics
- Railways
- Inland waterways, control agencies, single windows
- One-stop border posts

Actual support was provided based on stakeholder demands. The activities involved diagnosing and assessing the performance of logistics operators, and reviewing regulations affecting transport services to examine their impact on competition and their availability, efficiency, and reliability. The activity also identified good practices and advocated for their replication. Also included in the activity were monitoring and evaluation of operator performance. This provided a baseline for estimating the impact of reforms and potential benefits for operators, regions, and countries. Finally, it set up a mechanism to sustain monitoring and measure the actual impact of reforms compared with initial estimates.

PILLAR A (RI) OUTCOME 3
Areas of intervention and activities

RI Activity 3.1 *Develop guidelines on container terminal concessions in African ports*

These guidelines had the objective of providing strategic and practical advice to help high-level government decision-makers and general managers of port authorities attract professional private sector partners to invest in and operate container terminal facilities. This activity was launched in April 2016 and was conducted in coordination with the Port Management Association of West and Central Africa (PMAWCA) and the Port Management Association of Eastern and Southern Africa (PMAESA). A detailed outline and first draft of the guidelines were reviewed and approved by the SSATP team, the port associations, and their respective members at the executive council meeting of PMAWCA in October 2016 and at the PMAESA Conference in November 2016. The draft container terminal concession guidelines were presented to the meeting of the Pan-African Port Cooperation (PAPC) held in Dakar, Senegal in mid-February 2017 to solicit feedback and input from African port authorities. They were also presented at the SSATP AGM in Morocco in February 2017. The guidelines were published as SSATP Working Paper 107 in July 2017, and the French version was published in September 2017. A dissemination workshop was held for port authorities and technical staff of RECs from eastern and southern Africa in early July 2017 in Mahé, Seychelles in collaboration with PMAESA. The guidelines' key policy recommendations were presented at the meeting of the Economic Community of West African States (ECOWAS) Joint Parliamentarian Committee on Transport held in October 2017 in Cotonou, Benin.

Following the publication of the guidelines, the Nigerian Ports Authority (NPA) approached SSATP and the World Bank Transport team in Nigeria to request assistance in the revision of its port concessions. Funding from the Public-Private Infrastructure Advisory Facility (PPIAF) was identified to provide technical assistance to the NPA on an assessment framework for port concessions.

RI Activity 3.2 *Develop corridor performance monitoring in East and southern Africa through the pilot version of the Truck Monitoring System (TMS)*

The primary objective of this activity was to develop a web-based corridor performance monitoring system that will provide reports and indicators measuring border-crossing times and route trucking times for several corridors in East and southern Africa. This activity was launched in November 2016, and a consulting firm served as the technical IT data provider. SSATP reviewed the following outputs to provide the consulting firm with guidance on SSATP needs in terms of the areas to be georeferenced (routes and choke points), the relevant indicators, the creation of dedicated truck clusters, the methodology to be used, and the format of the monitoring dashboard.

In February 2017, the pilot version of the TMS was released online, and a live demo was presented during the SSATP AGM. The TMS has been reporting live on corridor performance continuously since February 2017. An online dashboard covers 42 border posts, with additional layers of disaggregation into subzones and 50 routes. More routes are under consideration pending discussion with the stakeholders. This was achieved through SSATP's ongoing engagement with the REC-TCC partners from eastern and southern Africa to expand both the scope of the nodes and routes covered and the types of indicators provided. Preliminary discussions were conducted with the Electronic Cargo Tracking Systems Providers Association of Kenya (EPAK), SCEA, and TMEA to update them on development of the TMS and explore avenues for synergetic collaboration. Concurrent discussions were conducted with the REC-TCC partners on the long-term sustainability options for the TMS. The TMS was finally presented at the Johannesburg REC-TCC meeting in November 2017 during the transit workshop for eastern and southern Africa.
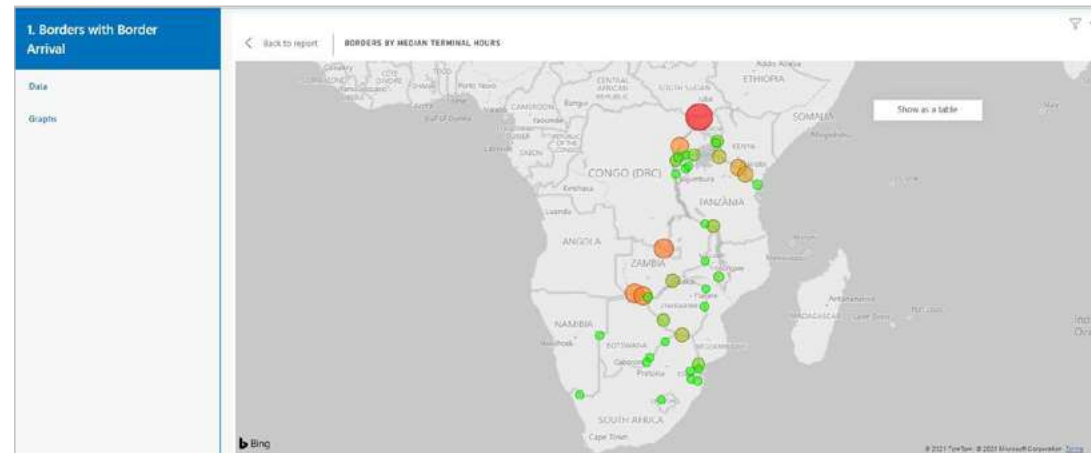
Photo 6. Screenshot of a data visualization from the Truck Monitoring System.

Starting in November 2017, SSATP intensified its discussions with select regional players (EAC, SADC, ACMA) and development partners (IRU, AfDB, USAID/SATIH and the JICA representative within NEPAD) on the long-term hosting and sustainable funding of the TMS considering SSATP's support for the pilot phase would end in April 2018 at the latest. As a result of these discussions and with the financial support of the USAID Southern Africa Trade and Investment Hub (SATIH), SADC committed to hosting the TMS on an interim basis from May 2018 to February 2019 while a permanent hosting solution was being explored. Thanks to SATTP's groundwork, the World Bank's Trade and Transport Global Practices secured funding to revive the TMS in May 2021. The backlog of data since February 2019

was processed to cover the entire period from February 2017 to today, with monthly updates released at the beginning of each month. With the release of the updated series of indicators, the TMS was presented on two occasions: (i) on October 12, 2021 during the freight logistics session of a GiZ sponsored workshop of the Peer Network for Climate and Transport – Africa and (ii) on October 13, 2021 during an internal World Bank session of the 'Economic Corridors and Regional Integration' Solution Area.

The TMS was revived under the Foreign, Commonwealth and Development Office (FCDO) Trust Fund because it was considered a critical M&E tool for the Southern Africa Trade and Connectivity Program.
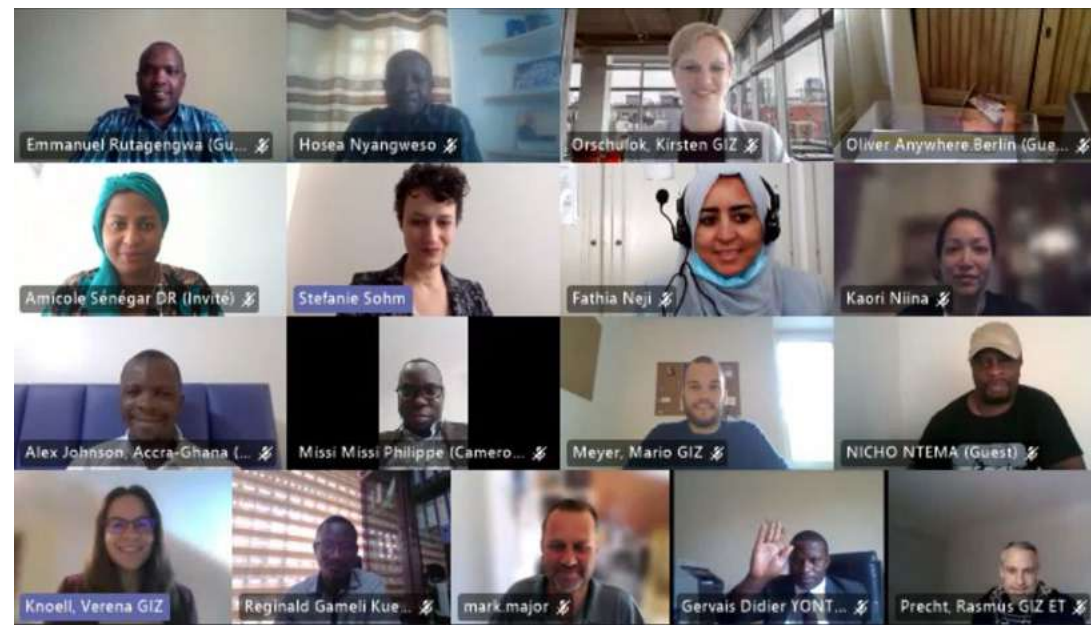

Photo 7. SSATP participates in a webinar on freight system efficiency organized by the GIZ Regional Peer Network - Transport and Climate held on October 12, 2021.

The objective of this activity was to develop and sustainably make available a harmonized set of PPIs for African port authorities. This activity started in April 2016 and was implemented in close collaboration with PMAWCA and PMAESA. It was conducted in 10 pilot ports selected in consultation with port associations: five ports in West and Central Africa (Dakar, Abidjan, Tema, Douala, and Pointe Noire) and five ports in East and Southern Africa (Djibouti, Mombasa, Dar es Salaam, Maputo, and Lobito). The reports from the various consultants were reviewed and approved in October 2016. During phase one, an assessment of the Information Technology (IT) systems of port authorities, customs administrations, and terminal operating companies helped produce a set of performance indicators. Phase two began in September 2016 and a first draft of the synthesis report was completed in November 2016 and submitted to the SSATP team for review. It was also submitted to the PMAWCA Executive Council on November 17, 2016, and the PMASEA Technical Operations, Security and Safety Committee on November 28, 2016. It provides a summary of the

main findings of the pilot ports in terms of the quality, availability, and accessibility of PPI data from port IT systems and makes recommendations to address the various capacity gaps.

In 2017, the number of pilot ports was extended to 11 with the addition of the port of Lagos, Nigeria upon the request of the port associations. During the February 15–17, 2017 PAPC meeting in Dakar, the interim report on the assessment of the IT systems used in the 10 pilot ports was disseminated to African port authorities. The main findings of this activity were presented during the knowledge and experience sharing session at the SSATP AGM in Morocco in February 2017. The activity was received with interest and participants noted that the availability of high-quality PPIs is a public good. Finally, a second round of data collection was launched in May 2017 during an assessment of the port of Lagos (Tin Can Island and Appapa sites). During the second round, capacity gap data was collected and the training needs for the collection, collation, processing, and publishing of PPIs were assessed for the pilot port authorities.

In collaboration with Tripartite member RECS, SSATP conducted a study on the minimum standards for RSSs. The study contains proposals for financial schemes and institutional set-up with a clear assignment of management roles. It also provides a methodology for upgrading RSS facilities and services using a responsive, modular approach capable of adjusting to future traffic needs. The Tripartite member RECs, SSATP, World Bank, AUC and IRU conducted a thorough review of the consultant's inception report and developed an interim report. The preliminary findings stemming from the consultant's report were structured around five key areas of critical importance (RSS planning, geographical locations, layout and specifications, service delivery and legal and institutional environment) and were shared and discussed with REC-TCC members who provided valuable insights into the findings. In 2019, the consultant completed a series of field visits to selected countries including Namibia, Botswana, Tanzania, and Kenya where he held consultations with the corridor management

institutions, private transport operators, and RSS promoters and operators. Consultations also took place with the SADC and East Africa Community (EAC) Departments of infrastructure as well as selected development partners. To foster ownership, tripartite CMIs were included in the review process of the consultant report.

The draft guidelines were circulated for virtual review in 2020 by the Tripartite RECs and Sub-Regional Organizations (SROs), and their comments were integrated in the final version of the report. The adoption of the guidelines by each Tripartite RECs' council of ministers is still pending due to the COVID-19 pandemic. The adopted guidelines are expected to involve studies on issues like the need for adequate driver rest which results in a lower number of road crashes. The increased number of RSS facilities will also lead to more controlled parking for heavy trucks, further reducing the number of accidents. Additionally, the controlled parking of heavy goods vehicles leads to enhanced security for drivers, trucks, and cargo.

RI Publication

West and Central Africa Trucking Competitiveness (April 2018). Landlocked countries in West and Central Africa (WCA) are characterized by large trade imbalances, with export-import ratios below 30 percent, and an overwhelming reliance on road transport. While further improvements in infrastructure are still very much needed, policy reforms that reduce costs and increase competition in transport and logistics services are more critical than ever. However, the political economy of the necessary reforms is complex and not well understood.

The trucking industry is known as a complex political economy sector, especially in countries that heavily rely on it for their food security and trade. In WCA, fragility, the political context, and structural economic and trade imbalances affect the reform dynamics of the sector. Although notable gains have been made in improving the region's road infrastructure, key policy reforms that would correct market distortions and increase the value of infrastructure investments have yet to follow.

This SSATP working paper sheds light on trucking sector inefficiencies in the region and identifies key political economy challenges that have thus far prevented meaningful reforms. It surveys past analytical work on trucking sector reforms in the region, describes the current challenges and the opportunities going forward, presents an analytical framework to assess trucking sector reforms, with an emphasis on the political economy and feasibility of implementation, and offers practical recommendations for policy makers. In doing so, the paper aims to provide guidance for future engagement in the sector. Its geographic coverage is limited to the major transport corridors in the region, selected based on their role in the region's trade, availability of recent trucking industry data, and past and current engagements of the World Bank.

This paper is deeply rooted in the analytical work conducted by SSATP on the legal and regulatory framework for transport and the trucking industry, most notably the *Review of International Legal Instruments for the Facilitation of Transport and Trade in Africa;* a total logistic costs study in WCA; and trucking surveys in Benin and Niger as well as in East Africa and the Continent. Its publication marks the launch of a regional effort to build a template legal and regulatory framework for transport at the national, bilateral, and regional levels.
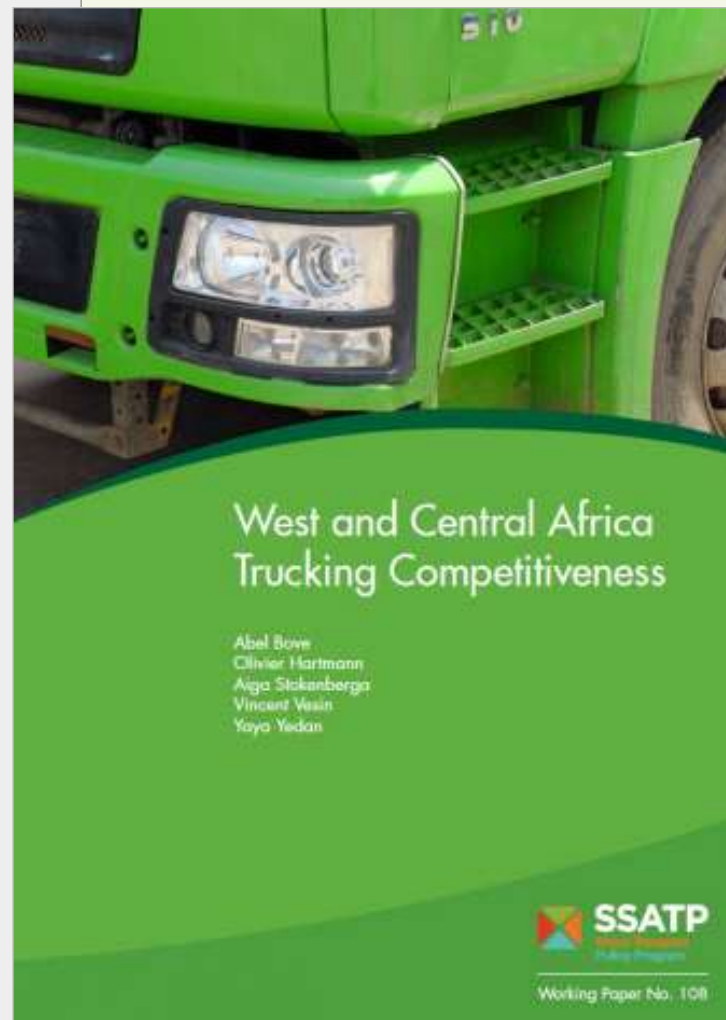
Container Terminals Concession Guidelines (June 2017). Two African port associations, the PMAWCA and PMAESA, with the support of the SSATP have developed guidelines on container terminal concessions for the region. The guidelines provide strategic and practical advice to high-level government decision-makers and general managers of port authorities, in their endeavor to attract professional private sector partners to invest in and operate container terminal facilities. The guidelines specifically offer practical advice to better prepare for the concession process, to review the contract provisions, and subsequently to better manage the concession.

The African port landscape has changed significantly since the late 90s, when Port reforms in Sub-Sahara Africa resulted in an increased involvement of private sector companies and a decrease in port authorities who withdrew from direct involvement into cargo handling operations, particularly in West and Central Africa, but to a lesser extent in Eastern and Southern Africa. In the mid-2000s, the reforms accelerated, and within a few years, most container terminals were passed on concession to specialized Terminal Operating Companies (TOCs), which embarked on extensive rehabilitation and upgrade plans. TOCs and public port authorities have invested in modern handling equipment and revamped facilities, resulting in productivity gains and reduced congestion.

Concessions have provided Governments with millions of dollars in revenue through entry tickets, annual fees and royalty payments on traffic handled by concessionaires. Greenfield projects are expected to further increase capacity to meet future demand, despite the recent slowdown in container traffic growth that has led to some of these projects to be put on hold and/or are facing headwinds in raising private financing.

Despite these advancements, several challenges remain and greater benefits for economic growth could be achieved if container terminal concessions were better designed, better managed and better regulated. Sensitizing the management of the port authorities is therefore essential to maximize the benefits from TOC participation in the financing and management of container facilities.
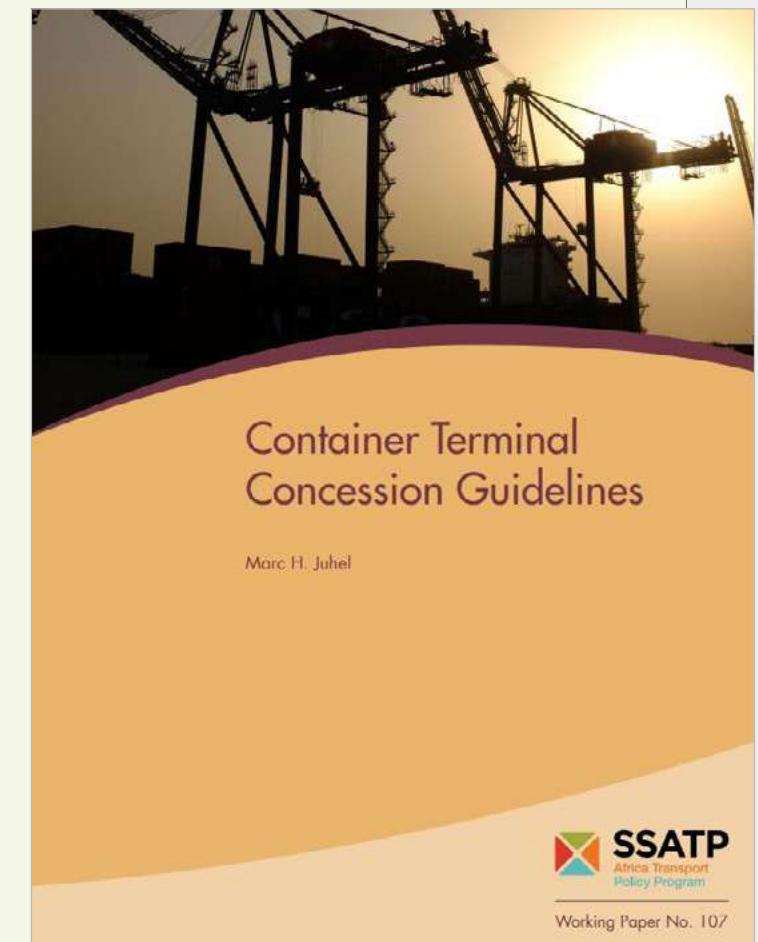
2. PILLAR B: Urban Transport and Mobility (UTM)

Over the last two decades, urbanization in Africa has grown at an average rate of 4.5 percent per year. Faced with such fast-growing rates of urbanization and motorization, providing an adequate response to Africa's growing urban transport and mobility needs will be crucial to sustain the continent's steady pace of economic growth. Over the five years of implementation of its Third Development Plan (DP3), SSATP has achieved major milestones in transforming urban mobility in African cities by fostering knowledge of, and the demand for, effective policies for sustainable urban transport and mobility, and building the capacity of cities and metropolitan areas to design, adopt and implement effective policies for sustainable UTM management in Africa.

Improving urban mobility is not only about building sustainable transport infrastructure but doing it with a clearly established goal and in a manner that is systematic and well-integrated with overall city planning. Through the Urban Transport and Mobility (UTM) pillar, SSATP is helping address the impact of rapid and uncontrolled urbanization by bringing the urban transport and development agendas together to ensure the sustainable development of African cities.

Drawing on its extensive experience in policy formulation, SSATP developed the "EASI" (Enable/Avoid/Shift/Improve) framework to help African countries develop strategies and policies that will unlock the economic benefits of a well-functioning urban transport sector. The framework underpins all the activities of Pillar B, which provides tools for developing safe, clean, and affordable urban transport systems for cities and urban areas in Africa. The adopted strategy will help countries achieve strategic milestones toward sustainable urban transport. Developed during SSATP's Second Development Plan (DP2) with the support of SECO,

"EASI" is a simple and effective framework that provides a clear roadmap for urban transport policy development.

Upon request, SSATP supported 12 African cities with developing strategic urban mobility plans based on the EASI Framework and conducted case studies for each country. Two transnational reports were produced summarizing the findings of the first eight pilot countries and another for the four pilot countries. Furthermore, a summary guideline for the development of national urban mobility policies was also developed; it summarizes key success stories of good practices within the 12 African countries that served as pilots to guide the development and implementation of urban mobility policies and institutional reforms. Based on the study's findings, the government of Côte d'Ivoire, Sierra Leone, and Senegal undertook important reforms to establish and/or enhance the role of the National Public Transport Authority. The UTM Pillar also developed new knowledge products to address emerging challenges for African metropoles, including:

■ Innovation in Fare Collection Systems for Public Transport in African cities

■ Myths and Realities of "Informal" Public Transport in Developing Countries: Approaches for Improving the Sector

■ Enhancing Financial Sustainability and Commercial Viability of Bus Rapid Transits (BRTs) in Sub Saharan Africa (SSA): The Factor Analysis Report

■ Assessment Tool on Factors of Financial Sustainability and Commercial Viability of BRTs in SSA: Introduction and User Guide

■ Market Analysis on Financial Sustainability and Commercial Viability of BRTs in SSA

■ Traffic Management for Sub-Saharan African Cities: The Way Forward

■ Traffic Impact Assessment (TIA): Guideline for Cities in Africa

As part of the UTM Pillar's capacity building support, SSATP delivered several dedicated Leaders in the Urban Transport Planning (LUTP) sessions in the Sub-Saharan African region. These sessions had an average of more than 35 high level participants. SSATP also supported the development of a master's degree program in transport planning to prepare the next generation of African urban planners and urban transport practitioners in partnership with ENPC in France and INP-HB in Yamoussoukro, Côte d'Ivoire.

To respond to the global COVID-19 crisis while under a tight deadline, the SSATP team collaborated with the World Bank on a study to understand the impact of the virus on urban mobility in Africa and made recommendations for the sector's recovery. SSATP also co-organized a series of webinars in collaboration with UITP to discuss the pandemic's impact on informal public transport and identify possible solutions for reforming the sector.

Influence of the DP3 MTR on the results framework. The DP3 MTR provided the opportunity to review the UTM results framework. The MTR considered the initial UTM objectives to be too ambitious for the time and resources available and recommended a reduction in the target number of intermediate outcome indicators. Each component of the EASI Framework was considered an intermediate outcome with a specific indicator. Output indicators were also added to each intermediate outcome for easier monitoring and evaluation. The main objectives of the EASI Framework are highlighted in Figure 9 and a thorough analysis of all outcomes and activities associated with each component of the framework are included in this section. See Annex I for initial and updated versions of the results framework.

Figure 9. EASI Conceptual Framework
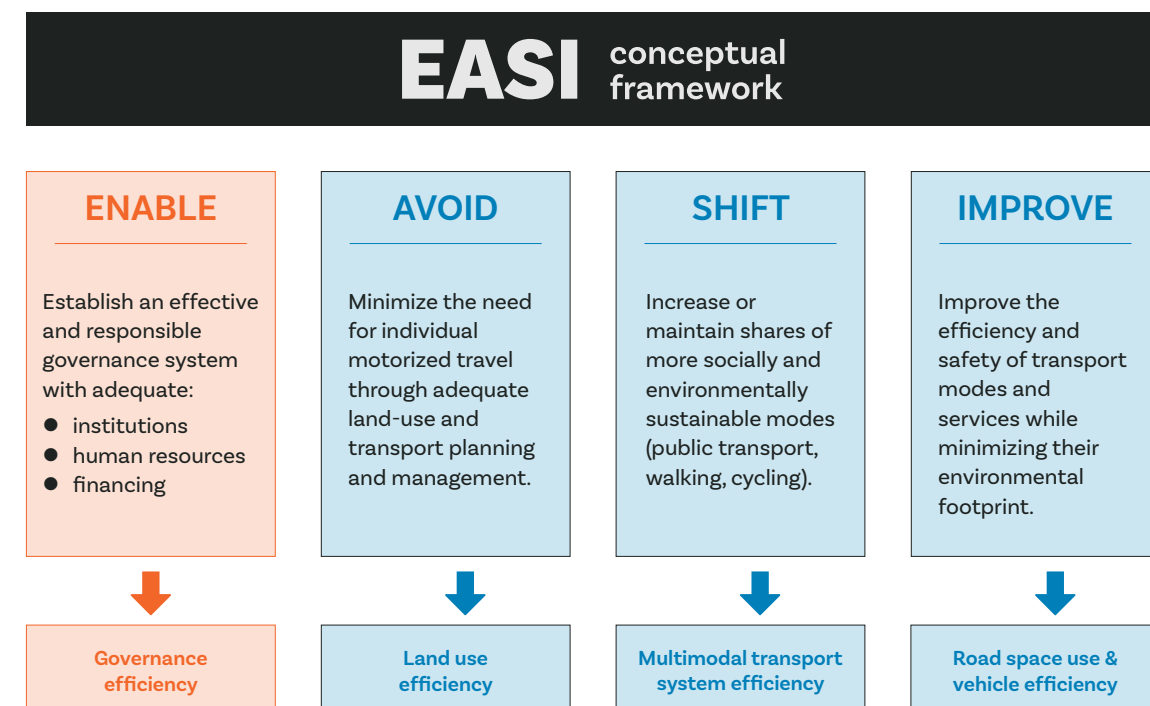
Source: SSATP

Pillar B Intermediate outcomes (UTM IO) and intermediate outcome indicators. Another layer in the UTM results framework includes the intermediate outcomes (UTM IO) and indicators which are listed in Box 3. Each major component and key outcome of this framework is discussed below with a general definition of the EASI outcome and goal, intermediary outcomes and indicators, specific activities including country and city support initiatives, policy development support, trainings, webinars, and more.

Box 3. Pillar B UTM Intermediate Outcomes and Indicators.

1. ENABLE

UTM IO 1.1 "Establishing a clearly defined entity in charge of urban transport management and coordination, as well as ensuring that key responsibilities are properly assigned and carried out."

UTM IO Indicator 1.1. With direct support or under the guidance of the SSATP, at least two countries/cities will have set up a lead entity in charge of urban transport planning or have ensured that the main urban public transport responsibilities at the urban/metropolitan level are clearly assigned and carried out.

UTM IO 1.2 "Strengthening of the financial framework for urban transport management in Africa by developing guidelines to support the establishment of sustainable financing mechanisms."

UTM IO indicator 1.2. With direct support or under SSATP guidance, a dedicated source of financing for sustainable urban transport would be set up in at least two countries/cities.

2. AVOID

UTM IO 2.1 "Public transport and urban forms that minimize the need for motorized transport are promoted in the planning development of urban transport systems."

UTM IO Indicator 2.1 With SSATP's direct support or under SSATP's guidance, at least two countries/cities will have developed strategies that give priority to public transport systems.

3. SHIFT

UTM IO 3.1 "Multi-modal: Improving nonmotorized transportation and paratransit and providing urban transport services in cities."

UTM IO Indicator 3.1 With direct SSATP support or under the guidance of SSATP, at least one country/city will be engaged in a paratransit services restructuring/improvement program.

4. IMPROVE

UTM IO 4.1 "Improve traffic and parking management in African cities."

UTM IO Indicator 4.1 With direct support or under the guidance of the SSATP, traffic and parking management programs are to be launched in at least two countries/cities.

UTM IO 4.2 "UTC for secondary cities: Highlight best examples of urban transport management in secondary cities."

UTM IO Indicator 4.2 With direct support or guidance from SSATP, a framework or strategy for addressing secondary cities will be adopted in at least one country/city.
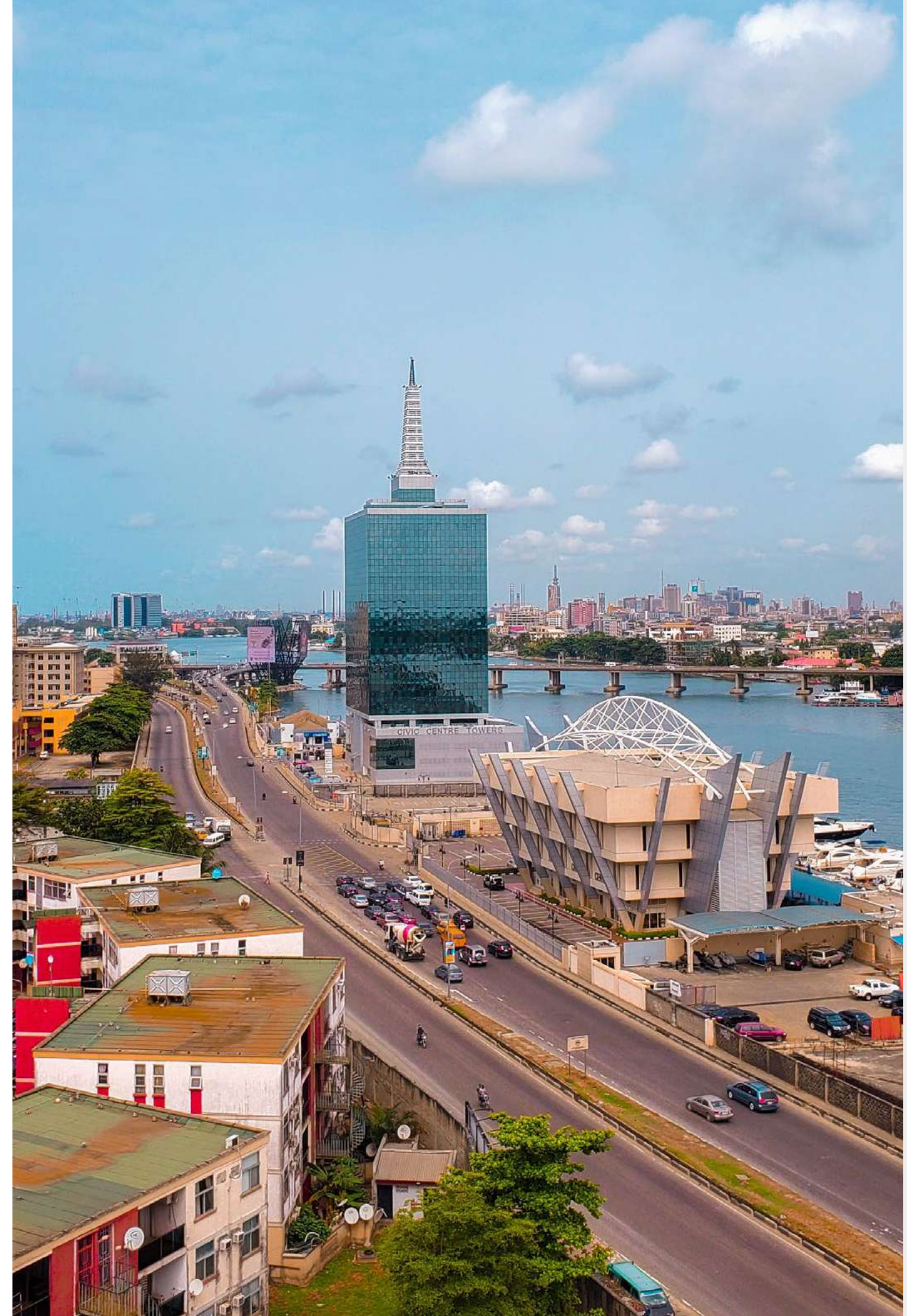
PILLAR B (UTM) OUTCOME 1. ENABLE

National and urban decision makers and technical staff aim to adopt, and can put in place, sustainable urban transport management approaches (including planning, monitoring, coordination, and financing mechanisms)

Most stakeholders recognize that effective governance is crucial to improving transport infrastructure that will endure and contribute to sustainable economic growth. In Africa, billions of dollars have been spent on improving and rehabilitating transport infrastructure, but the root causes of the transport sector's poor performance go well beyond mere inadequate finance or technical capacity constraints. An efficient and responsible system of governance is crucial to anticipate needs, guide action, and ensure the integrated management and development of urban transport systems. Drawing on the DP2's studies on transport governance, SSATP identified key institutional arrangements necessary for effective urban transport management. These arrangements informed the design of the pillar's first outcome and include setting up an entity in charge of urban transport planning and management in African cities. Its regulatory functions would guide and coordinate public action to plan for and provide multimodal urban transport systems. Another objective of this outcome is to explore ways to secure increased funding for, and ensure the financial sustainability of, urban transport systems.

Areas of intervention and activities

UTM Activity 1.1 *Guidelines and roadmap for the establishment of Public Transport Authorities (PTA) in African cities*

SSATP has produced, in partnership with UITP, a guidance document for the establishment of PTAs in African cities. This guideline is based on best practice standards to support the establishment of an entity in charge of urban transport planning, management, and coordination. The document was disseminated through a newsletter as well as a specific learning session held during the 2018 and 2019 SSATP annual meetings. The guidance note was widely discussed with the governments of Senegal, Côte D'Ivoire, and Burkina Faso. It was used as a basis to inform the urban transport policy dialogue, including aspects of sector financing, and, to a certain extent, help design the institutional strengthening components of the urban transport projects in Dakar, Abidjan, and Ouagadougou.

SSATP also provided support to the following member countries:

- **Senegal.** SSATP provided support in asserting the role of the urban mobility entity, CETUD, in Dakar, Senegal. The objective was to help the entity better regulate public transport services as well as manage growing urban transport projects developed in the city. SSATP took a lead role in the organization of the successful national urban mobility forum. The forum gave CETUD greater visibility and has re-positioned it as the lead coordinating urban mobility entity in the Greater Dakar Metropolitan Area consistent with its original institutional mandate. The forum also proposed recommendations to sustain urban mobility progress in the capital city and major secondary cities.

- **Côte d'Ivoire.** SSATP supported the design of the Abidjan urban mobility project and the restoration of the urban national transport authority newly named *Agence de Gestion des Transports Urbains* (AGETU). The government has officially restored the entity while clarifying its mandate to effectively manage/regulate urban transport services in the city. The managing director has been appointed and is now taking the lead for the operationalization of the new institution.

- **Burkina Faso.** SSATP provided support for the design the urban transport project in Ouagadougou by identifying institutional strengthening components of the Ouagadougou urban transport project. In addition, it supported the establishment and operationalization of a PTA. The use of the financial sustainability assessment tool developed by SSATP has the potential for greatly informing future urban projects and institutional setup.

- **Sierra Leone.** SSATP fostered policy dialogue to support the establishment of an urban transport authority in Freetown. The ongoing legal creation of this authority is supported by a WB-funded project.

- **Eight countries - Bust Rapid Transit (BRT) project design.** There are currently eight BRT projects under preparation in the Sub-Saharan Africa (SSA) region including Dakar, Abidjan, Addis Ababa, Maputo, Nairobi, Douala, Ouagadougou, and Kigali. The guidelines and the assessment tool developed by SSATP proved to be useful for engaging in holistic policy dialogue with the respective governments and, most importantly, in designing the projects. The UTM pillar is providing technical assistance and practical recommendations to SSA countries and city governments on how to enhance the financial sustainability and commercial viability of BRT projects to leverage private sector participation. The impact of this deliverable is well-illustrated, for example, in the ongoing policy dialogue in Senegal and Côte d'Ivoire.

UTM Activity 1.2 *Support in asserting CETUD prominence in Dakar, Senegal*

As new urban transport projects develop in Dakar (i.e., suburban train and BRT), the lead coordination role of the Dakar Urban Transport Authority (CETUD) was challenged by other governments entities. The new minister of transport requested SSATP support in asserting CETUD's leadership in the overall institutional framework. SSATP took a lead role in the organization of the national urban mobility forum to disseminate the UTM diagnostic study, give more visibility to CETUD, and assert its institutional and coordination mandate as the urban transport authority for the Greater Dakar Metropolitan Area. In addition to the diagnostic study, an urban mobility position paper

was prepared for Senegal and recommended strengthening CETUD capacity in the following areas:

- Oversight of traffic management plans.
- Development of urban master plans in secondary cities.
- Leadership of the discussion to develop a sustainable financing mechanism for urban mobility.

These discussions also informed the design of the ongoing Dakar urban mobility project (Dakar BRT project).

UTM Activity 1.3 *Support to the government of Côte d'Ivoire for creating an urban mobility authority in Abidjan*

Abidjan established AGETU in the early 2000s, but the entity was closed in 2011 because of the unclear separation of mandates with existing institutions such as the Directorate General of Land Transportation. Over the DP3 period, SSATP supported the government of Côte d' Ivoire (GoCI) in the creation of a new urban transport authority by preparing a position paper, which was reviewed and discussed during a national forum. Furthermore, SSATP helped GoCI in the

preparation of the legal documents (with clear mandates and responsibilities) and organizational chart of the new entity. The responsibilities and functions of the authority are now clearly defined and assigned. The government of Côte d'Ivoire formally created the authority known as *Grand Abidjan Mobilité* and its managing director has been appointed. The authority has initiated the process to operationalize the new institution under a World Bank-financed project.

UTM Activity 1.4 *Support in designing the urban transport project in Ouagadougou, Burkina Faso*

Since 2003, the Cabinet of Ministers has agreed on the need to establish an urban transport authority in Ouagadougou. However, its operationalization has lagged due to lack of clarity regarding its functions and responsibilities. The UTM diagnostic study was discussed and used as

a basis to prepare the institutional strengthening components of the Ouagadougou urban transport project and support for the establishment and operationalization of a public transport authority as well as the identification of sources of funding for urban mobility programs.

UTM Activity 1.5 *Policy dialogue to support the establishment of an urban transport authority in Freetown, Sierra Leone*

The current urban transport institution set up in Freetown is fragmented and coordination of urban transport interventions is a challenge. With the direct support of SSATP, Freetown is establishing a lead entity in charge of urban

transport to coordinate and regulate the main urban public transport responsibilities at the urban/metropolitan level. The legal creation of this authority is supported by the ongoing World Bank-funded project.

UTM Activity 1.6 *Technical assistance for enhancing the financial sustainability and commercial viability of BRT projects in Sub-Saharan Africa (SSA)*

The UTM pillar developed knowledge products to provide technical assistance and practical recommendations to SSA countries and city governments on how to enhance the financial sustainability and commercial viability of BRT projects to leverage private sector participation. The analytical work was co-funded by SSATP, the Public-Private Infrastructure Advisory Facility (PPIAF) and the WB's Mobility and Logistics (MOLO) MDTF. The analytical work included the following components:

- Factor analysis of financial sustainability and commercial viability of BRTs in SSA
- Sector market analysis on private sector appetite and risk tolerance
- Solutions tailored to provide better financial sustainability and commercial viability of BRTs in SSA

During the implementation of the first component, the project team conducted three in-depth case studies of BRTs in Cape Town, George, and Dar es Salam by discussing the key issues with primary stakeholders, including governmental institutions

and incumbent operators. The project team shared the preliminary findings during the annual conference of SSATP in 2019 and received positive feedback. Since then, the project team has carried out a sector market analysis that engages with investors from the private sector and analyzes their investment and financing tolerance for BRTs in SSA as well as COVID-19's impact on their investment plans. Tailored solutions will be developed with select country/city governments with priority given to SSATP members.

SSATP, in collaboration with UITP, organized a webinar to present and discuss the guidelines for BRT's fiscal and financial sustainability with SSATP and UITP member countries on December 15th, 2020. The objective was to increase the receptivity of the guidelines and mainstream their use by SSATP member countries and beyond. The webinar was well-received and attracted around 150 participants of which nearly half were from the SSA region. The guidelines and the assessment tool will be part of additional training material to be used in future sessions of the Leaders in Urban Transport Planning (LUTP) program in the SSA region.

UTM Activity 1.7 *Use of the guidelines and the assessment tool to inform a policy dialogue on sector financing in Burkina Faso*

Bus ridership is dramatically low and represents less than one percent of the total trips in the capital city of Ouagadougou. Burkina Faso is the only country in Africa with no informal bus services. Bus services are essentially provided by a state-owned enterprise. The use of the assessment tool showed that public transport services were on the path to fiscal sustainability and there was greater potential for private sector

participation in the provision of bus services. These findings helped convince the mayor of Ouagadougou and the government to carry out additional project preparatory studies on fiscal capacity and the potential for private sector participation. This proved most useful in informing the policy dialogue and designing the institutional strengthening components of the urban transport project.

Public transport has been among the hardest hit industries because of lockdowns and physical distancing measures imposed by the COVID-19 pandemic. The crisis has greatly affected people's mobility in African cities. While changes in mobility differ by country, the number of public transport trips taken in African cities decreased by an average of 40 percent in April 2020 compared to the pre-COVID-19 era. Lockdown measures and the subsequent reductions in mobility and vehicle occupancy have resulted in a sharp shortfall of revenues, leading to a deep financial crisis that is threatening the formal and informal public transport sector in most cities.

Under a tight deadline, a small team consisting of SSATP's acting UTM pillar leads, and WB experts conducted a study to understand the impacts of COVID-19 on urban mobility in Africa and made

recommendations for the sector's recovery. As such, the study shed light on the following issues:

- Mechanisms that could help reconcile the requirements for physical distancing and mobility restriction with the financial sustainability of public transport operators.

- How governments can support the post-crisis recovery plans of the public transport sector.

- How changes in mobility influence the future of urban design and transport modal shares.

- Possible solutions to support countries.

The report was published on the SSATP website, and its findings were disseminated through an external webinar held in collaboration with UITP.

The COVID-19 pandemic has had a significant impact on public transport worldwide as well as small and individual bus operators in Africa. This crisis offered the opportunity to step back and discuss the significance of this sector in many cities in Africa and its evolution in the context

of this challenging time. SSATP partnered with UITP to organize a series of three webinars where case studies and the point of view of various stakeholders from the informal transport sector, including bus operators, transport authorities, and passengers, were presented.

Photo 8. Speakers of the first joint UITP-SSATP webinar on Urban Mobility and COVID-19 in Africa.

Webinar 1: *How has COVID-19 changed the life of small/individual bus operators and authorities?* Held on August 31st, 2020, the first edition of the informal transport webinar series jointly organized by UITP and SSATP attracted approximately 80 participants of which 50 percent were from Europe and 30 percent were from Africa. The webinar shed light on opportunities presented by COVID-19 to advance reform of the informal transportation sector as a high priority matter. During the webinar, experiences were shared from Turkey, Egypt, and the Sub-Saharan Africa region. The joint SSATP-World Bank paper on COVID-19 and public transport in Africa was also discussed (see attached English and French versions). The exchange of views at the webinar once again confirmed that most bus services in cities across developing countries are still provided by the informal sector. While the informal transport sector is key to sustaining the livelihoods of millions of people and allowing many cities to function, it has been a significant challenge to protect bus operators and users from the negative impacts of the COVID-19 crisis. This is because the informal sector has less incentive to implement protective measures and obtaining targeted financial support has been difficult as a result.

Critical first steps in formalizing the informal transport sector were also presented and discussed in the subsequent webinars.

Webinar 2: *Key factors of success to formalize informal transport and the significance of authorities.* The second webinar organized by UITP and SSATP attracted approximately 70 participants, around half of whom were from the African region. A brief description of the Freetown urban transport project and its new institutional framework was presented as well as the experience of reforming the informal bus transport sector in Turkey and Mexico City. The case studies of Sierra Leone, Mexico, and Turkey highlighted the importance of using a holistic and coordinated approach to reforming the informal sector which includes the following general principles:

- A people-centered urban transport policy
- Strong coordination/regulations by a capable urban transport entity
- A sustainable fiscal and funding strategy to cover the cost of reforms
- Adequate infrastructure (BRT, intermodal terminals, and integrated public transport corridors)
- Using a participatory approach in the transformation process

Webinar 3: *Innovations and new solutions for small/individual bus operators - How to adapt to the new normal?* The third edition of the informal transport webinar series organized by UITP and SSATP attracted approximately 100 participants. Four startups and an NGO shared their experiences in developing digital applications to improve public transport services in the African, Asian, and Latin American regions. The applications cover various areas of the public transport value chain, including data collection and analysis, open-source journey planning, pre-booking, electronic fare payment and collection, and bus operations management. During the webinar, speakers discussed and reflected on the challenges of deploying digital solutions such as smart phone apps from the perspective of public transport users, operators, and regulators. They stressed the importance of using a people-centered approach and the gradual deployment of technologies. To overcome the lack of digital smart phone technology in Rwanda, for instance, the distribution of fare payment cards helped increase accessibility and inclusiveness for users of public transportation. Meanwhile, awareness-raising campaigns and collaboration with the banking sector enabled the wider deployment of digital applications in the country. The fragmentation of the informal bus market remains a key challenge to mainstreaming digital solutions. There is a need to gain buy-in and ownership from operators on these issues to develop good practice experiences. Operators lack financial resources to cover the upfront costs of deploying the technologies, an additional constraint that could be addressed through adequate regulation and enhanced fiscal measures.

On the 20th of May 2021, SSATP collaborated with the Transportation Research Board's (TRB) Standing Committee AME40 on Transportation in Developing Countries to organize an online workshop themed: "Challenges and Future Possibilities: Improving 'Informal' Public Transport in Developing Countries." It was organized in cooperation with other development partners such as the French Developing Agency (AFD), *Coopération pour le Développement et l'Amélioration des Transports Urbains et Périurbains* (CODATU), and the International Transport Forum

(ITF). More than 200 individuals from around the world participated in the half-day event, including stakeholders from Afghanistan, Belgium, Brazil, Colombia, Germany, Ghana, India, Nigeria, the Philippines, South Africa, Uganda, the UK, and the US, among others. The event focused on informal transport in the developing world and served as a launch platform for disseminating the recently published SSATP publication: "Myths and Realities of "Informal" Public Transport in Developing Countries: Approaches for Improving the Sector."

Photo 9. Announcement for the virtual report launch workshop of the SSATP publication entitled Myths and Realities of *"Informal" Public Transport in Developing Countries: Approaches for Improving the Sector.*

PILLAR B (UTM) OUTCOME 2. AVOID

Build the capacity of urban decision makers and technical staff by familiarizing them with urban forms that minimize the need for motorized transport and favor public and nonmotorized transport

Consistent with this goal, Pillar B planned to develop guidelines to help countries gain the know-how needed for effective land-use and integrated transport planning and management.

PILLAR B (UTM) EASI/AVOID OUTCOME 2
Areas of intervention and activities

One of the SSATP's main objectives under the DP3 was to mainstream an integrated approach to sustainable urban mobility in African cities. To this end, SSATP completed a set of diagnostic studies and strategy papers to provide a better understanding of the most pertinent challenges affecting mobility and accessibility in the main urban areas of 12 African countries, and provide relevant policy recommendations. The findings of these studies influenced policy discussions in urban transport within the governments of Benin, Burkina Faso, Côte d'Ivoire, Ethiopia, Ghana,

Guinea, Kenya, Mali, Nigeria, Rwanda, Senegal, and Togo, in accordance with the EASI Framework. The case studies started with a set of eight pilot countries whose selection was based on previous studies already conducted in these countries during DP2. Following the positive response to the UTM Pillar's activities in the first eight pilot countries, SSATP received requests for assistance from four additional member countries seeking to conduct similar urban mobility studies. In 2019, SSATP launched a second pilot phase comprising Benin, Burkina Faso, Mali, and Togo.

To discuss, share, and mobilize support for the findings, analysis, and policy recommendations contained in the interim UTM diagnostic studies, the UTM Pillar organized a series of national urban mobility forums in the pilot countries. The forums provided a rich opportunity to review the proposed recommendations with clients and ensure that they assumed full ownership of the recommended activities. The launch of national platforms for a policy dialogue encompassing all actors involved in urban transport management in every country was a major outcome of each forum.

After each forum, draft action plans with specific timelines for implementing the endorsed recommendations were produced for each of the pilot countries. Shortly thereafter, SSATP supported the preparation of the final reports which included tailor-made work programs for implementing recommendations in each pilot country. Two transnational reports were produced summarizing the findings of the first eight pilot countries and another for the second batch of four pilot countries. Furthermore, a summary guideline for the development of national urban mobility policies was also developed; it summarizes key success stories of good practices within the 12 African countries that served as pilots to guide

Photo 10. Tweet from Rwanda's Ministry of Infrastructure announcing the National Urban Mobility Forum held on April 19-20, 2018 in Kigali.

the development and implementation of urban mobility policies and institutional reforms. The national forums proved to be a useful platform for discussion between the multiple stakeholders in urban transport.

A policy document was developed to support the enhancement of public transport in Mauritania following a diagnostic study of the urban transport systems in the city of Nouakchott. The diagnostic identified significant weaknesses in the institutional setup and management of its urban transport services as well as the poor operation and provision of public transport services as additional impediments to maintaining an efficient

urban transport system. In response to these findings, the team developed comprehensive guidelines on proposed intervention measures and how to implement them. The government of Mauritania followed these recommendations to reform the public transport operator as well as in the articulation of urban transport institutions in Nouakchott.

SSATP prepared a sustainable mobility and accessibility policy position paper for Kenyan cities in close partnership with the Kenyan Ministry of Transport, Infrastructure, Housing and Urban Development. Discussed at the Urban Mobility Forum held in Nairobi in May 2018, the position paper is based on a technical paper but summarizes the main findings in a non-technical manner and adds a few more recommendations based on existing research and analytical works.

Photo 11. Participants of the National Urban Mobility Forum held in Nairobi, Kenya on May 17-18, 2018.

As part of the UTM Pillar's capacity building support function, LUTP training was offered to client countries to help participants capture and adapt good practices and lessons in urban transport policy design. The training provided the tools needed for leaders to make informed decisions.

An LUTP training for anglophone countries was conducted in Nairobi, Kenya (April 24–28, 2017) and was attended by 35 participants from 13 anglophone countries. A country-based LUTP training for urban transport managers and experts was conducted in Ethiopia (November 20–24, 2017) at the request of the Ethiopian Ministry of Transport and was offered to 43 participants.

On March 5-9, 2018, SSATP organized an LUTP training program for SSATP's Francophone member countries. The training, which was held in the African Development Bank's (AfDB) headquarters located in Abidjan, Côte d'Ivoire, was attended by over 40 high-level participants from the transport ministries and municipalities of 19 countries.

SSATP co-organized two training sessions in partnership with the LUTP Program, the World Bank, and the World Resources Institute (WRI). The LUTP training in Livingstone, Zambia took place from May 5-11, 2019, and attracted 30 nominated participants from Zambia, Botswana, Zimbabwe, Malawi, Lesotho, Namibia, and Uganda. It was the first time SSATP offered the training to its member countries from southern Africa. An LUTP training session was also held in Ouagadougou, Burkina Faso on June 10-14, 2019. This session was the second of its kind for francophone countries in West Africa. The session was well attended with 41 participants from five francophone countries: Burkina Faso, Togo, Guinea, Mali, and Senegal. This second edition of training sessions for francophone countries was led by transport specialists from the World Bank, IFC, AFD, and SSATP.

In 2020, two sessions were planned to take place in Douala and Tunis but were postponed due to the COVID-19 pandemic.

Photo 12. Participants of the LUTP training session for Southern African countries held in Livingston, Zambia on May 5-11, 2019.

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"Africa faces numerous challenges in achieving sustainable urban mobility and accessibility. Being passive is no longer an option. By facilitating transport policy development and capacity building, SSATP plays a major role in supporting countries with the implementation of transport sector strategies that ultimately improve urban mobility in Africa. In recent years, SSATP provided significant support to Cote d'Ivoire, enabling the launch of a pilot Bus Rapid Transit (BRT) project and the establishment of an urban mobility authority in Abidjan."

Romain Kouakou,
Director General of Land Transport and Mobility, Ministry of Transport, Cote d'Ivoire

PILLAR B (UTM) OUTCOME 3. SHIFT

Help urban decision-makers and technical staff gain the knowledge and competencies needed to make the preliminary assessments on adopting and implementing sound, integrated multimodal urban mobility plans that promote nonmotorized transport modes and the restructuring of informal public transport services.

With the goal of shifting away from individual motorized transport towards nonmotorized transport modes and integrated multimodal transport systems, as a first step, SSATP focused on preparing guidelines on informal transport reforms to improve the level of service provided by paratransit operators through the restructuring, modernization, and promotion of quality services.

PILLAR B (UTM) EASI/SHIFT OUTCOME 3
Areas of intervention and activities

UTM Activity 3.1 *Roadmap for improving Informal public transport*

Understanding the basic causes of the "formal" public transport system's decline and the rise of informal public transport is essential before improvements can be identified. Because of its social, economic, and environmental importance, the main focus of the SSATP paper entitled *"Myths and Realities of 'Informal' Public Transport in Developing Countries: Approaches for Improving the Sector"* is on the so-called "informal" aspects. The objectives of the paper are to:

■ Examine the uniqueness of public transport systems in Sub-Saharan African cities in terms of their historical, institutional, spatial, social, environmental, economic, and political contexts;

■ Explore the causes of the decline of developing country transport systems in general and in public transport's degradation in particular;

■ Discuss commonly held misconceptions so that policymakers at all levels of government can understand the issues that must be addressed if "informal" public transport is to be improved as part of an enhanced, customer-driven public transport system; and

■ Propose the outline of a roadmap for improving the sector; subsequent work will examine in more detail what an improved public transport system would look like and how it can be achieved.

Regardless of new developments around the world, this study focuses on the informal "minibus" public transport mode that is most prevalent in Africa, especially Sub-Saharan Africa. The implications and findings of this study resonate far beyond the continent as informal modes of transportation are found across Asia and Latin America. Many of the political, geographic, social, economic, financial, and technical factors and trends impacting transport are essentially the same across the world. Improving the efficiency of paratransit modes of transport is an ambitious objective of SSATP and constitutes a central part of the UTM pillar for the Fourth Development Plan.

Through CETUD and the support of the World Bank, a minibus fleet renewal and contracting program under a lease scheme was established as an approach to professionalizing the informal public transport sector in Dakar. SSATP supported

Dakar with shifting to a formalized system that is well-structured and keen on maintaining a performance level that meets the demand for public transport services while ensuring efficiency in operations.

The UTM pillar prepared a new knowledge product for implementing transit fare collection systems in emerging economies through innovative technologies such as low-cost and open-source systems. An automatic fare collection system is a key building-block for public-private partnerships (PPP) in urban transport because it brings transparency and accountability to revenue generation and supports more efficient operations. The study showed that city-wide municipalities or transport authorities could play a critical role in facilitating the introduction

of fare systems. The report on "Innovations in Fare Collection in Africa" draws on case studies undertaken in five African cities—Cape Town, Kigali, Lagos, Maputo and Nairobi—selected to cover a variety of contexts, innovations and language regions. A sixth case was included from India, identified through a wider international scan and which embodies some significant innovations relevant to the African context. The report was well received and widely discussed during a webinar held on June 29, 2021.

Photo 13. Announcement of the virtual report launch workshop for the SSATP publication entitled *Innovations in Fare Collection in Africa.*

Following the recommendations of the regional study on informal transport, the city of Freetown has been implementing urban transport projects with a focus on public paratransit reforms. In the case of Freetown, SSATP helped initiate a reform program to formalize operators that is currently being implemented under an IDA-funded project – the Sierra Leone Integrated and Resilient Urban Mobility Project. SSATP provided advice to the government of Sierra Leone on the following factors:

- The institutional reforms to transform the bus public company, the Sierra Leone Road Transport Corporation (SLRTC), into a transport regulatory authority.
- The informal operators' consolidation and franchising arrangements designed to transform the fragmented operation into an efficient one.
- The business, operational and financial models, and bus renewal schemes to operate buses in the selected corridors.

SSATP partnered with Inter Academy Partnership (IAP) and the Network of African Science Academies (NASAC) to organize an online workshop on the decarbonization of transport in Africa. The session brought together technical experts, policymakers and other stakeholders to discuss urban planning and public transport considerations in the decarbonization of

transport in Africa, including infrastructure, financing, and policy related measures. The virtual event took place on November 15-17, 2021 and was attended by 178 unique participants from 41 countries, of which 27 were African. Participants included stakeholders from government/ intergovernmental organizations, academia and academies, NGOs and the private sector.

PILLAR B (UTM) OUTCOME 4. IMPROVE

Help urban decision-makers and technical staff gain the knowledge and competencies needed to take the preliminary steps toward adopting and implementing the key measures required to improve traffic conditions in cities of member countries.

The objective was to support urban decision-makers and technical staff with the necessary knowledge to adopt and implement key measures to improve traffic conditions in African cities. This entailed improving the planning, operation, and maintenance of urban roads while balancing the needs of all transport modes and keeping the use of individual motorized vehicles in check.

UTM Activity 4.1 *Study on traffic impact assessments (TIA)*

A TIA is a technical analysis of the traffic and safety implications of a specific development project. The key objective of a TIA is to identify whether a particular development project will have an impact on the safety and efficiency of adjacent roads. The AfDB in partnership with SSATP developed guidelines on TIAs for African cities.

UTM Activity 4.2 *Guidelines on traffic and parking management in African cities*

SSATP developed guidelines to explore the potential for implementing traffic management (TM) measures in Sub-Saharan African cities based on good international practice.

UTM Activity 4.3 *Support to design a traffic and parking management strategy in Freetown*

With the direct support of SSATP, a traffic and parking management program was launched in Freetown as part of the Freetown Integrated and Resilient Urban Mobility Project funded by World Bank. The program is currently being implemented under an IDA-funded project – the Sierra Leone Integrated and Resilient Urban Mobility Project.

UTM Activity 4.4 *Framework for addressing secondary cities in Ghana*

SSATP partnered with the World Bank to create a framework of action following a needs assessment study to address the issues of urban mobility and accessibility in Ghana's secondary cities such as Kumasi and Tamale. As in many other countries in the region, most of the funding for urban transport in Ghana focused on the capital city, Accra. Secondary cities such as Kumasi, Tamale or Takoradi, however, are in dire need of attention and funding to solve their urbanization problems. The diagnostic study showed that these two intermediary cities are growing faster than Accra. Moreover, urban transport planning was hampered by extremely limited data. Secondary cities in Ghana have the potential to become intermediary hubs between rural areas, the capital city, and external markets. These hubs would enhance the country's economic inclusion and reduce pressure in the Greater Accra area. This analytical work supported by SSATP served as a key building block to initiate the preparation of a new urban transport project in Kumasi funded by the World Bank.

UTM Pillar Challenges and Opportunities

Lessons learned and next steps. The UTM Pillar made great strides in delivering solid results consistent with the main development objectives of the DP3. In the next development plan (DP4), however, the UTM Pillar needs to build on the lessons learned and the knowledge created during the DP3 to create more actionable urban mobility plans and practical roadmaps that can further facilitate policy dialogue and the effective implementation of its recommendations. Under the DP4, the UTM Pillar should aim to collaborate with a diverse set of partners to set a new policy direction that will shape the future of urban transport in the digital era.

At the capacity building level, although UTM trainings have yielded good results and are much appreciated by clients, SSATP plans to go much further in the DP4, leveraging other innovative approaches to build sustainable human capital. For instance, SSATP agreed with the Leaders in Urban Transport Planning (LUTP) Program to increase the involvement of local universities and academia in transport research, adapt undergraduate curricula to transport issues, and better anchor the training program to the local context. Finally, SSATP will give more priority to virtual platforms and increase local capacity to set up virtual events.

UTM Publications
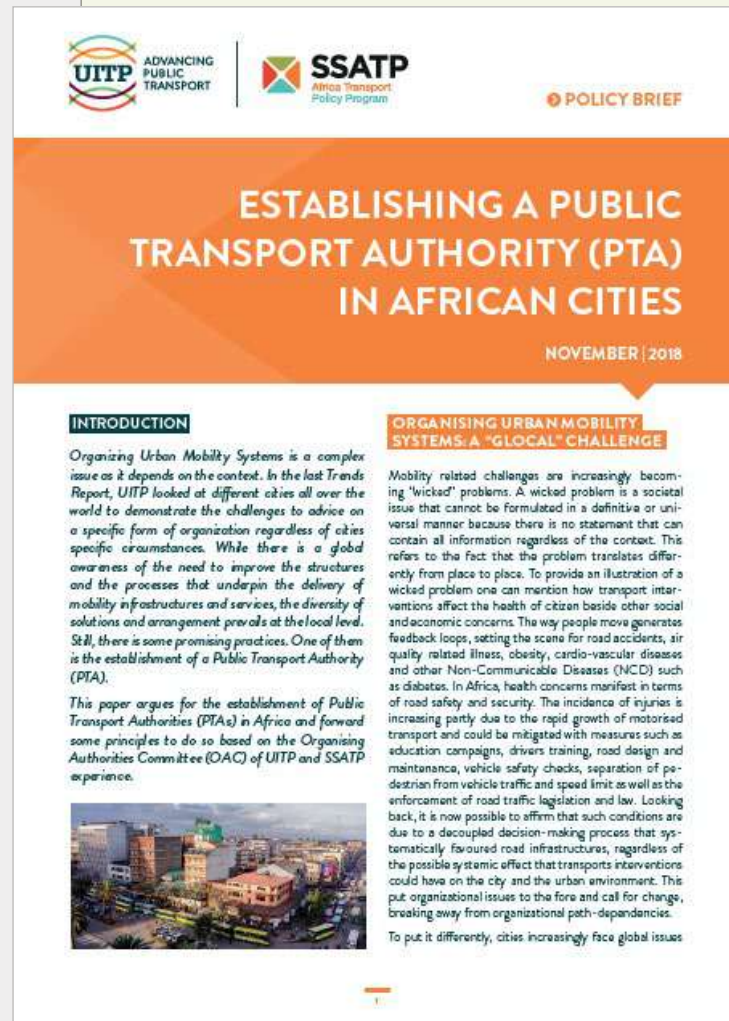
Establishing a Public Transport Authority (PTA) in African Cities (November 2018). In partnership with UITP, SSATP published a policy brief on the establishment of PTAs in African cities. This guidance document is based on best practice standards to support the establishment of an entity in charge of urban transport planning, management, and coordination.
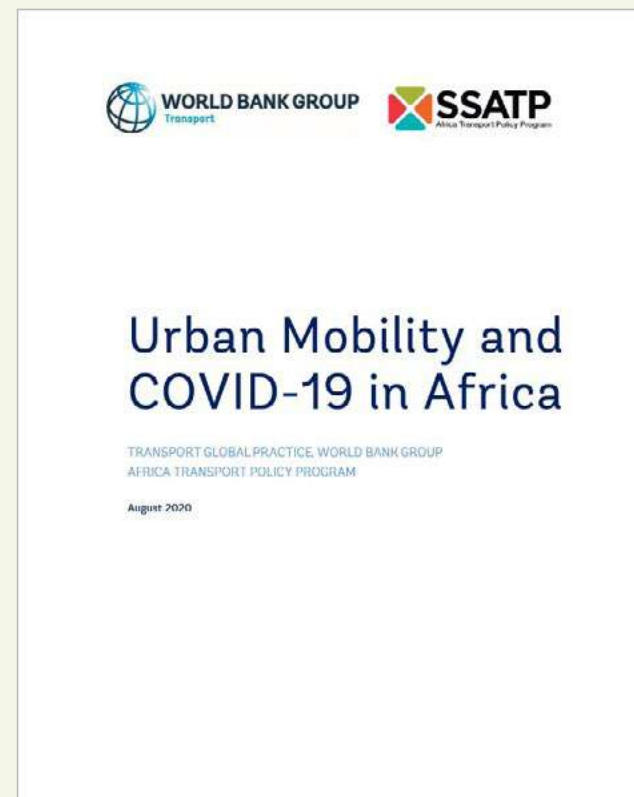
Urban Mobility and COVID-19 in Africa (August 2020). The COVID-19 pandemic is leading to an unprecedented global economic recession and widespread social distress. Despite its late arrival in Sub-Saharan Africa, COVID-19 is spreading rapidly and measures to fight its spread have caused severe economic and social impacts. This assessment note was prepared by a team of SSATP and World Bank transport experts. It discusses COVID-19's impact on formal and informal transport in Africa and presents strategies to mitigate its impact on the sector.

Policies for Sustainable Urban Mobility and Accessibility in African Cities: Policy/Strategy Papers and Diagnostic Studies for 12 Pilot Countries (October 2020). With the goal of mainstreaming an integrated approach to sustainable urban transport and mobility management in African cities, leveraging the EASI (Enable, Avoid, Shift and Improve) framework, SSATP carried out diagnostic studies in the main urban areas of twelve pilot countries: Benin, Burkina Faso, Côte d'Ivoire, Ethiopia, Ghana, Guinea, Kenya, Mali, Nigeria, Rwanda, Senegal, and Togo. To facilitate cross-country comparisons and the exchange of good practices, a similar methodology was used for all the UTM diagnostic studies, which consisted of field visits, interviews with key decision-makers and technical experts, and a deep dive analysis of documents stipulating the institutional setups and regulatory environment for urban transport management.

Figure 10. Key Findings and Policy Recommendations from the UTM Pilot

Key Findings	Policy Recommendations
■ Low accessibility and poor mobility conditions	■ Build institutions to serve long term vision
■ Absence of leadership for urban mobility	■ Set up adequate institutional framework with clear allocation of responsibilities
■ Weak technical capacity	■ Develop proper skills to enhance capacities at every level
■ Lack of urban mobility plans	■ Promote integrated urban development and transport at planning and implementation stages
■ Lack of sustainable resources for urban mobility	■ Design specific funding mechanisms for investment and operations
■ Short-term focused private sector	■ Enhance private sector and strenghten local economy
■ Lack of awareness of the civil society	■ Promote civil society engagement by empowering users and citizens

KEY INSIGHTS INTO TRANSFORMING THE INFORMAL TRANSPORT SECTOR

FEBRUARY | 2021

INTRODUCTION

Governments' responses to the COVID-19 health crisis have had strong impacts on mobility, both on a local and global level. Public transport patronage has plummeted by 90% in some parts of the world, according to UITP's COVID-19 Task Force, and the industry has been dramatically hit. The informal transport sector, which plays a major role in many cities worldwide, has been equally impacted.

This Knowledge Brief consolidates a detailed report and a series of three webinars that took place in the second half of 2020, giving a specific focus on the informal transport industry. It highlights some of the characteristics, strengths and weaknesses, and reinforces the case for transforming informal transport.

Relevant case studies present practical experiences that have contributed to improving resilience and sustainability of informal transport for users, ser-

vice providers and authorities. This paper identifies key insights and concluding questions that can help with understanding the necessary transformation process.

Knowledge Brief: Key Insights into Transforming the Informal Transport Sector (February 2021). This knowledge brief consolidates the analysis and results of three webinars organized jointly by UITP, SSATP and the World Bank in the second half of 2020. The document highlights some characteristics, strengths, and weaknesses of the informal transport sector, and reinforces the case for transforming it. Case studies offer insights into how authorities can practically integrate different providers with more 'formalized' transport and develop technological innovations for safer passenger experiences. The brief also outlines 10 key takeaway questions based on discussions with experts and practitioners which frame how to advance in the future.

Myths and Realities of "Informal" Public Transport in Developing Countries: Approaches for Improving the Sector (May 2021). Understanding the basic causes of the "formal" public transport system's decline and the rise of informal public transport is essential before improvements can be identified. Because of its social, economic, and environmental importance, the focus of this paper is on public transport in general, specifically its so-called "informal" aspects.

Myths and Realities of "Informal" Public Transport in Developing Countries:
Approaches for Improving the Sector

Ajay Kumar
Sam Zimmerman
Fatima Arroyo-Arroyo

Traffic Impact Assessment (TIA)
Guideline for Cities in Africa

Traffic Impact Assessment (TIA) Guideline for Cities in Africa (2021). In partnership with the AfDB, SSATP supported the development of a Traffic Impact Assessment Guideline. TIAs are crucial for determining the impact of new building and infrastructure developments on urban traffic, including the safety and efficiency of adjacent roads. This report is a concise, step by step, easy-to-use guide for undertaking TIAs in the continent's growing urban centers. The study is based on widely adopted international practices that can be adapted fully or partially to the conditions experienced in any city. The main target group for these guidelines are: (i) local and national government agencies in Africa, (ii) private developers, (iii) planners, architects and engineers, and (iv) TIA consultants.

Innovation in Fare Collection Systems for Public Transport in African Cities (June 2021). This technical report on fare payment systems seeks to understand the emerging payment landscape in public transport in Sub-Saharan Africa. Based on the findings of case studies from five African cities—Cape Town, Kigali, Lagos, Maputo, and Nairobi—and India, the report identifies key emerging trends and their implications for fare payment in Africa.

INNOVATION IN FARE COLLECTION SYSTEMS FOR PUBLIC TRANSPORT IN AFRICAN CITIES

Fatima Arroyo-Arroyo // Philip van Ryneveld // Brendan Finn // Chantel Greenwood // Justin Coetzee
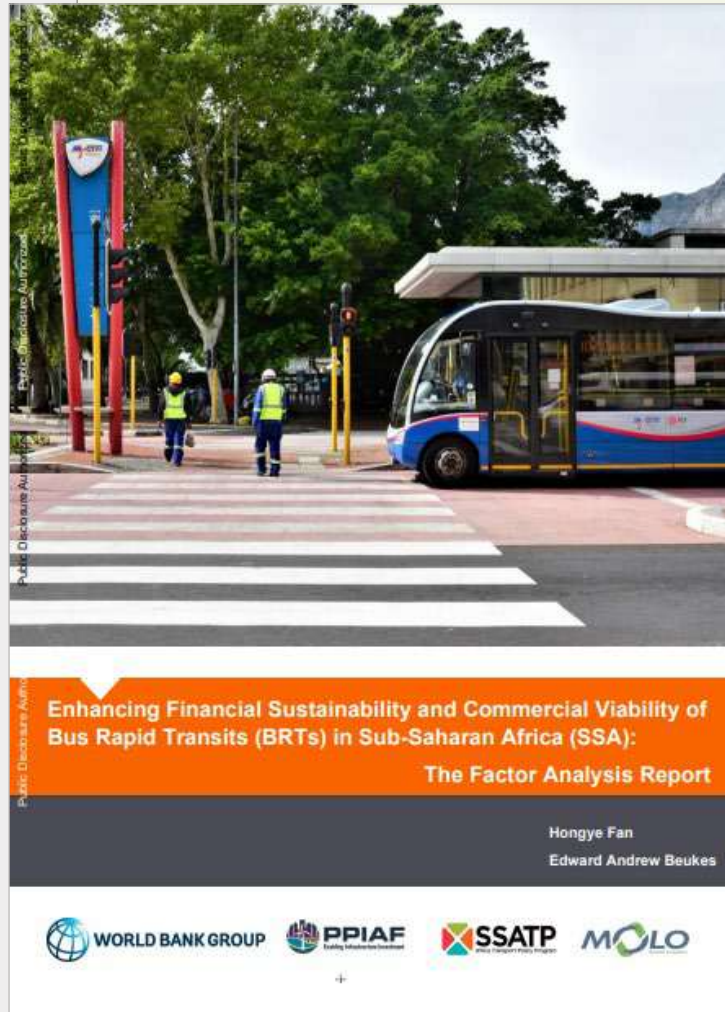
Enhancing Financial Sustainability and Commercial Viability of Bus Rapid Transits (BRTs) in Sub Saharan Africa (SSA): The Factor Analysis Report (June 2021). This study aims to assist both public and private sector stakeholders to enhance the financial sustainability and commercial viability of BRT systems in SSA by: (i) identifying, framing, and analyzing the key factors influencing their financial sustainability and commercial viability; and (ii) developing a robust analytical tool to guide a high-level assessment of the factors influencing their financial sustainability and commercial viability.

Market Analysis on Financial Sustainability and Commercial Viability of BRTs in Sub-Saharan Africa (June 2021). This study undertakes a systematic sector market analysis of BRT schemes in Sub-Saharan Africa from the perspective of the private sector. The aim is to understand the thinking and experience of private sector stakeholders participating in BRT schemes. The study also explores the reasons behind the hesitancy shown by private investors. The report comprises two main parts: (1) a desktop overview of the current commercial and financial landscape of BRT and urban transport financing in SSA, identifying current financing schemes and investors present or with interest; and (2) a market assessment of investors' appetite for BRTs, and their risk analysis, based on responses to a survey questionnaire and interviews.

Assessment Tool on Factors of Financial Sustainability and Commercial Viability of BRTs in SSA: Introduction and User Guide (June 2021). This assessment tool accompanies the Enhancing Financial Sustainability and Commercial Viability of BRTs in Sub-Saharan African (SSA) report. The report provides the explanations and details of the terms, the analytical context, methodology, the overview of SSA BRT systems, the in-depth case studies, and the factor identification and analysis as essential references for the application of this tool.

Transnational Reports: Policies for Sustainable Accessibility and Mobility in Africa (December 2021). The reports offer a transnational view of the urban mobility and accessibility context in Africa and focus on the conditions necessary for the implementation of urban mobility policies based on good practices and lessons learned from the 12 pilot UTM countries and globally. To accelerate improvements in governance effectiveness in both capital and secondary cities, the reports also summarize the main recommendations of the UTM diagnostic studies carried out in the main urban areas of each pilot country.
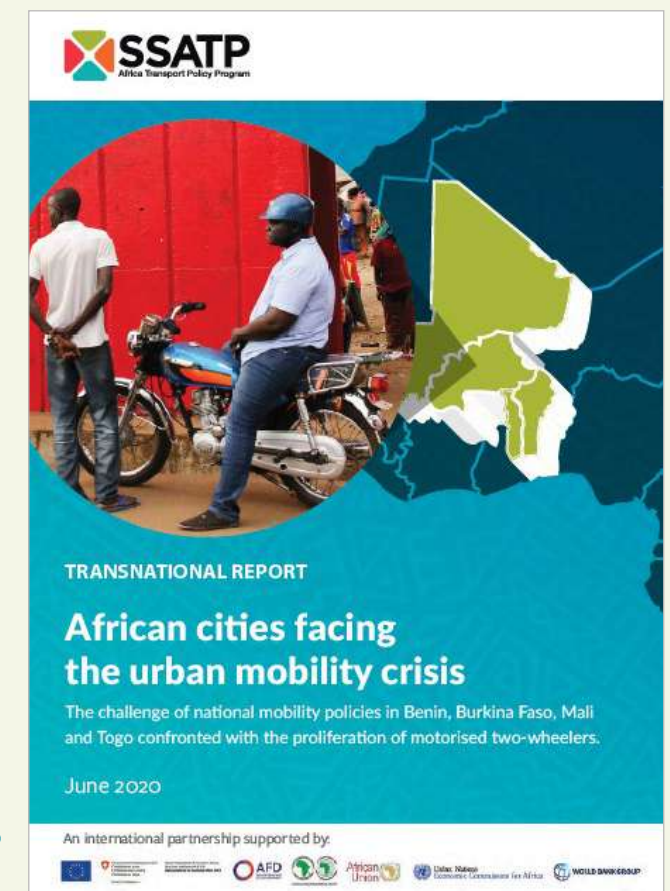
Summary Report: Urban Mobility in African Cities: Developing National Urban Mobility Policy and Delivering at the City Level (December 2021). This report provides a concise synthesis of Africa's key urban mobility issues as well as guidance and recommendations for developing urban mobility policies, which are detailed in the technical reports prepared for the 12 pilot UTM countries.

Traffic Management for Sub-Saharan African Cities: The Way Forward (December 2021). This report explores how to establish important priorities in traffic management. It focuses on realistic options for traffic management policies and measures that can be used by local transport officials, international and national transport agencies, universities, and local entrepreneurs. Each theme explored in this report provides a roadmap and guidelines for traffic authorities to follow. The report also provides African policymakers with tools to develop a stronger institutional foundation for sustainable, safe, and affordable urban traffic management in Sub-Saharan African cities.

3. PILLAR C: Road Safety (RS)

Recognizing the fact that Africa's weak road safety performance continues to be a major obstacle to Africa's competitiveness and development, SSATP's main objectives were refocused to move "addressing road safety" as a cross-cutting issue under DP2 to a "main pillar" under DP3. The Road Safety (RS) Pillar would align strongly with the UTM and RI Pillars in addressing the continent's transport challenges. SSATP played a key role in successfully building strong road safety institutions in the region while working with governments to develop sound RS strategies and leadership training programs. Under the RS Pillar, SSATP contributed significantly to initiatives that save lives on Africa's roads. Building on its road safety work under the previous development plan, SSATP employed a two-pronged approach to tackle road safety issues by (1) improving road safety management in a comprehensive way, and (2) introducing bolder measures to deal with the safety of vulnerable road users.

Both the DP2 and DP3 built upon existing global and regional initiatives to define its core agenda. An important development in road safety policy was the Africa Road Safety Action Plan 2011–2020, which was developed by consensus among African countries and identified specific actions in support of the five pillars of the UN Decade of Action for Road Safety 2011–2020. The action plan identified the monitoring indicators to be used for RS activities, the key actors, and a timeline to accomplish the activities. It was endorsed by the African Union Conference of Ministers in Charge of Transport and adopted by the heads of state in Luanda, Angola in 2012. The African Road Safety Charter further reinforced the commitment to speed up implementation of national, regional, and continental road safety programs.

Moving forward, over the five years of the DP3, SSATP worked diligently to achieve the following interrelated objectives/outcomes:

- Enable the AUC and UNECA to encourage countries to achieve the goals of the UN Decade of Action for Road Safety 2011–2020 and the Africa Road Safety Action Plan 2011–2020.

- Promote effective policy and strategy formulation and implementation at the country level.

- Stimulate good practice in road safety management by promoting systematic implementation of the Africa Road Safety Action Plan.

- Better integrate road safety policy and pillar-based interventions in locally and externally funded road development programs.

Sustainable, effective, and efficient road safety interventions that lower the number of deaths and serious injuries from road traffic fatalities depend on having the right data for evidence-based decision-making and effective monitoring. Strong road safety institutions with the appropriate legal and regulatory mandates are required as well, and they must be staffed by those with the right skills and ability to achieve program goals. Finally, these institutions must have the appropriate policies, strategies, and financing in place to serve the overarching goal of ensuring African countries work together at the local, national, and regional level to improve the continent's road safety record. Given the limited funds available for this pillar and the multi-sectoral dimension of its work, SSATP worked strategically with other partners to scale up and complement planned activities.

SSATP supported capacity building activities across the continent, which included supporting the establishment of a regional observatory, the initiation of a dialogue platform for disseminating and transferring knowledge.

For instance, the Pillar supported the establishment of the African Road Safety Observatory (ARSO), a continental convener of key stakeholders on road safety related issues tasked with collecting good quality data that can be used to monitor regional performance (see RS Activity 1.5). Road safety institutions were strengthened in Nigeria and Kenya and new agencies were proposed at the country level in Senegal, with several countries such as Côte d'Ivoire, Sierra Leone, Gambia, Mali, and some cities such as Accra and Addis Ababa launching road safety strategies that align with the Decade of Road Safety goals. To help leaders of the various multi-sectoral agencies acquire the necessary holistic skills to address complex road safety issues, SSATP also developed an African Road Safety Leadership Program (see RS Activity 4.4). Additionally, SSATP prepared a *Consolidated Evaluation of the African Road Safety Leadership Program 2018-2019* which outlined the rationale for its development and shared lessons used to further develop the leadership program and fill diverse capacity gaps.

The DP3 Strategy Framework outlined four main objectives for monitoring and evaluating the work program of the RS Pillar. The sections below describe the outcomes achieved over the five years of implementation of the DP3.

PILLAR C (RS) OUTCOME 1

Improved capacity for African countries to manage and monitor performance in road safety

During the Third African Road Safety Conference in July 2016, African countries resolved to improve the quality of their data through collaboration with the International Traffic Safety Data and Analysis Group (IRTAD) of the Organization for Economic Cooperation and Development (OECD). At a meeting in Lomé in March 2017, African ministers of transport agreed to accelerate the implementation of the Africa Road Safety Action Plan 2011–2020. In this regard, the transport ministers recommended that SSATP work with the AUC and UNECA to develop a minimum set of road safety indicators to monitor and ensure comparability between African countries. The AUC and UNECA made commitments to facilitate this process, and SSATP supported these two organizations in achieving the desired outcomes through the activities defined in the section below.

PILLAR C (RS) OUTCOME 1
Areas of intervention and activities

RS Activity 1.1 *Organization of a side meeting of African ministers of transport at the Brasilia High Level Road Safety Conference in 2016*

The midterm review of the Decade of Action for Road Safety provided the opportunity for SSATP to start high-level dialogue on the continent. SSATP brought in over 15 African ministers of transport and health to participate in the conference and organized an African minister's roundtable. The meeting was chaired by South Africa's minister of transport and moderated by the CEO/Corps Marshal of the Federal Road Safety Corps of Nigeria. The roundtable discussed the continent's progress, and South Africa's minister of transport agreed to take the road safety agenda to the next meeting of the African ministers of transport.

RS Activity 1.2 *Organization of a series of road safety workshops on data management in 2016 and 2017*

As a point of reference, at the Third African Road Safety Conference held in July 2016, it was agreed that a lack of quality data was hindering Africa's ability to monitor road safety performance. SSATP organized a series of workshops to discuss and develop a minimum set of road safety indicators to establish a harmonized approach to managing road safety across the continent. Under the direction of the AU and UNECA, the workshops were developed by SSATP in collaboration with IRTAD and the Fédération Internationale de l'Automobile (FIA). These workshops led to an agreement on a set of indicators to be collected and reported on by all African countries. A report was completed and published on how to determine appropriate road safety indicators and the challenges of road safety data management in Africa.

RS Activity 1.3 *First African Ministerial Road Safety Forum in collaboration with the government of Morocco in 2018*

In collaboration with the government of Morocco, SSATP organized the First Africa Road Safety Forum held in Marrakech, Morocco on November 13-15, 2018. The main theme of the Forum was "Road Safety in Africa: A Sustainable Development Issue." The forum convened 1,200 high-level participants from the transport and health sectors of 75 countries (including 46 African countries). Among the participants were 22 transport ministers (including 18 African transport ministers), and the prime minister of Morocco. At the meeting, ministers committed to implementing an action plan during the 2019 calendar year.

Photo 14. Ministerial session of the First Africa Road Safety Forum held in Morocco on November 13 -15, 2018.

A crucial milestone occurred in 2019 as ARSO was finally adopted at the continental level. SSATP worked with the AUC's Department of Infrastructure and Energy and South Africa's Road Traffic Management Corporation (RTMC) in co-hosting the formal launch of ARSO at its First Annual General Assembly (AGA) held in Durban, South Africa from June 27-28, 2019. As a result of the meeting, several key agreements were reached on operationalizing ARSO. Accordingly, in collaboration with AUC, AfDB and UNECA, SSATP developed the methodology for establishing ARSO as a specialized agency of the African Union in line with the requirements of the African Road Safety Charter.

Photo 15. Participants at ARSO's First Annual General Assembly held in Durban, South Africa on June 27-28, 20219
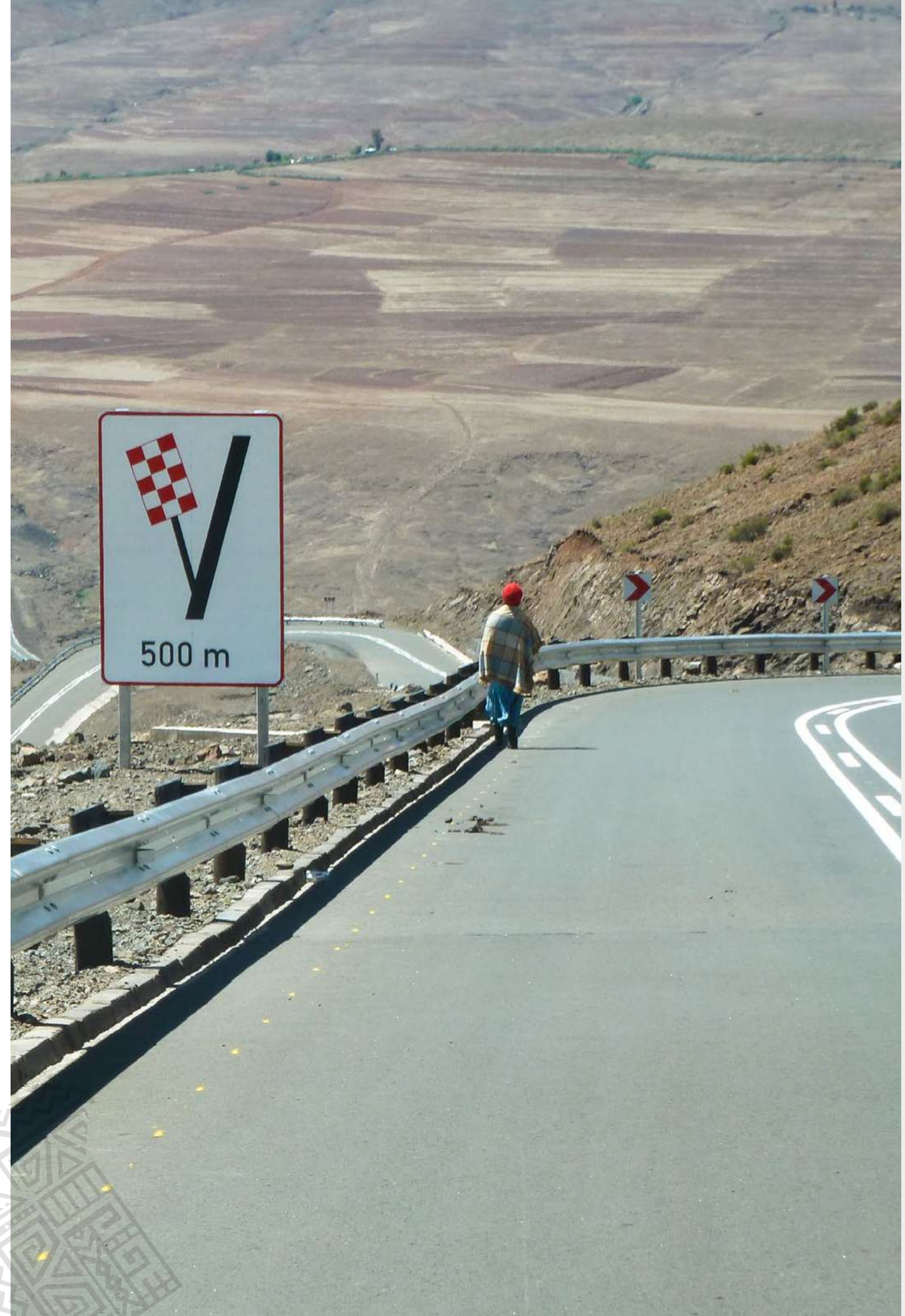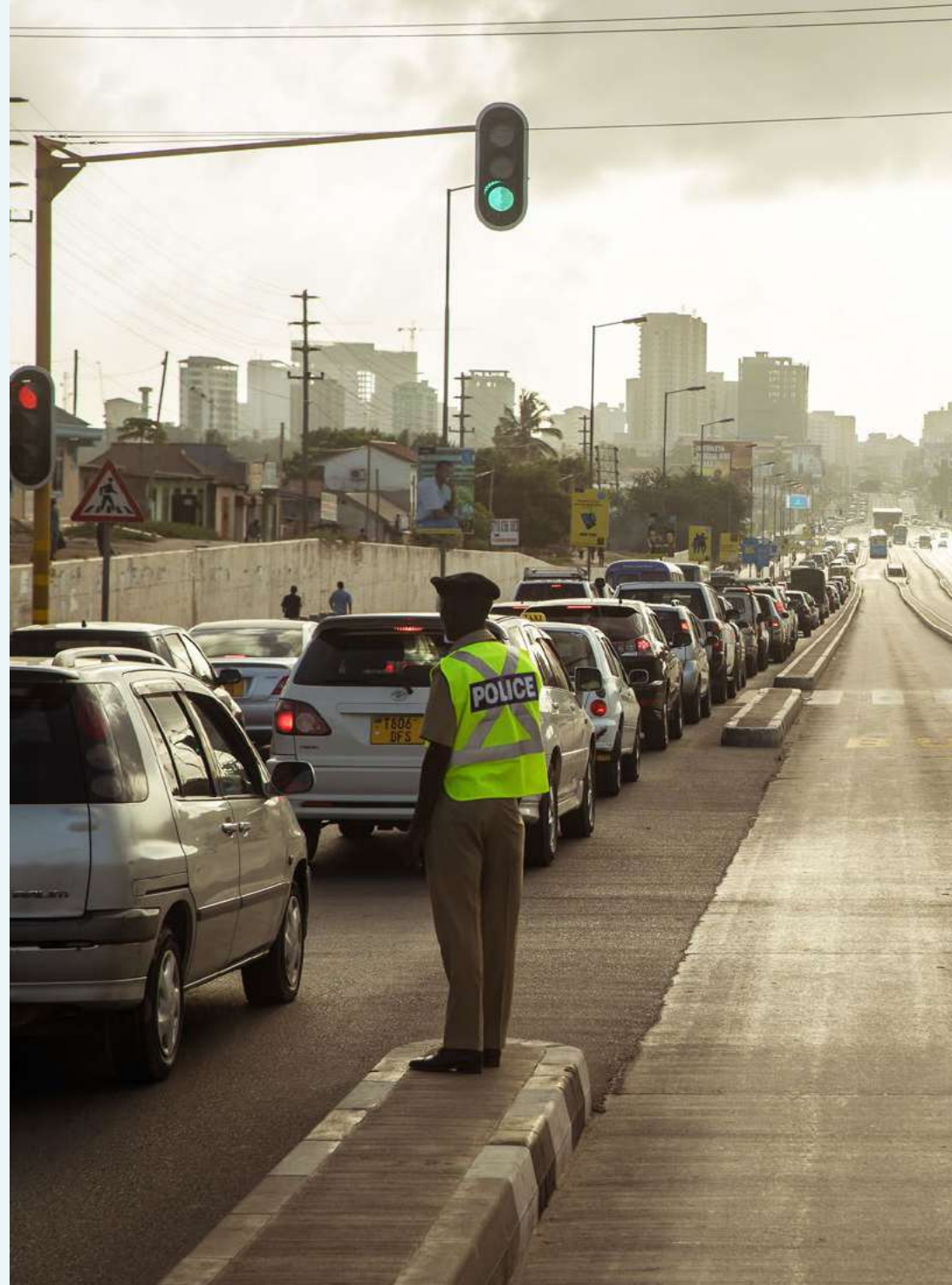
PILLAR C (RS) OUTCOME 2

Promotion of effective road safety policy and strategy formulation and implementation at the country and regional levels

Most African countries lack formal or effective road safety policies and strategies, and where they do exist, the agencies charged with road safety management often face serious implementation challenges. Recognizing this shortcoming, SSATP developed guidelines with the aim of helping African countries and municipalities prepare road safety policies and strategies aligned with both the Africa Road Safety Action Plan 2011–2020 and the UN Decade of Action for Road Safety.

PILLAR C (RS) OUTCOME 2
Areas of intervention and activities

RS Activity 2.1 *Development of a road safety strategy for the city of Addis Ababa*

The Bloomberg Global Road Safety Program undertook a series of targeted interventions in the city of Addis Ababa in 2016. There was clear indication of commitment and ownership to advance the road safety agenda after working with city authorities. Lacking a defined strategy, however, they were unlikely to achieve sustainable outcomes. SSATP worked with the city to produce a strategy with a clear vision and achievable goals for prioritizing pedestrians, developing a road traffic management system, focusing on the roads where crash incidents were most concentrated, enforcing key safety laws, managing crash and injury data, and responding better to post-crash trauma. Two years after launching the strategy, crash fatalities levelled off in Addis Ababa while other cities in Ethiopia showed increases in fatalities.

RS Activity 2.2 *Support to the government of Côte d'Ivoire in developing a national road safety strategy*

At the request of the government of Côte d'Ivoire, SSATP guided the development of a comprehensive road safety policy and multisectoral strategies for improving road safety. The strategies were validated in a multisectoral workshop with key stakeholders. Based on these actions, AfDB adapted the recommendations by developing a road safety strategy for the city of Abidjan.

RS Activity 2.3 *Supporting the government of Sierra Leone and the municipality of Freetown in developing road safety strategies with a strong urban transport focus*

SSATP supported the development of a road safety strategy for Sierra Leone that not only recognized the policy and planning frameworks that existed in the country, but also responded to and aligned with international resolutions and domestic frameworks. SSATP guidance was further adopted in the design of a World Bank urban project for the city of Freetown, which is currently under implementation.

RS Activity 2.4 *Providing technical assistance to the government of Mali*

SSATP provided technical support to the government of Mali to develop a road safety strategy for the country. The strategy was launched in December 2017 with the participation of all stakeholders and complemented a road safety report prepared by the AfDB for the city of Bamako. The road safety agency, Agence Nationale de la Sécurité Routière (ANASER), is using these reports to implement evidenced-based interventions.

SSATP worked with the government of Gambia to define the road safety component, including future road safety management arrangements, as part of their wider national transport strategy. It was proposed that the governance and coordination functions would have to be supported by a road safety unit within the ministry. In support of this proposal, SSATP prepared a short paper that included a set of functions for the road safety unit to perform. The ministry has since been given clearance to establish a road safety unit within the Transport Directorate.

SSATP supported the city of Accra with developing its road safety strategy in 2018. The mayor of Accra and other city stakeholders took part in defining the following elements of the city's road safety strategy: the vision, targets, critical issues, overall approach, strategic direction, and arrangements for managing its implementation. The strategy was built around the principles of a *safe system* approach. Some of the critical issues identified by stakeholders involved the governance and ownership of road safety in the city, including the role that the different local and national agencies play, the legal framework applying to road safety, driver testing and licensing of both commercial and private drivers, vehicle safety standards, and post-crash emergency response and care. It was agreed that the Accra Metropolitan Assembly (AMA) Road Safety Strategy would focus on what was in the city's direct power to reform while supporting and advocating for national reforms beyond their operational scope. On October 30, 2018, the mayor of Accra launched the city's first-ever road safety strategy spanning 2018-2030. The development of the strategy directly complemented the work of the Bloomberg Global Road Safety Initiative which provides interventions in 10 cities across the globe to establish and reduce fatalities while building capacity at the municipal level to manage road safety effectively.

Photo 16. Workshop to launch the Accra Road Safety Strategy held on October 30, 2018.

SSATP supported the development of road safety strategies in several other countries, most notably: Guinea Bissau, Togo, and Benin. These strategies focus on the safe system approach and emphasize improving road safety management in the country, strengthening the existing legislative framework, and proposing a structure for a lead road safety agency. They were developed through a consultative process which involved organizing stakeholder workshops to validate key findings and recommendations.

SSATP was invited by the Federal Road Safety Corps to participate in the validation/closeout workshop for the new Nigerian Road Safety Strategy. The new road safety strategy covers the next five-year period and is expected to be aligned with the African Road Safety Action Plan, the new roads safety targets under the SDGs, as well as the *safe system* approach. SSATP supported these initiatives throughout the entire DP3 strategy cycle.

> *"As the Head of GRSF, I am delighted to have my SSATP program colleagues as partners in delivering improved road safety in Africa. I am pleased to note that the SSATP road safety pillar has grown significantly in importance over the last several years to become a crucial part of the SSATP program in providing substantial added value to our GRSF activities in Africa while acting effectively on its own… Our cooperation in exchanging successful and practical approaches directly applicable to African countries has already resulted in hundreds of lives saved, sparing thousands of African people from pain and poverty. I am grateful for all the support for regional networking activities and all the road safety-focused diplomatic and advocacy efforts implemented by SSATP."*
>
> **Raymond Franklin Soames,**
> *Head of Global Road Safety Facility (GRSF), April 26, 2021*

PILLAR C (RS) OUTCOME 3

Stimulation of good practice in road safety management by promoting systematic implementation of the Africa Road Safety Action Plan 2011-2020

SSATP's road safety activities aimed to promote the establishment of lead agencies where they did not exist and to strengthen those already in place. The objective was to raise the profile of road safety at both the national and regional levels. The Pillar achieved this by supporting the institutional strengthening of national road safety lead agencies and enhancing professional exchanges between these agencies at the regional level.

PILLAR C (RS) OUTCOME 3
Areas of intervention and activities

RS Activity 3.1 *Assistance to the government of Senegal*

SSATP assisted the government of Senegal with developing a legal framework for the establishment of an autonomous road safety lead agency. A comprehensive report defining the organizational structure, reporting lines, preliminary budget, and possible sources of funding for the entity was prepared, and a legal consultant completed work on a draft decree and bylaws for the establishment of the agency. A high-level advocacy workshop was subsequently attended by members of parliament, senior officials from other key sector ministries, representatives of civil society, and NGOs. This workshop generated awareness and mobilized support from key legislators and decision-makers. Both the final drafts of the bylaws and decree were submitted to the government and they were to be presented to the national parliament for their consideration. Unfortunately, this process has not moved forward.

RS Activity 3.2 *Assistance to the government of Mali*

As part of the SSATP's objective of integrating development and implementation of its road safety policy work with transport projects, Pillar C worked with the Task Team Leader (TTL) of the World Bank-funded Sierra Leone Integrated and Resilient Urban Mobility Project and the Sierra Leone Road Safety Authority (SLRSA) on road safety capacity building initiatives and appropriate policies to be adopted. An SSATP team visited Freetown in April 2018 to support the World Bank's operational transport team and discuss the project's capacity building opportunities. Since more than 50 percent of the vehicle population in Sierra Leone is concentrated around the Freetown metropolis, SSATP also assisted with the development of a comprehensive urban road safety strategy.

RS Activity 3.3 *Support of the East Africa Community (EAC)*

Initial discussions were held with the EAC to explore opportunities for SSATP to incorporate road safety data into their existing transport observatory. Options were discussed as to how this could move forward but no progress has been made on this so far.

RS Activity 3.4 *Support of the National Transport Safety Agency (NTSA) of Kenya and specific Kenyan counties*

SSATP supported a dialogue on strengthening NTSA's capacity to effectively function as a lead road safety agency. SSATP also worked with the World Bank's Kenya transport team to ensure that a substantial and relevant road safety component was included as part of their project.

PILLAR C (RS) OUTCOME 4

Better integration of road safety policy and interventions in locally and externally funded road developments

To support the mainstreaming of road safety in transport infrastructure projects, Pillar C approaches countries, development partners, and agencies responsible for road construction and maintenance at the early stage of pipeline project review to promote greater investment in the safety-focused activities. This component not only targets activities funded at the national and municipal levels, but also externally supported programs and projects. The objective is to engage countries, including road agencies where they exist, and development partners so that they allocate a greater percentage of resources to road safety activities and earmark financing for lead agencies.

RS Activity 4.1 *Collaboration with the African Road Maintenance Funds Association (ARMFA)*

SSATP initiated dialogue with ARMFA to see how road safety could be better integrated into the function of road maintenance financing. ARMFA is a 34-member, non-political and non-profit continental body established in Libreville in 2003 as a platform and network for sharing experience, knowledge, and information on the best practices for financing road maintenance in Africa, supporting the promotion and strengthening of ties between different sources of African road funding, and ensuring adequate financing of road maintenance in coordination with governments and road sector institutions. Discussions focused on the role road maintenance plays in improving the safety of road infrastructure and the importance of having clearly defined safety objectives for road maintenance funds.

RS Activity 4.2 *Review of road projects undertaken over the last five years*

SSATP undertook a review of road transport projects financed by the World Bank in the previous five years (from 2014-2018) to assess whether road safety principles and activities were incorporated in projects and mainstream road safety in future project design. SSATP noted that while most road projects had a road safety component, it was important to systematically incorporate indicators to monitor and evaluate the impact of selected activities.

RS Activity 4.3 *Collaboration with the Safer Africa project*

The EU-financed Safer Africa Project, of which SSATP was a partner, closed in October 2019. The project consortium was based on the participation of 17 European and African partners coordinated by the Research Centre for Transport and Logistics of Sapienza University of Rome. Led by a management board consisting of 11 prominent international institutions – AU, EU, WB, AfDB, UNECA, WHO, IRF, IRU, ITF, FIA, and PIARC -- the Safer Africa Project set up a dialogue platform between Africa and Europe to steer the process toward road safety improvement in African countries. It grew to become an active community of 192 stakeholders from 42 African countries working to build increased awareness and knowledge of road safety governance in Africa. SSATP was represented on the management board and guided the project consortium.

RS Activity 4.4 *African Road Safety Leadership Program*

Because of a lack of champions for the implementation of the road safety policies and interventions in African states, SSATP developed the African Road Safety Leadership Program. The program was designed to bring together senior government policymakers, road safety influencers, transport and health agency officials at all levels of government (national, provincial/state, and municipal), and other stakeholders. The main objectives of the program were to:

- Develop awareness of the road safety challenge and the need for strong champions and advocates at the country level.

- Develop leadership capabilities in road safety planning, implementation, management, and operation.

- Create a network of road safety stakeholders and partners so they can continue to share best practices in the future.

In partnership with UNECA, AfDB and several international organizations, four editions of the leadership program were organized in Dakar, Senegal (2018), Abidjan, Côte d'Ivoire (2019), and Midrand, South Africa (2019). In total, 70 persons from 30 countries attended these face-to-face courses. Based on the evaluation reports, all three were well-received, and a network of participants was set up. Due to the pandemic, however, the final fourth offering under the DP3 was held virtually and brought together around 30 new participants alongside a number of alumni from the previous courses to share experiences and reflect on how they have been able to apply what they had learned to their work in road safety.

The program included the following accomplishments:

- Focused on key road safety leadership and management issues.

- Nurtured future interaction among participants and between countries.

- Initiated discussion about what it means to be a road safety leader in Africa today.

- Helped participants generate options for action.

The public visibility of road safety is much higher than ever thanks to this activity. At the beginning of the DP3, no country had signed or ratified the African Road Safety Charter when it was adopted during the 26th Ordinary Session of the Assembly of the AU held in January 2016. Currently, there are 12 countries that have signed the charter and six that have ratified it. SSATP will continue to champion this agenda among nations as the charter needs a minimum of 15 countries to ratify and begin its enforcement.

Photo 17. Participants of the 3rd African Road Safety Leadership Program held in Midrand, South Africa.

RS Activity 4.5 *Africa-Europe Transport and Connectivity Task Force on Road Safety*

SSATP's position as a leader of Africa's road safety agenda enabled it to participate in the Africa-Europe Transport Connectivity Task Force on Road Safety. Over a series of meetings, the task force discussed and agreed upon the main areas of focus for AU-EC collaboration on road safety in the coming years. The main themes of discussion were infrastructure and vehicle safety, safe behavior on the roads, and road safety management and data collection. It was agreed that supporting ARSO would also be a key priority. SSATP encouraged stakeholders to build upon the work undertaken under the DP3. A key part of the discussion included the work that SSATP accomplished in establishing the observatory and soliciting an agreement for a harmonized set of road safety indicators to be collected and monitored by all countries.

RS Activity 4.6 *Third Global Ministerial Conference on Road Safety*

At the Third Global Ministerial Road Safety conference held in Stockholm, Sweden from February 18-20, 2020, SSATP collaborated with the AU and UNECA to organize the Second African Ministerial Roundtable. With 26 African member states in attendance, the overarching theme was "Achieving 2030 Goals." The meeting provided the opportunity to assess what had been achieved in the recently completed Decade of Action for Road Safety and envision the way ahead for the coming decade. Discussions centered around assessing the achievements of the African Road Safety Action Plan and strategic directions and urgent actions for African member countries going forward. Discussions also centered on the newly established African Road Safety Observatory (ARSO) and the need for African countries to ratify the African Road Safety Charter. This meeting led to broader commitments to support ARSO and use it as the basis for further progress on road safety issues in the continent.

SSATP participated in a side event on road safety observatories and facilitated the participation of Ethiopia and AU at the highest level. The AU Commissioner discussed the challenges of road safety data management in Africa and shared the progress of ARSO. SSATP also chaired the meeting of the ARSO Transitional Steering Committee (TSC) where key partners were present. This meeting advanced activities under the ARSO work plan and decisions were made on the next data coordinators meeting, publishing the first ARSO report, ratifying the African Road Safety Charter, and revising the TORs of the TSC to include additional member countries, thereby strengthening the working group.

RS Pillar Challenges and Opportunities

The road safety pillar achieved some success along the way albeit with accompanying challenges. The biggest challenge to road safety is its multisectoral nature. While the transport sector can and does have a leading role in driving the road safety agenda on the continent, efforts to improve the situation are ineffective without good coordination among key stakeholders. It is important to move forward with a collaborative and consultative process that creates ownership among all partners. Drawing on the roles of all stakeholders was a key aspect of SSATP's approach in support of various country and city-based strategies. Through activities outlined earlier, SSATP was able to advance the agenda considerably despite the multisectoral nature of road safety that requires cooperation from non-transport sectors, such as the health and education sectors. SSATP successfully worked with partners such as the WHO, the International Motor Vehicle Inspection Committee (CITA), Safer Africa, IRF, FIA, and ITF to help coordinate activities and organize workshops and meetings convening global and multisectoral experts working to address road safety in Africa.

Another major challenge when the DP3 launched was the low level of visibility and interest that road safety had generated across the continent. Despite the Decade of Action being declared in 2010, no major action had been taken across the continent in the early years of the decade. Apart from the Nigerian Federal Road Safety Corps, and later the Kenya National Transport Safety Authority, there were no definitive stand-alone road safety agencies, and most governments were not including road safety as a priority. African countries did not have comprehensive strategies which were aligned to the global agenda or the safe systems approach, and financing for road safety activities was hard to come by. The regional road safety agenda has attained great visibility over the years and is now a major topical issue for the AU and other regional institutions. An increasing number of countries are signing on and ratifying the African Road Safety Charter due to the activities sponsored by SSATP.

Lessons learned and next steps:

- **The multisectoral nature of road safety.** Given the multisectoral nature of road safety affecting the transport, health, education, and justice sectors, it is critical to work collaboratively with other stakeholders to get the most effective outcomes. Stakeholders from the different sectors provided varying local perspectives that enabled ownership of the proposed RS activities and outcomes related to the development of road safety strategies, institutional strengthening, and capacity building programs.

- **The role of observatories in defining and monitoring road safety outcomes on the continent.** Early results from ARSO's first annual data report (2020) showed the value of establishing a network of road safety practitioners and data analysts for defining goals and actions for the continent in alignment with the new global plan for Africa.

- **Road safety's continuously evolving process.** With the end of the first Decade of Action for Road Safety and the new targets for road safety set under the UN Sustainable Development Goals, regional and national institutions need to update their road safety strategies to align with the new thinking and provide room for innovation.
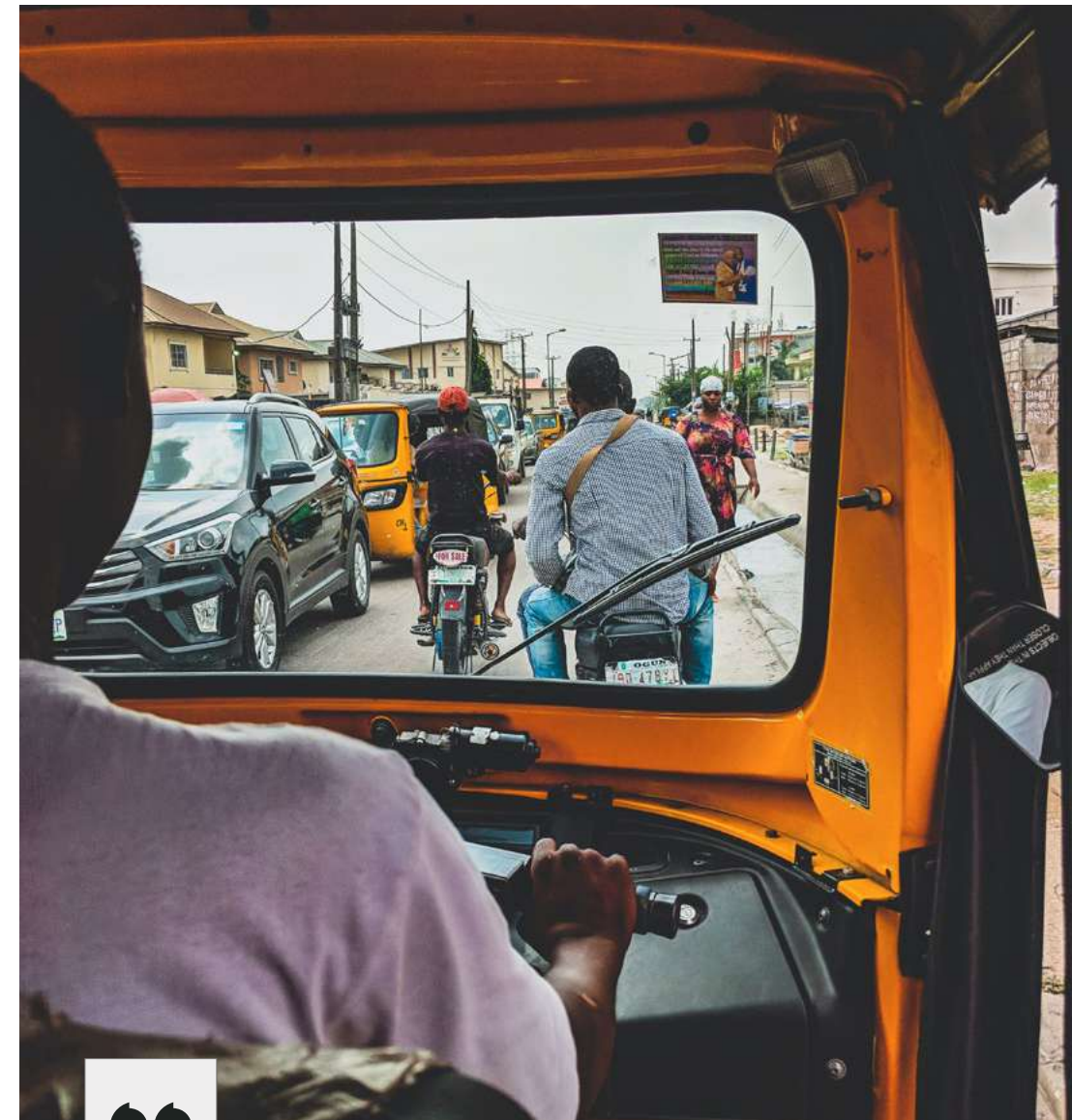
"Africa is grateful to SSATP for their effort to improve road safety and promote green mobility in the continent. Thanks to SSATP for each life saved on the road as an important outcome of each project implemented in Africa. We will remember you forever."

Benacer Boulaajoul,
General Director of National Road Safety Agency (NARSA), Kingdom of Morocco, April 19, 2021

RS Publications
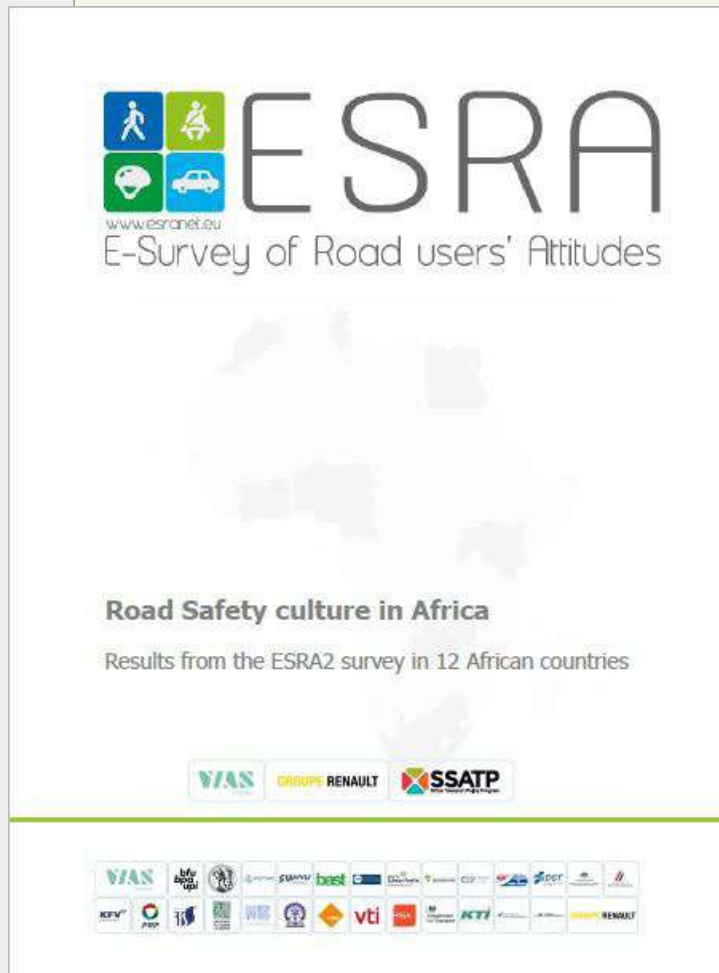
Road Safety Culture in Africa: Results from the ESRA2 Survey in 12 African Countries (January 2021). In collaboration with Vias Institute and Groupe Renault, SSATP contributed to this report, which examines the road safety culture in 12 African countries. ESRA (E-Survey of Road Users' Attitudes) is a joint initiative of road safety institutes, research centers, public services, and private sponsors from all over the world. The report collected and analyzed comparable data on road safety performance, in particular road safety culture and the behavior of road users. The ESRA data is used as a basis for a large set of road safety indicators that provide scientific evidence for policy making at national and international levels.

Road Safety Data in Africa: Developing Capacity for Data Collection (December 2021). The report covers the process that was undertaken to develop a set of harmonized road safety indicators for African countries to collect and monitor. This process ultimately led to the establishment of ARSO.

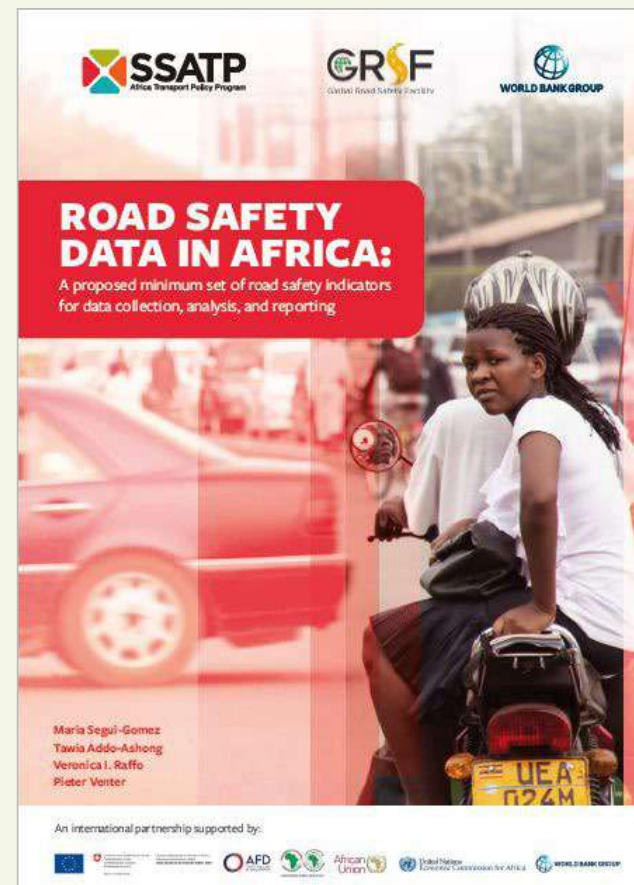***Africa Status Report on Road Safety 2020 (December 2021 – publication pending).*** The status report summarizes the findings of the first original data collection effort for road safety on the African continent, reporting on the harmonized set of road safety indicators for 26 African countries. More important than the actual figures reported or the evidenced gaps, the report sets the baseline against which to measure progress in the coming years. This ARSO initiative was led by SSATP with additional contributions from the WB, AfDB, GRSF, FIA, ITF and WHO.

City Road Safety Strategies in Africa: A Guide to Development (December 2021). The purpose of this guidance document is to help city administrations in Africa develop strategies to address their road safety challenges in urban areas. By providing guidance which draws on good practices inside and outside of Africa, it is hoped that more African cities can develop effective road safety strategies suitable to the urban environment.

(TBD)
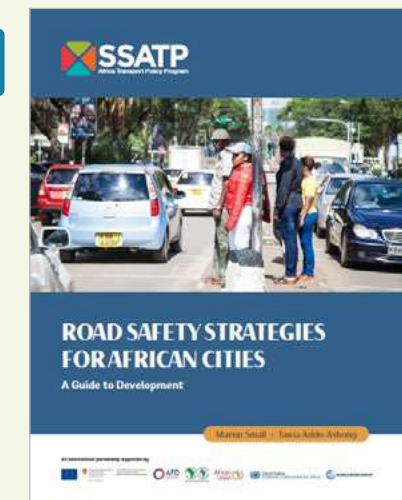
Study of Road Safety Lead Agencies in Africa (December 2021 – publication pending). This study reviews the road safety institutional set up in Africa. It seeks to better understand the challenges road safety institutions in Africa face and proposes potential steps to take in order to improve the institutional effectiveness. The study was commissioned by the AfDB and GRSF and focuses on 16 African countries: Cameroon, Cote d'Ivoire, Democratic Republic of Congo, Egypt, Ethiopia, Ghana, Kenya, Mali, Morocco, Mozambique, Namibia, Nigeria, South Africa, Tunisia, Tchad, and Uganda. It is part of a global study of road safety lead agencies being undertaken by the WHO.

VI.

SSATP
CORE ACTIVITIES

The path toward success

1. Annual General Meetings

As the flagship event of the SSATP, the Annual General Meeting (AGM) is a five-day forum that gathers high-level transport officials from African countries. Its organization requires the careful assessment of a candidate host country's ability to host the event and involves making logistical arrangements for air and ground transportation, accommodation, venue selection, and site visits. After countries announce their interest to host the event, an official mission assesses the readiness and commitment of these member countries to co-organize the AGM.

The AGM consists of a series of technical events and workshops, including a transport forum. These events bring together many high-profile public decision-makers, donors, institutions, and other stakeholders to discuss the transportation challenges of the African continent and request SSATP's support in those areas. Holding these events is authorized by the governance structure of the program. The primary objective of the AGM is to report on the implementation of SSATP activities and the likelihood of the Program achieving the intended outcomes. Combined with the transport forum, it also provides an opportunity for thematic group discussions, as well as learning and sharing experiences. Overall, the AGM offers stakeholders a unique platform to network, learn from local and global experiences and keep abreast of the latest developments in transport sector policies. It also offers SSATP a means of receiving feedback from client countries, partners, and other stakeholders to inform the preparation of annual work programs, prioritizing activities based on their varied needs and perspectives.

The host country of the annual meeting is selected on a competitive basis. Member countries express their interest in hosting the event through an official request letter from the minister responsible for transport. SSATP then visits the interested countries and conducts a cost-benefit assessment based on their willingness to offer facilities to the SSATP organizing team and share part of the event costs. Countries expressing the most interest are usually selected to host the event. This selection process can be particularly challenging. Whereas the first DP3 annual meeting in 2016 was conducted in Morocco by request of the nation's government, the selection of the next two consecutive meeting sites was very competitive and posed many difficulties given the eagerness of several countries to host the AGM.

The following missions were conducted during the DP3:

- In 2016, the team visited Marrakesh and Rabat, Morocco.

- In 2017, the team visited Abidjan, Côte d'Ivoire and Abuja, Nigeria.

- In 2019, the team assessed the candidacy of Zimbabwe, Benin, and Ghana to host the meeting.

The annual meeting agenda is generally structured around the following series of events:

- **Working group breakout sessions for each of the DP3 pillars.** The objective is to present case studies or hold a structured discussion on a select topic to create awareness and share knowledge. Participants are able to review and update the work program and agree upon activities for each pillar until the completion of the plan.

- **Specialized thematic event sessions.** These technical sessions are designed to foster collaboration, strengthen partnerships, and build synergies with other institutions on initiatives that have similar objectives and cut across SSATP pillar activities. In some cases, these are complemented with the organization of site visits relevant to the pillars. Other specialized events are often held, such as high-level bilateral meetings or signing events.

- **Training workshops.** Several sessions are devoted to learning from best practices and drawing lessons from the experiences of SSATP's member countries and international partners. Other training sessions are devoted to learning technical skills.

- **High-Level Plenary Session.** To benefit from the large number of transport ministers and other high-level delegates in attendance, SSATP organizes a high-level panel on the AGM's main theme. This session precedes the convocation of the General Assembly. The panel features ministers from member countries and high-ranking officials from the RECs and development partners. Local media are invited to attend to raise public awareness of SSATP's presence in the host countries as well as the main transport theme of the AGM.

- **General Assembly.** The final event of the AGM is the convocation of the General Assembly. During this meeting, SSATP and its executive committee report back to member countries and listen to their concerns and suggestions. During this session, the General Assembly endorses the work program and endorses the candidacy of new members. Member countries also have the opportunity to express their interest in hosting the next AGM, and membership to SSATP.

The presentations conducted during the events showcase activities in which SSATP added value to transport policy development while illustrating how countries and stakeholders can benefit from and replicate SSATP activities. The main takeaways, conclusions and recommendations coming out from all the discussions, meetings, and events are summarized in a proceedings document that is shared with participants. The proceedings for the three DP3 AGMs can be found on the website.

Discussions with participants, stakeholders, and the SSATP-EC indicated a preference for keeping the in-person format and agenda structure of the AGMs in place to provide a unique platform for networking, learning, and exchanging ideas. Considering the preparation time and costs associated with organizing the AGM, the SSATP-EC suggested holding it every 16-18 months.

> *"Over the course of the DP3, SSATP has established itself as a pre-eminent figure in Africa's struggle against road traffic injury and the associated pain, suffering and poverty it causes. SSATP has used the convening power associated with its wide country and institutional membership to tackle the major issues."*
>
> *Martin Small,*
> *President of Australasian College of Road Safety and Director, RAA Inc., May 18, 2021*

1.1 2017 Annual General Meeting

The first DP3 AGM was held in Marrakesh on February 20-24, 2017 with the main theme: "Africa transport policies: Aligning with the Sustainable Development Goals." Over 150 high-level officials from 30 countries participated in the meeting. These participants included eight ministers, four permanent secretaries, 15 senior directors, and 20 senior executives. Two continental institutions (AUC and UNECA), seven regional economic communities, 10 international or regional private organizations, and eight international financing institutions and development partners were also represented at the meeting. In addition, donor presence was strong, including three WB practice managers and the WB country director for Morocco.

Held on February 20, the first set of activities consisted of working group breakout sessions for each of the pillars. The objective was to finalize the DP3 proposed work program for endorsement by the General Assembly. The next two days (February 21 and 22) were devoted to learning from best practices and sharing the experiences of SSATP's member countries and international partners to draw lessons for Africa. On February 23, the 2017 General Assembly was convened. It endorsed the 2016 annual report and work program in addition to admitting Mauritania as the 41st member country of SSATP.

Because of the large number of transport ministers and other high-level delegates in attendance, the General Assembly was preceded by the convocation of a high-level panel on regional integration. The panel was chaired by the Minister of Transport of Nigeria and moderated by a former director of UNECA. The panel included the transport ministers of Cameroon, the Democratic Republic of Congo, and Zimbabwe, the Commissioner of Infrastructure for ECOWAS, the Director of Infrastructure and Energy of the AUC, the Transport and ICT Practice Manager of the World Bank, the Head of the Transport and ICT Division of the AfDB, and the European Commission representative on behalf of SSATP donors.

On the fifth day of the AGM, Pillar A and B organized site visits to the Port of Safi and the Marrakech urban transport system. Concurrently, the Pillar C specialized technical group attended a workshop on the management of road safety data for francophone countries. Because the 2017 AGM coincided with SSATP's 30th anniversary, a video tribute was produced and shared with participants.

Photo 18. First DP3 AGM held in Marrakech on February 20 -24, 2017.

1.2. 2018 Annual General Meeting

Photo 19. Second DP3 AGM held in Abuja, Nigeria on July 2 -6, 2018.

The second AGM was held in Abuja, Nigeria on July 2-6, 2018. Over 270 high-level officials participated from 36 member countries. These participants included 10 ministers, six permanent secretaries, more than 30 senior directors, and senior development executives. The three continental institutions (AUC, AfDB, and UNECA), six RECs, 10 international and regional private organizations, six international financial institutions, development partners, transport associations, academia, and the media were also present at the event. The 2018 AGM was the most attended annual meeting since SSATP's inception.

The four days of learning and experience sharing at the AGM allowed participants to learn from others and draw lessons for the continent and beyond. The events served to bolster SSATP's efforts to achieve sustainability through the dissemination, outreach and replicability of knowledge created and lessons learned from best practices and experiences. The AGM also provided a progress update on SSATP activities undertaken since the previous year's meeting in Marrakech.

Held on days one and two (July 2–3), the first set of workshop activities consisted of working group breakout sessions on each of the three pillars. The objective was to present case studies and hold structured discussions on select topics to create awareness and share knowledge. The breakout sessions created an opportunity to review and update the work program and agreed upon activities of each pillar.

On day three (July 4), the plenary session opened with keynote speeches from the Chair of the SSATP-EC, a World Bank representative, a donor representative, and the Permanent Secretary of Nigeria's Federal Ministry of Transportation, speaking on behalf of the Minister. Each speaker emphasized the importance of sustainable transport and urban mobility for Africa. A panel discussion was also held on the theme of "How to Bridge North Africa and Sub-Saharan Africa." Questions and discussions covered several issues related to Africa's integration agenda on how the private sector can be a major driver of regional integration and why corridors are key paths for boosting trade and competitiveness amongst Africa's economies.

On day four (July 5), specialized thematic events were devoted to partner initiatives with similar objectives that cut across SSATP pillar activities. The goal was to foster collaboration and strengthen partnerships to build synergies and expand impact on the ground. The day also featured a legislative session designed to launch an African network of legislators for road safety advocacy. The session was attended by the ministers and members of legislatures present

at the AGM. Concurrently, with the goal of further strengthening collaboration and creating additional synergies, a joint portfolio review meeting was held between the WB and AfDB to share information on active and pipeline projects.

On day five (July 6), the last event of the AGM convened the 2018 General Assembly. The AGM was officially declared open by Nigeria's Secretary to the Government of the Federation, who represented the Vice President of Nigeria. During the opening session of the assembly, formal statements were made by representatives of the WB, UNECA, EU, and AUC. A second high-level panel was held on the theme of "Africa's Rapid Urbanization and the Response to Urban Mobility in the Digital Era." The panel discussion focused on issues related to sustainable urban mobility, institutional capacity, dedicated bus lanes (BRT), urban city planners, and other urban transport and mobility topics. The events and sessions of the final day involved welcoming new members, calling for expressions of interest to host the next AGM, reflecting on the last two years of DP3 implementation and stakeholders' perspectives, reviewing the implementation plan for the remaining DP3 activities, endorsing the annual report, and adopting the remaining implementation plan activities and final communiqué.

1.3. 2019 Annual General Meeting

Photo 20. Third DP3 AGM held in Victoria Falls, Zimbabwe on November 25-29, 2019.

In collaboration with Zimbabwe's Ministry of Transport and Infrastructure Development, SSATP's last DP3 AGM was held in Victoria Falls, Zimbabwe on November 25-29, 2019. The theme of the event was "Road safety: Positioning Africa for A Sustainable Post-Decade Road Safety Agenda." Over 230 high-level officials from 36-member countries attended. Participants included six ministers and deputy ministers, six permanent secretaries, and 28 senior directors and executives. The three continental institutions (AUC, AfDB, and UNECA), four RECs, 22 international and sub-regional organizations, six international financial institutions, development partners, transport associations, academia, and the media were also present at the meeting.

On November 25, the AGM kicked off with a set of specialized technical workshops and partner sessions. The UK Aid-funded Research for Community Access Partnership (ReCAP) organized a full-day partner session on sustainable transport while SSATP's road safety pillar organized parallel sessions intended to launch a collaboration between ministries of transport and African universities on road safety data collection and analysis and build the capacity of African legislators to advocate for road safety. The goal of the sessions was to foster collaboration, strengthen partnerships, build synergy, and expand impact on the ground among the ministers and legislators in attendance.

Photo 21. One of the #Roads4Life contest winners from Zimbabwe

On day two (November 26), the plenary session opened with keynote speeches from the Acting Chair of the SSATP-EC, the SSATP Program Manager, a donor representative, and the Permanent Secretary of Zimbabwe's Ministry of Transport and Infrastructural Development. Each speaker emphasized the importance of safe, integrated, and sustainable transport systems in Africa, which set the tone for the day's remaining parallel sessions on each of SSATP's DP3 pillars. The objective of these sessions was to present case studies and hold structured discussions on select topics to raise awareness and share knowledge under each pillar.

The third day of the AGM (November 27) consisted of breakout meetings where discussions focused on the Fourth Development Plan (DP4) concept note. SSATP presented the proposed DP4 plan and its respective areas of intervention. During these sessions, country representatives had the opportunity to shape the future strategic direction of SSATP's next development plan by providing comments and sharing their priority concerns. Concurrently, as per tradition, a joint portfolio review meeting was held between the WB, AfDB, and AFD to share information on active and pipeline projects in addition to strengthening collaboration and creating additional synergies.

The fourth day of the AGM (November 28) consisted of a full day of plenary sessions. It started with a reporting session in which SSATP summarized the main lessons, recommendations and findings coming out of the previous days' discussions and outlined the agreed upon priority action areas for SSATP's next DP4 cycle. Subsequently, a high-level panel had the opportunity to discuss their views on the proposed DP4 thematic areas and answer questions. Overall, participants agreed on the continued relevance of SSATP's regional integration, urban mobility, and road safety pillars. There was widespread consensus that SSATP should expand its mandate to include road asset management and aviation. SSATP closed the day by reporting on the strategic direction emerging for the DP4, assuring participants that the feedback gathered at the AGM would be used to strengthen the Program's ability to address the most pressing transport challenges that Africa is facing.

The final day (November 29) convened the 2019 General Assembly. The winners of the #Roads4Life storytelling contest were announced, a high-level panel on road safety following the central theme of the AGM was convened, the newly launched SSATP website was presented, the SSATP 2018 Annual Report was endorsed, and Djibouti was welcomed as a new member country. In addition, Benin and Cameroon expressed their interest in hosting the next AGM. Finally, representation in SSATP's Executive Committee was handed over from Morocco to Zimbabwe and from the Federation of Southern African Road Transport Associations (FESARTA) to the African Union of Public Transport (AUTP).

Feedback from participants. During the first AGM in 2017, consultations with meeting participants showed strong support for SSATP activities. Respondents commended SSATP for organizing the AGM, which they consider a unique platform that leverages a strong partnership and country ownership–driven approach to discuss transport policies and strategies relevant for the continent. Participants also acknowledged that the three thematic areas of the DP3 were key priorities in addressing Africa's transport challenges and noted that they were well aligned with the Africa Development Agenda 2063 adopted by the AU.

At the end of the 2018 and 2019 AGMs, conference attendees were asked via questionnaire to rate their satisfaction with each of the working group activities and provide feedback for consideration when designing the structure and agenda of the next AGM. The results of the 106 completed questionnaires in 2018 and the 58 completed questionnaires in 2019 were shared electronically with all participants. More than 90 percent of the participants confirmed that the program added value to their understanding of SSATP; approximately 85 percent believed the meeting achieved the objective of providing a platform to learn and exchange knowledge; and around 88 percent urged SSATP to resume work on road maintenance and financing. In response to the overwhelming demand, SSATP decided to reincorporate this area in the DP4 provided sufficient donor funding.

Figure 11. Annual General Meeting Participation Rates
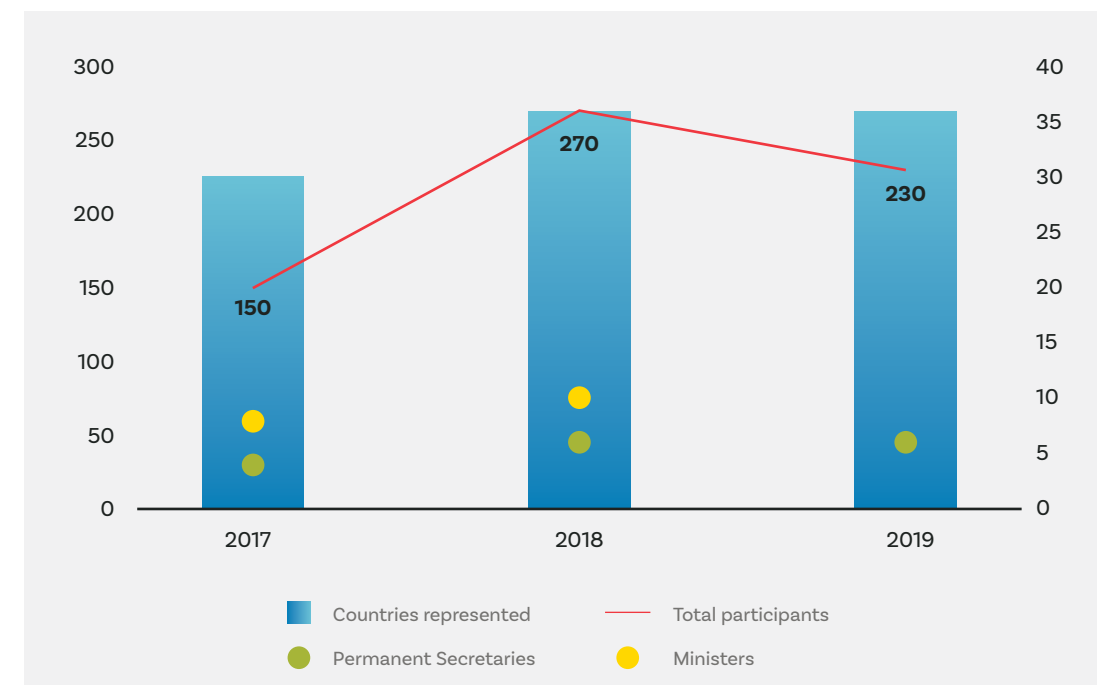
2. Advocacy activities

There are many platforms for knowledge sharing and policy development at the national, regional, and continental levels. This section highlights specific advocacy activities of the DP3 that made a difference at various levels of engagement across the continent. These included participating in events, influencing transport agendas at the continental and regional levels, and building strategic partnerships. The following activities are examples of advocacy initiatives that aimed to sensitize decision-makers and inspire opportunities for dynamic change in Africa's transport sector.

Activity 1. *Smart urban development: Local to global actions in Cameroon*

The 2nd International Conference on Canadian, Chinese and African Sustainable Urbanization (ICCCASU2) took place in Yaoundé from December 12-14, 2017. SSATP was invited to present on "Challenges and Prospects of Urban Mobility in Africa" during the ministerial roundtable session. SSATP served as a resource for the technical working group session on urban mobility and public transport management in Africa.

Activity 2. *East Africa Community (EAC) Joint Corridor Forum*

Recognizing SSATP's expertise in developing efficient performance monitoring measures and systems for Africa's trade and transport corridors, TradeMark East Africa (TMEA) invited SSATP to the 2018 EAC Joint Corridor Forum to share knowledge and experience. During the meeting, SSATP gave a presentation on the Truck Monitoring System (TMS) that was developed in consultation with the RECs and CMIs of Eastern and Southern Africa. SSATP informed all participants about its continental initiative on road safety data management and the establishment of the African Road Safety Observatory (ARSO). It urged existing transport observatories to contribute to ARSO based on their experience with monitoring road safety indicators along corridors. SSATP and TMEA made a commitment to establish an effective partnership to work collaboratively in several areas.

Activity 3. *Regional high-level dissemination workshop on Container Terminal Concession Guidelines*

SSATP partnered with the Ports Management Association of West and Central Africa (PMAWCA) to organize a high-level dissemination workshop on the Port Container Terminal Concession Guidelines during the 39th Annual Council Meeting of PMAWCA held in Accra, Ghana on July 30-August 2, 2018. Attended by the managing directors and directors general of more than 22 PMAWCA member ports, the event circulated the guidelines' policy recommendations that were based on established best practices from around the world. These recommendations also strengthened the capacity of high-level government decision-makers to draft, negotiate, and manage such contracts.

Activity 4. *GIZ-TUMI urban mobility training program for Southern Africa*

Hosted by the German Agency for International Cooperation (GIZ), the Transforming Urban Mobility Initiative (TUMI) organized a sustainable urban mobility training program entitled *"Sustainable Urban Mobility for Southern Africa Cities"* in Windhoek, South Africa on November 27–30, 2017. GIZ requested that SSATP serve as the lead resource for the training as part of a joint exercise to create awareness and build implementation capacity in the region. The training attracted 34 participants from cities in Botswana, Malawi, Zambia, South Africa, and Namibia, as well as secondary cities across the SADC region. Each country described the existing situation and challenges facing their cities.

Activity 5. *Africities 8th Summit on the "Transition to sustainable cities and territories: The role of African local and regional authorities"*

SSATP was invited to attend the 8th Summit of Africities held in Marrakech, Morocco on November 20-24, 2018. The summit was jointly organized by the United Cities and Local Governments of Africa (UCLG Africa), the African Association of Local and Regional Governments, and the Moroccan Association of Presidents Communal Councils (AMPCC) with the support of Morocco's Ministry of the Interior. SSATP led the session on "Local Strategies for Access to Mobility and Transport for All," using the platform to inform local authorities on guiding principles that lead to transformative, structural improvements in urban mobility policy.

Activity 6. *Support the implementation of the African continental transport agenda*

SSATP participated in the Second Ordinary Session of the AU's Specialized Technical Committee on Transport, Transcontinental and Interregional Infrastructure, Energy and Tourism (STC-TIIET) that took place in Cairo, Egypt in April 2019. At the event, SSATP presented the progress of ongoing DP3 activities while illustrating its alignment with Africa's continental transport agenda. SSATP expressed support for ensuring successful completion of the continental plans of action adopted at the March 2017 STC meeting in Lomé where SSATP was co-opted as an observer member by the AUC.

SSATP also participated in the first meeting of the joint working group on smart corridors and the intergovernmental agreements on the harmonization of norms and standards of the Trans African Highway (TAH) network. As an AUC-designated member, SSATP and the AUC co-chaired the first meeting of the joint working group on smart corridors and the TAH held on June 18-19, 2019, in Addis Ababa. The working group was established because of a ministerial decision during the April 2019 Cairo STC in response to the widely overlapping membership between the newly adopted working group on smart corridors.

Activity 7. *First session of the UN-Habitat Assembly: High-level session on innovative mobility for sustainable cities in Africa*

The first session of the UN-Habitat Assembly took place from May 27-31, 2019 at UN-Habitat headquarters in Nairobi, Kenya. Together with UN-Habitat and UITP, SSATP co-organized a high-level session on "Innovative Mobility for Sustainable Cities in Africa" which took place on May 30, 2019. Panelists shared successful policy initiatives that can achieve safe, inclusive, and affordable mobility for all. The session covered various mobility-related topics including the operationalization of policies, inspiring innovations, solutions for a better climate future and the tracking of activities designed to achieve the SDGs. The session attracted national delegations from 127 countries, including four heads of state and 49 ministers. Over 2,900 delegates attended, of which more than a third came from national governments. 129 participants came from local governments, including over 60 mayors. 470 participants were represented by non-governmental organizations, academia, and private sector representatives.

Activity 8. *SSATP keeps UEMOA and ECOWAS commissions engaged*

An SSATP team visited Ouagadougou, Burkina Faso and Abuja, Nigeria to meet and interact with the recently appointed Commissioners in charge of transport, customs, and trade from the West African Monetary and Economic Union (UEMOA) and the Economic Community of West African States (ECOWAS). With the aim of building a strong partnership and collaboration with the RECs, SSATP provided an update on the program and advocated for their support and active involvement in key SSATP activities in West Africa.

Activity 9. *Partnering with the World Customs Organization (WCO) to advocate for enhanced One-Stop Border Post (OSBPs) operations and efficient Single Window (SW) environments in West and Central Africa*

To advocate for the adoption of best practices for improving corridor efficiency, SSATP and WCO organized a joint regional workshop on Coordinated Border Management (CBM) in West and Central Africa. The workshop promoted the integration of the SW environment into customs and administrative processes to improve OSBP operations in West and Central African countries. SSATP presented its experience on OSBPs in Africa, showcasing how effective policy interventions to address customs clearance challenges have a greater impact on the efficiency of OSBP operations than investments in physical infrastructure. SSATP also recommended implementing an integrated corridor management approach and an SW environment to enable customs interconnectivity. Participants included customs officials from national customs administrations in the region, representatives from the RECs, development partners, donors, and WCO customs experts. The workshop provided an excellent platform for sharing insights on the development and implementation of CBM, SWs, and OSBPs.

Activity 10. *Partnering with the Japan International Cooperation Agency (JICA) and AU Development Agency (AUDA-NEPAD) to advocate for efficient OSBP operations in West and Central Africa*

Consistent with its leadership role in advocating for the implementation of second generation OSBPs, SSATP joined JICA and AUDA-NEPAD to deliver a regional knowledge sharing workshop which took place in Accra, Ghana on December 4-6, 2018. The theme was on how to make OSBPs operational as an instrument for facilitating trade in the West and Central Africa. SSATP presented, chaired, and moderated discussions in a session highlighting the importance of the "soft" component in efficient OSBP operations. The TMEA and Zambian revenue authorities were invited to share and cross-fertilize good practices among the regions. Furthermore, the workshop provided an opportunity for SSATP and AUDA-NEPAD to strengthen their partnership; SSATP's Truck Monitoring System (TMS) for Eastern and Southern Africa became the main tool used by AUDA-NEPAD for measuring the efficiency of OSBPs under the "Traffic Light System," which is part of their ongoing *Move Africa* initiative. The two parties lauded the prospect of a large-scale, practical implementation of the SSATP-developed knowledge product and resolved to work closely toward that end.

Photo 22. Knowledge sharing workshop on operationalizing OSBPs in West and Central Africa held in Accra on December 4-8, 2018.

Activity 11. *Webinar advocating for the import of safer and cleaner used vehicles in Africa*

SSATP and ARSO in partnership with the United Nations Environment Programme (UNEP) hosted a webinar on *"Safer and Cleaner Used Vehicles for Africa"* held on April 8, 2021. The event was very well attended, attracting a total of 110 participants from around the world. The overall objective of the webinar was to shed light on the quality of used vehicles exported to Africa and the need for regulation. The discussion focused on the need to develop and implement minimum standards that importing and exporting countries can use to curb the trade in obsolete, aging, unsafe and polluting vehicles.

3. Promoting Human Capital

Human capital consists of the knowledge, skills, experience, and social qualities that define a person's ability to realize their potential as productive members of society. By developing human capital, we can end extreme poverty and create more inclusive societies. This requires a public investment in people through quality education, jobs, and skills. SSATP has played a key role in human capital development by establishing the African Universities Internship Program and the African Universities Network and supporting the launch of an engineering master's degree program in Côte d'Ivoire.

AFRICAN UNIVERSITIES INTERNSHIP PROGRAM

With the goal of promoting African ownership and sustainability, in 2017, SSATP partnered with the African Universities Network and the WB's Department of Human Resources to create an internship program for African students to work on and learn from the implementation of SSATP's DP3. Given the program's limited resources, SSATP coordinated with the WB's Africa transport units to cross-share the internship program while providing on-the-job training opportunities to as many graduates as possible. This approach allowed interns to gain not only exposure to the policy and management side of transport programs, but also hands-on experience with the operational side of transport project development.

The internship program started with students from the *Université Cheikh Anta Diop - Ecole Supérieure Polytechnique (ESP) and the Ecole Polytechnique de Thiès (EPT).* After a successful experience with the first batch of students from Senegal, SSATP extended the internship program to include other universities, most notably the *Institut National Polytechnique Houphouet Boigny (INP-HB)* and *Ecole Nationale de Statistiques et d' Economie Appliquée (ENSEA)* in Abidjan, *Ecole Nationale des Travaux Publics (ENSTP)* in Yaounde, the University of Nairobi, the University of Dar es Salaam School of Economics and School of Transport Engineering, *Ecole Supérieure Multinationale des Télécommunications (ESMT)* in Dakar, and the Kwame Nkrumah University of Science & Technology (KNUST) School of Energy and School of Transport Engineering in Kumasi, Ghana.

Figure 12.
Survey results on how long it took alumni of the African Universities Internship Program find a job
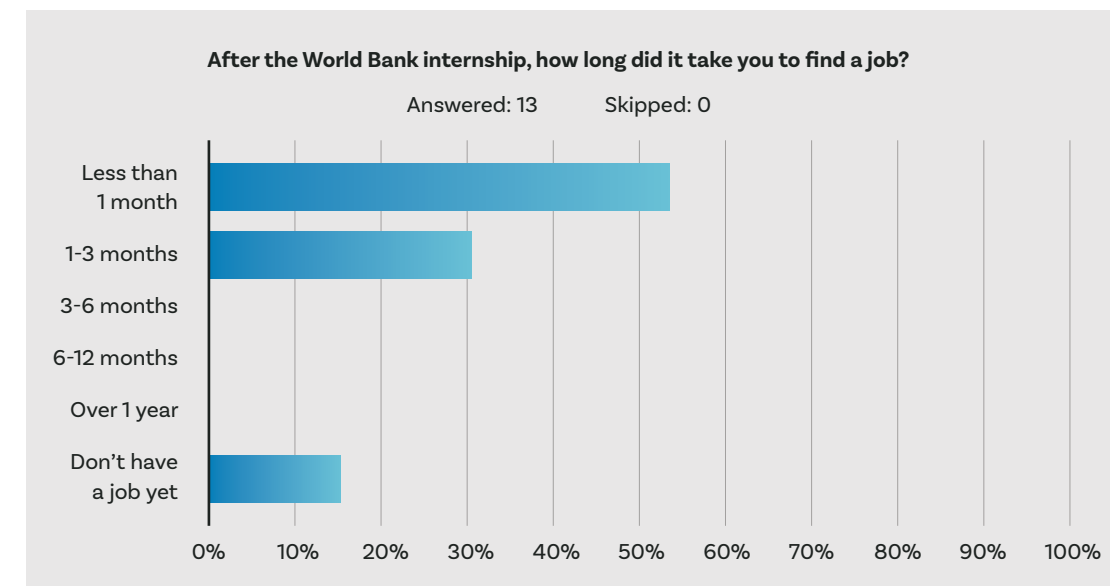
Source: Original figure for this publication.

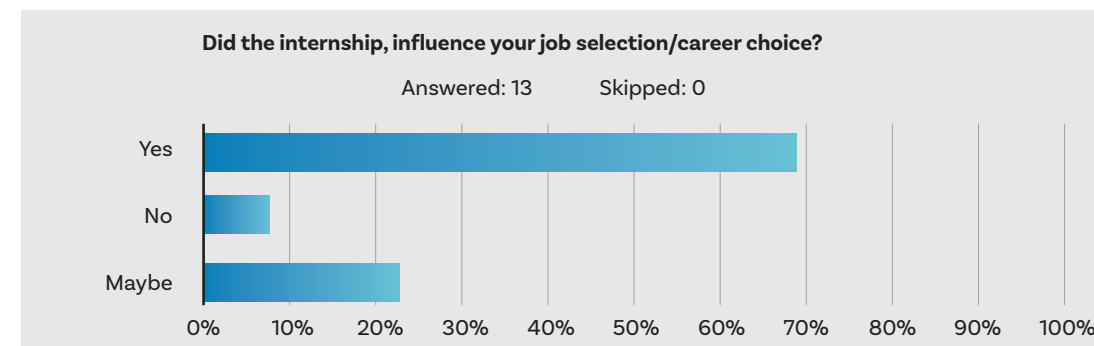SSATP is pleased to report that this program was well received across the board and was recently extended to the entire Infrastructure Practice Group of the World Bank. The current cohort of the internship program which started in January 2021 consists of 24 interns that work across the transport, digital development, water and energy global practices. SSATP is ready to expand this platform to development partners who do not have similar programs should their procedures allow them to hire the young graduates as interns. To understand how the internship program has impacted the career development of alumni, SSATP conducted an anonymous survey to gather their feedback in February 2020. A total of 13 out of 15 interns (or 86%) responded to the survey, and the results below are encouraging:

- **Impact:** More than 84% of interns were hired less than 3 months after the internship.

- **Career Influence:** Over 69% of interns agree that the internship influenced their career choice.

- **Educational Growth:** Approximately 81% of interns plan to pursue graduate studies.

- **Most Valuable Learning:** Transport is not only about engineering.

Overall, past interns expressed great satisfaction with the program, and believed it was a valuable learning experience. As one intern best put it, "The internship was truly worthwhile for me. I have acquired a set of skills and knowledge which have helped me to grow on a professional level as well as on a personal level. Being around experienced professionals and getting involved in the various projects they were working on definitely made a significant contribution to my career and helped me considerably."

Figure 13. Survey results on whether or not the African Universities Internship program influenced the career choice of alumni

Did the internship, influence your job selection/career choice?

Answered: 13   Skipped: 0

Yes	
No	
Maybe	

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Source: Original figure for this publication.

ESTABLISHING THE AFRICAN UNIVERSITIES NETWORK – A PARTNERSHIP WITH UNIVERSITIES

Centers of Excellence. SSATP in association with the World Conference on Transport Research Society (WCTRS) and the World Resources Institute (WRI) took the lead role in establishing a research network of African universities. This initiative was launched on January 12, 2018 during the session on "Promoting Research and the African Universities Network" of the 2018 Transforming Transportation (TT) Forum in Washington, D.C. A Memorandum of Understanding (MOU) was signed by officials of the Bank, WRI, WCTRS, the University of Nairobi, the University of Dar es Salam, the University of Johannesburg, the University of Dakar, and the INP-HB. All the parties involved agreed to collaborate towards developing cooperative research activities (joint research, exchange, and joint training programs) in Africa's transport sector. This cooperation agreement offers the unique opportunity for creating, developing, and centralizing transport research on the African continent. The platform intends to unleash the research potential of African universities and strengthen the institutional capacity across Africa towards developing cooperative research activities related to the following topics: urban transport and mobility; innovation and disruptive technologies; traffic management and road safety; ports and logistics services; and cities as "living labs." Through this partnership, SSATP will undoubtedly support the development of sound policies and strategies in Africa. Subsequently, AAU, KNUST and ENSTP from Cameroon joined the network. Going forward, SSATP aims to expand the partnership to include more African universities.

Photo 23. WB Vice President and the Managing Directors of ENPC and INP-HB sign an agreement to establish a master's degree program in transport planning in Cote d'Ivoire.

TRAINING THE NEXT GENERATION OF ENGINEERS IN AFRICA: DEVELOPMENT OF A MASTER'S DEGREE PROGRAM IN TRANSPORT PLANNING

During the 2019 Transforming Transportation Forum (TT19) on January 17-18, 2019, the Managing Directors of *Ecole Nationale des Ponts et Chaussées (ENPC) and Institut National Polytechnique Felix Houphouët-Boigny* (INP-HB), together with the World Bank's Vice President for the Infrastructure Practice Group, signed an agreement to set-up a master's degree program in Cote d'Ivoire under the leadership of SSATP. This was an initiative supported and financed by the Bank through the Greater Abidjan Port-City Integration Project. The objective of this initiative was to address the human capital development agenda and support long-term capacity-building programs in Cote d'Ivoire.

Since launching the initiative, academic teams from both universities have worked on building the Master's in Transport Planning degree program and curriculum based on local needs identified via surveys of public and private companies operating in the transport sector in Abidjan while bringing in technology innovation and core topics from ENPC. The first cohort of 19 students, of which the project sponsored nine scholarships (five for women and four for men), started successfully in January 2020.

In partnership with ENPC, this master's degree program in Côte d'Ivoire is a pioneering activity that is strongly aligned with SSATP's vision. It was purposely developed to be embedded as part of a major transport project, which links both transport and human capital development by addressing mobility challenges in the greater Abidjan region and supporting long-term capacity building programs. By supporting INP-HB in Yamoussoukro, one of the biggest universities in Cote d'Ivoire, this program will prepare the next generation of African urban planners and urban transport practitioners.

4. Communications

Effective communication is the backbone supporting SSATP's transport policy advocacy and capacity building agenda. It is the workstream through which the Program has been able to raise its profile, disseminate its knowledge, advocate for change, and attract donor and stakeholder support. Focusing on sharing knowledge, country experiences and best practices across the continent, SSATP's communications activities are ensuring the sustainability of the program by advocating for the adoption and implementation of its policy recommendations.

To secure stakeholder buy-in of its knowledge products and policy advice, SSATP's communications and stakeholder engagement activities focus on the following areas of intervention:

- **Advocacy.** The program uses its strong network of policy makers and practitioners to carry out gap analyses and advocate for change. SSATP discusses policies and strategies developed with senior policy makers at the national, regional, and continental levels.

- **Mainstreaming.** SSATP leverages its strong connection with project task managers in the development partner community to share evidence of good practices and lessons learned and seeks their support for mainstreaming recommended transport policies in projects.

- **Dissemination.** SSATP disseminates information and knowledge through various online and offline channels, including training workshops, conferences, and seminars; SSATP's website, LinkedIn community of practice, and YouTube channel; a bi-annual newsletter and timely email blasts distributed to SSATP's community of transport practitioners; local news outlets and press releases. In addition, SSATP shares information on its activities, outputs, and results through partner websites and joint knowledge sharing events and reports key developments to the SSATP General Assembly during the annual general meetings.

The DP3 Mid-Term Review acknowledged the crucial role communication and dissemination activities play in facilitating the achievement of SSATP's development objective. In response to this finding, SSATP immediately sought to improve the effectiveness of its communication. Nearing the end of 2018, the Program management team moved quickly to recruit a communications officer who would take the lead in developing a new communication and stakeholder engagement strategy and proposing viable action plans for raising the visibility of the Program.

IMPLEMENTATION OF THE COMMUNICATIONS AND STAKEHOLDER ENGAGEMENT STRATEGY

With the hiring of SSATP's new Communications Officer on January 9, 2019, the priority was to devise and implement a communications and stakeholder engagement strategy. Emphasizing the pivotal role that effective communication plays as a key tool through which SSATP can spur the positive transformation of Africa's transport sector, the new strategy had four primary, integrated objectives: (i) clarifying the SSATP's narrative and mission; (ii) establishing and maintaining effective partnerships and mobilizing champions in support of the work program; (iii) positioning SSATP as the authoritative leader and trusted partner on transport policies in Africa; and (iv) placing the transport agenda as one of the main development priorities of the continent. To achieve these overarching communications objectives, an accompanying action plan was developed. The strategy and action plan were finalized, presented, and fully endorsed by all SSATP-EC members on May 7, 2019.

One of the first actions undertaken by the Communications Officer to launch the implementation of the communications and stakeholder engagement action plan included sponsoring a design thinking workshop facilitated by a competitively selected full-service creative marketing and design company. Select SSATP team members participated in the interactive workshop to redefine and translate the mission, values, and aspirations of the Program in a way that speaks to all audiences, both visually and through updated brand messaging and copy. As a result of this workshop, a new slogan that encapsulates SSATP's ultimate goal and mission was penned: "Changing the face of transport in Africa." This slogan later served as the driving force behind all the ensuing communications activities and influenced SSATP's updated look and feel towards the second half of the DP3.

With the new slogan, Africa and its people were put at the center of all SSATP's communications materials and dissemination channels, including the new website and revived LinkedIn community of practice, the roll-up banners for the Program and its pillars, the updated presentation template, advocacy materials, and annual reports. Ultimately, the slogan succeeded in encapsulating SSATP's ambition as it seeks to transform not only the way transport functions on the continent, but also improve the lives of its ultimate beneficiaries, all African citizens.

Other notable actions undertaken as part of the new communications and stakeholder engagement strategy and action plan included: (i) rebranding the Program and developing a brand guide to clarify the SSATP brand and ensure its consistency of use, (ii) launching the new SSATP website, which involved redesigning the website's user interface, migrating the legacy website to the Drupal 8 content management system, and appropriately tagging and mapping all content from the old website to facilitate automated content population and improve the search functionality on the new site, (iii) ensuring consistent communication and visibility of the Program and its key donors and partners across SSATP backed initiatives, publications and events, (iv) building relationships with the communications specialists of SSATP's main donor and partner institutions, (v) creating an updated database of key stakeholders who receive SSATP's email announcements and newsletter updates, (vi) increasing the Program's visibility on key social media channels, and (vii) launching the well-received #Roads4Life social media campaign and storytelling contest to drive road safety action in Africa and raise the visibility of the newly launched African Road Safety Observatory (ARSO), and (viii) generating widespread awareness of key SSATP initiatives through joint press releases, including for the African *Road Safety Leadership Program in Abidjan (SSATP/AfDB)* and the *First Annual Assembly of the African Road Safety Observatory* (AUC, UNECA and RTMC).

REVAMPED SSATP WEBSITE IMPROVES PROGRAM VISIBILITY

SSATP launched its newly designed English and French website in November 2019 and June 2020, respectively. Serving as an online communications and knowledge sharing platform, the new website quickly became SSATP's main tool for disseminating its knowledge products and sensitizing key stakeholders on what it will take to drive meaningful reforms in the transport sector of Africa. By means of the new site, SSATP was able to effectively disseminate and raise the visibility of the final knowledge products produced under the DP3, such as key reports and their associated webinars.

Figure 14. New SSATP website incorporating the Program's new branding
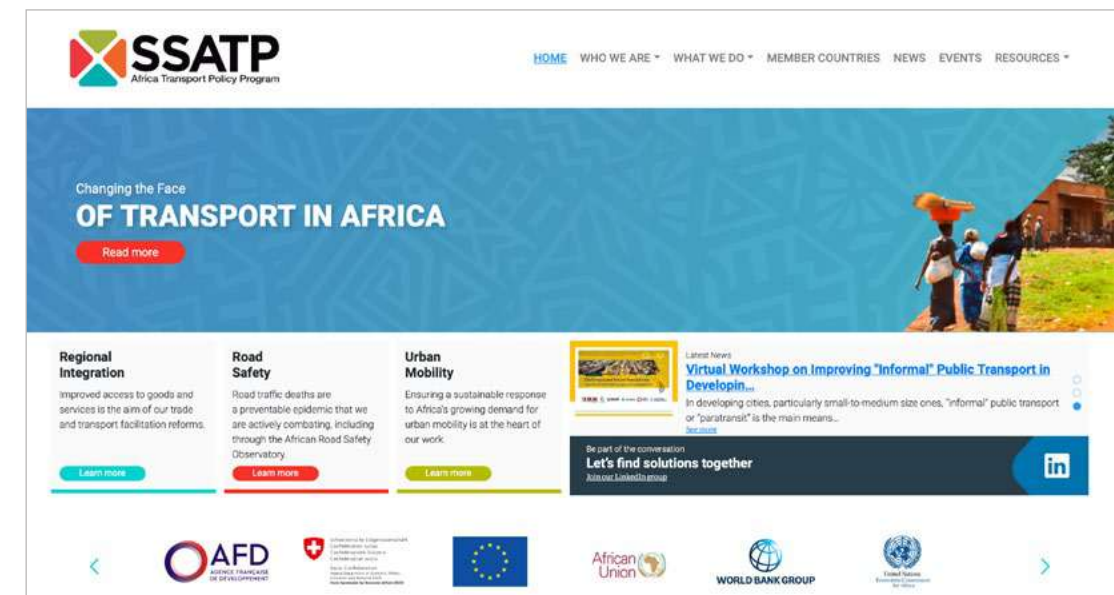
By incorporating an intuitive, user-friendly interface design, the website not only brought SSATP's mission and thematic areas of technical assistance to the forefront, but also gave visibility to the Program's main development partners, as well as its latest news, events, recently published knowledge products and LinkedIn community of practice directly on the homepage. Also, the website now features a robust content database that leverages systematic metadata tags to improve the site's search functionality and usability.

Overall, the new SSATP communications strategy and website were highly successful in increasing the visibility of SSATP and expanding its reach. When comparing Google Analytics' website metrics for the six-month period after kickstarting the DP3 (July 1, 2016-December 31, 2016) to a similar six-month period after launching the new website nearing the close of the DP3 (July 1, 2021-December 31, 2021), it is evident that the new SSATP website is playing a key role in boosting the visibility of the Program. Owing to

the new communications strategy coupled with the Program's improved online presence, traffic to the website increased.

For the same period in review, SSATP's communications initiatives did a much better job at targeting audiences from Africa. This is evident from the 248.72% increase in the total number of new users coming from Africa, up from 1,831 to 6,385. Audiences from other regions also significantly grew, most notably from the Americas which went up the most by 605.29%. Asia increased by 252.20% and Europe by 161.73%.

While the third largest rise in audience came from Africa, users from the continent are spending the most time on the website. The duration of their sessions went up from 49.08% during the July 1, 2016-Dec 31, 2016 period to 60.66% between July 1, 2021-Dec 31, 2021. This is an indication that SSATP's work is resonating with African audiences who are spending the most time consuming its content (see Figure 15).

Figure 15.
Google Analytics for SSATP website comparing audience and usage metrics for the periods of July 1, 2016-December 31, 2016 and July 1, 2021-December 31, 2021
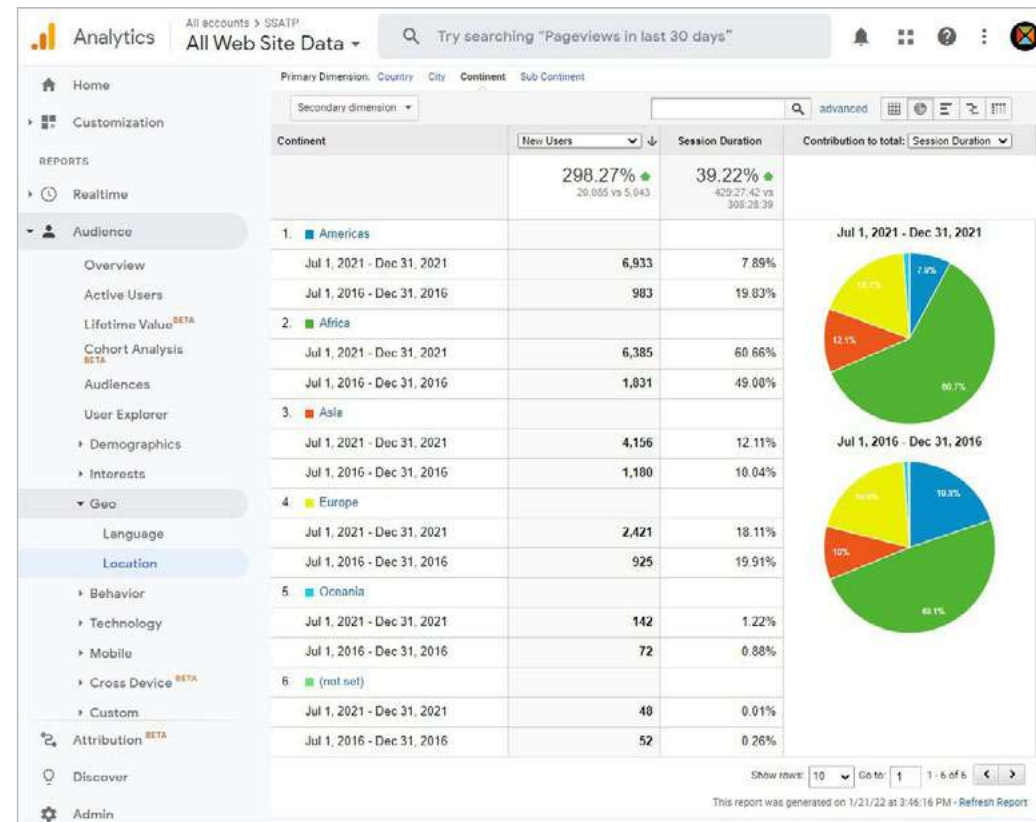
LAUNCH OF SSATP INSIDER NEWSLETTER

As the DP3 ended, SSATP ramped up its communications and dissemination efforts to increase the visibility of the Program and share its knowledge products. With this aim, on December 3, 2020, the Program management team launched the first edition of the SSATP newsletter entitled "SSATP Insider." On July 22, 2021, the second edition of the newsletter was disseminated. They were both issued to a target audience totaling approximately 2,200 recipients representing key Program stakeholders and transport practitioners located not only in Africa, but across the globe.

As a key component of SSATP's Communications and Stakeholder Engagement Strategy, the bi-annual newsletter keeps the SSATP community abreast of the Program's key developments. By sharing the Program's latest news, past and future events, and recently published knowledge products, blogs, stories and videos, the newsletter has served as a useful tool for driving increased traffic to the SSATP website—where all content is hosted—and LinkedIn community of practice. Overall, the newsletter was well received by SSATP stakeholders, with several members commending the Program management team for its increased effort to keep the community abreast of new developments.

Nevertheless, due to a lack of resources and restrictions on the types of goods and services the SSATP trust fund can pay for, a free MailChimp account was used to prepare and disseminate the inaugural SSATP Insider newsletter. As a result, SSATP was unable to get accurate analytics on the newsletter's uptake.

Looking ahead to the DP4, SSATP should acquire a paid e-Marketing services account. Doing so would allow SSATP to accurately track newsletter analytics such as clickthrough's, conversions, distribution list growth, and forward and delivery rates. These metrics shed light on the types of content the SSATP community engages with and is most interested in receiving.

GROWING SSATP'S PRESENCE ON SOCIAL NETWORKS

Given the limited resources for organizing expensive communications campaigns via TV and print media, and the general trend towards using social media as a cost-effective communication tool with the potential of reaching larger audiences, SSATP focused on growing its presence
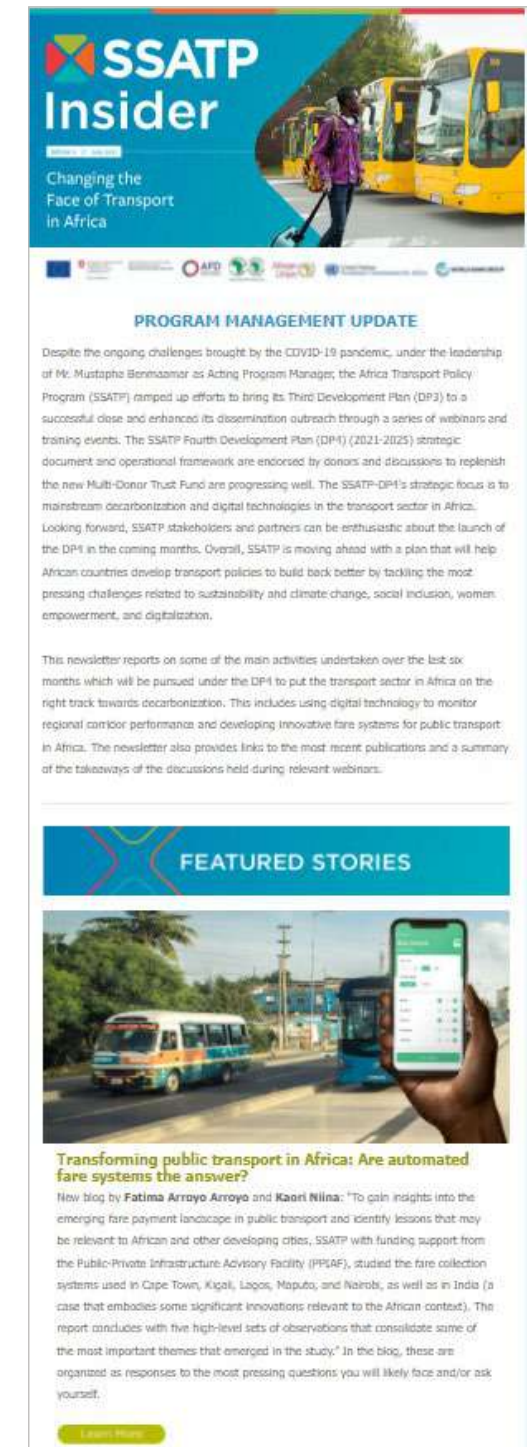
on key social media channels (most notably Twitter, LinkedIn and Facebook) mid-way through the implementation of the DP3. Despite not having dedicated Twitter and Facebook accounts[1], SSATP partnered with the communications teams of key donor partners to launch advocacy campaigns and disseminate event and publication announcements using their social media channels.

The Program does, however, manage its own *LinkedIn page* that serves as an online community of practice for sharing information and interacting with global transport practitioners. Prior to 2019, the LinkedIn group had been inactive since April 2014 and member interactions were practically non-existent. Mid-way thru the DP3, this situation quickly turned around as SSATP sought to reignite its presence on the professional social media platform. Since then, SSATP's LinkedIn page has grown to include over 1,091 active followers from around the globe. It is important to note that because the SSATP LinkedIn page was not initially set-up as a company page on LinkedIn, it is difficult to gather metrics on followers, clicks, shares, and comments over time. Tracking these analytics is critical when determining what content resonates with SSATP's target audience, however. Going forward, the team should explore the possibility of converting its existing page into a LinkedIn "company" page.

Notwithstanding these challenges, SSATP managed to significantly increase its social media presence towards the latter half of the DP3's implementation. Whereas SSATP had no social media engagement from 2016 to 2019, this situation was quickly reversed. Communications initiatives to boost SSATP's social media presence have since led to an increase in social network referrals to the Program website. The Program's efforts to increase its social media presence is exemplified by the #Roads4Life campaign and storytelling contest, which was launched as part of the road safety pillar's work to generate widespread awareness of ARSO and its mission to address Africa's road safety crisis.

The #Roads4Life storytelling contest and social media campaign called on African leaders, civil society organizations (CSOs), communities and individuals to share stories on (i) innovations for road safety, such as data-driven interventions that are working to improve road safety in African communities, (ii) personal stories of taking a stand to address day-to-day road safety issues, including existing road safety challenges and concrete demands to address them, and (iii) road safety leadership in countries and communities such as successful communication campaigns, and education and training programs. In total, more than 150 qualifying submissions were received.

Figure 17. Snapshot of SSATP LinkedIn Page
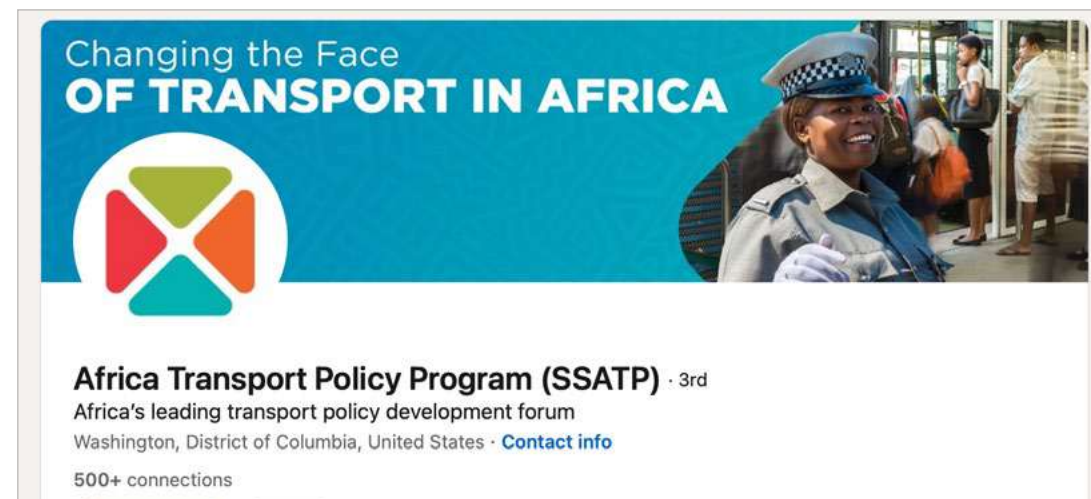
Figure 18.
Screenshots of the #Roads4Life social media campaign and partner retweets

Despite zero advertising costs, the #Roads4Life campaign organically reached more than 16.9 million people worldwide in only two months, from July 1-August 31, 2019. In fact, a single post from the World Bank Africa Facebook page reached over 18,090 people and over 2,463 people reacted, shared and/or commented on it within 21 hours of posting it.

Ultimately, the SSATP-led ARSO road safety campaign was able to reach millions of people by using an innovative approach for dissemination. By partnering with the World Bank, AUC, UNECA, EU, and GRSF to disseminate the campaign, SSATP was able to leverage their communications channels to target and reach a wider audience at little to no cost.

Figure 19. Performance metrics of a #Roads4Life post shared by the WB Africa Facebook account
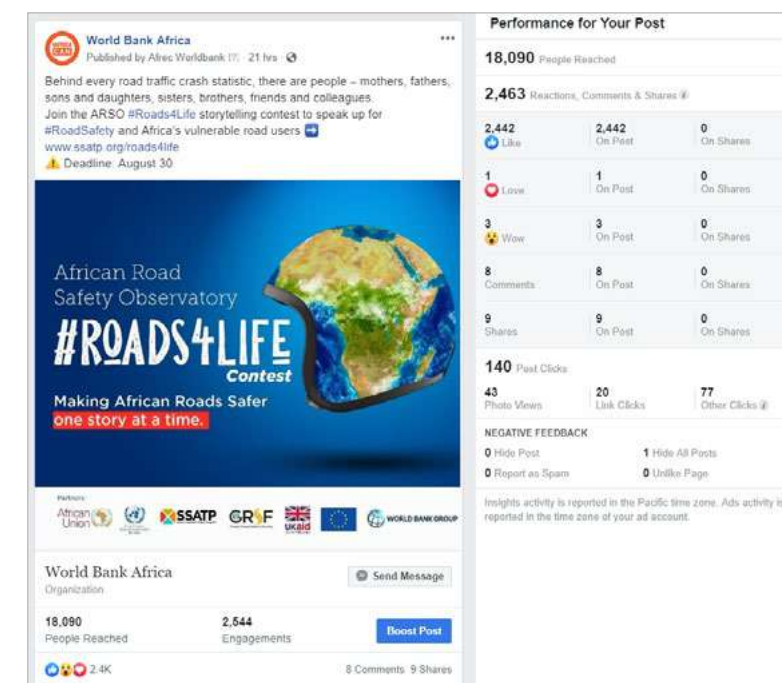
VII.

FINANCES

Making efficient use of resources

Similar to previous development plans, the DP3 is hosted and administered by the World Bank. Funds from its financing partners are channeled through a Multi-Donor Trust Fund (MDTF), which follows World Bank policies and procedures and its accounting and control systems.

CONTRIBUTIONS AND RECEIPTS

SSATP's DP3 is financed by the generous contributions of four donors: The Economic Commission (EC) of the European Union, the Swiss State Secretariat for Economic Affairs (SECO), *Agence Française de Développement* (AFD), and the African Development Bank (AfDB).

The contribution of the financing partners to SSATP's DP3 amounted to US$16,016,400, of which US$16,011,400 were received. There was an unpaid balance of US$5,000 from the total amount pledged by the AfDB due to foreign exchange losses; this balance was cancelled. AFD paid its full contribution of €1,000,000 (US$1,058,100) on April 9, 2015. SECO paid its contribution in two equal tranches of US$2,500,000 in January 2015 and in October 2016. The EC paid its first tranche of €4,000,000 equivalent to US$4,505,700 in February 2016 while the second tranche of €4,000,000 equivalent to US$4,552,600 was received in December 2018. AfDB paid its first installment of US$300,000 in December 2015 followed by a second installment amounting to US$300,000 in February 2018. The last installment

amounting to US$295,000 was paid in November 2018. Another source of income and receipts for the DP3 MDTF is investment income. The World Bank invests the undisbursed amounts of the cash contributions received. By November 15, 2021, the total receipts from investment income totaled approximately US$419,912, and the total receipts in the DP3 MDTF amounted to US$16,436,312.

WORLD BANK CONTRIBUTIONS

The World Bank Financing Framework does not allow the Bank to contribute or mingle its funds with that of external resources such as trust funds. However, the World Bank contributed US$477,176 in 2016 whereby offsetting the first-year set-up and start-up costs of the DP3, which included the salaries of the SSATP team and associated direct and indirect costs such as consultant services. US$409,331 were reposted from the MDTF to the World Bank budget covering staff salaries up to June 2016. Similarly, US$47,923 were reposted in July 2016 and US$19,922 in December 2016. These reposts were processed directly as adjustments to the actual expenditures already charged to the MDTF. These transactions are addressed in the disbursement section of this chapter.

Because of the COVID-19 pandemic and ensuing delays impacting the launch of the Fourth Development Plan, the World Bank contributed an additional amount of $541,517.69 between April and June 2020 to sustain the Program until

December 31, 2021. In the same manner as before, the contribution was made by offsetting and reposting SSATP staff time, travel costs associated with the 2019 AGM and consultants' fees.

In addition, the World Bank continued to provide in-kind contributions of staff time. Unfortunately, it does not have a system in place to quantify the amount of staff time contributed to the SSATP program. This includes 50% of the staff time of a World Bank Lead Transport Economist acting as SSATP Program Manager for a year and a half during the DP3 to DP4 transition period. World Bank staff contributed their time by peer reviewing concept notes, terms of reference, and outputs. They provided other technical inputs that are not accounted for by the system but are reflected in the consultation and review processes required to ensure the quality of program deliverables. Finally, the World Bank covered most of the staff costs for the Acting SSATP Program Manager and the Pillar Leads since July 1, 2020.

In support of the Road Safety Pillar's work on the development of the African Road Safety Observatory, the Global Road Safety Facility pledged and allocated US$1.7 million over the 2019-2021 cycle. An initial amount of US$500,000 was placed in an associated TF for the remainder of the DP3 and beyond.

DISBURSEMENTS

The total disbursement of the DP3 MDTF included a two percent administration fee of US$320,228. The administration fee is stipulated in the financing partners' administration agreement with the World Bank, and it is applied on all cash receipts from the four financing partners. It represents the cost recovery of the World Bank applicable at the time the DP3 MDTF was established and is a legal provision pertaining to all financing partners.

The DP3 MDTF total disbursement position as of June 30, 2021 stood at approximately US$16 million with approximately 99 percent of the contribution disbursed. On December 31, 2021, the DP3 total disbursements amounted to US$16,229,200 with an undisbursed balance of only US$291. The figure below shows the evolution of disbursement by semesters over the DP3 period, including the two percent administration fee.

Allocations are made from the MDTF to finance all pillar activities as well as program management and administration, communication, and outreach initiatives, the DP3 MTR, and the organization of SSATP's annual general meetings. By February 2020, the total receipts committed equaled US$15,810,495. Pillar A received US$4,112,800; Pillar B received US$3,914,000 by February 2020 and subsequently reached a total disbursement of US$4,360,504 on December 31, 2021; and Pillar C received US$3,476,000 by February 2020 and subsequently reached US$3,810,988 on December 31, 2021. Disbursements demonstrate a focus on completing Pillar B and Pillar C activities during the last 18-month extension period of the DP3. In June 2020, Pillar A had the largest share of the total program disbursement equal to US$4.2 million. This is because the pillar did not experience a major interruption during the period between the completion of the DP2 and the launch of the DP3. It also managed to maintain a steady disbursement pace from the beginning of the DP3 until the end of 2019, by which date all activities were concluded. As previously indicated, disbursements under Pillar B totaling US$4.3 million surpassed disbursements under Pillar A. While Pillar B had a slow start, it picked up disbursement once the work program was fully operational and ground activities were completed. Disbursements under Pillar C amounted to US$3.5 million in February 2020 and maintained a steady pace from start to finish, with a total disbursement on December 31, 2021 of US$3.81 million. Disbursements for program management and the preparation and organization of the annual meetings amounted to US$1.6 million and US$1.2 million, respectively. Finally, MTR related costs totaled approximately US$360 thousand, and outreach and website disbursements rose to US$700 thousand given the increased focus on dissemination activities, which included hosting many webinars during the last 18 months of the DP3. Figures 21 and 22 illustrate the disbursements by pillar and cost category. Figure 23 shows the disbursements by category of expense.

The World Bank contributions of 2016 and 2020 mentioned earlier were applied to the actual amount disbursed. The offsets reduced the total disbursement of the MDTF by approximately US$1 million. These charges were reposted and reduced the overall disbursed amounts covering program management, consultant services and annual meetings.

Figure 20. DP3 Cumulative Disbursements by Semesters up to June 2021
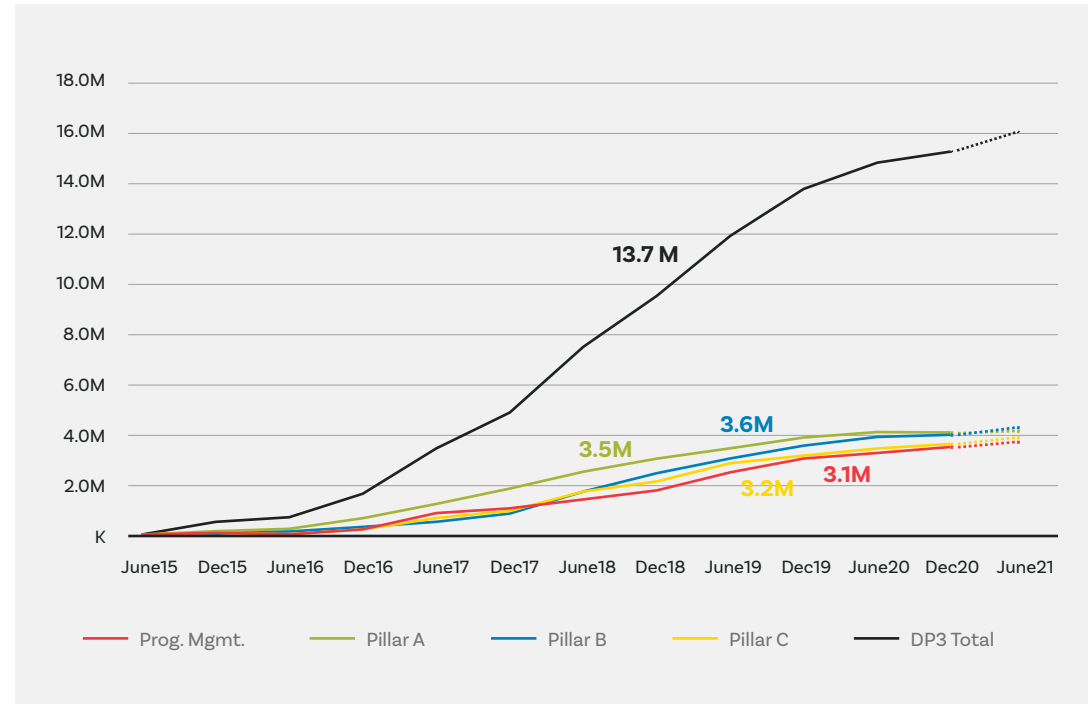

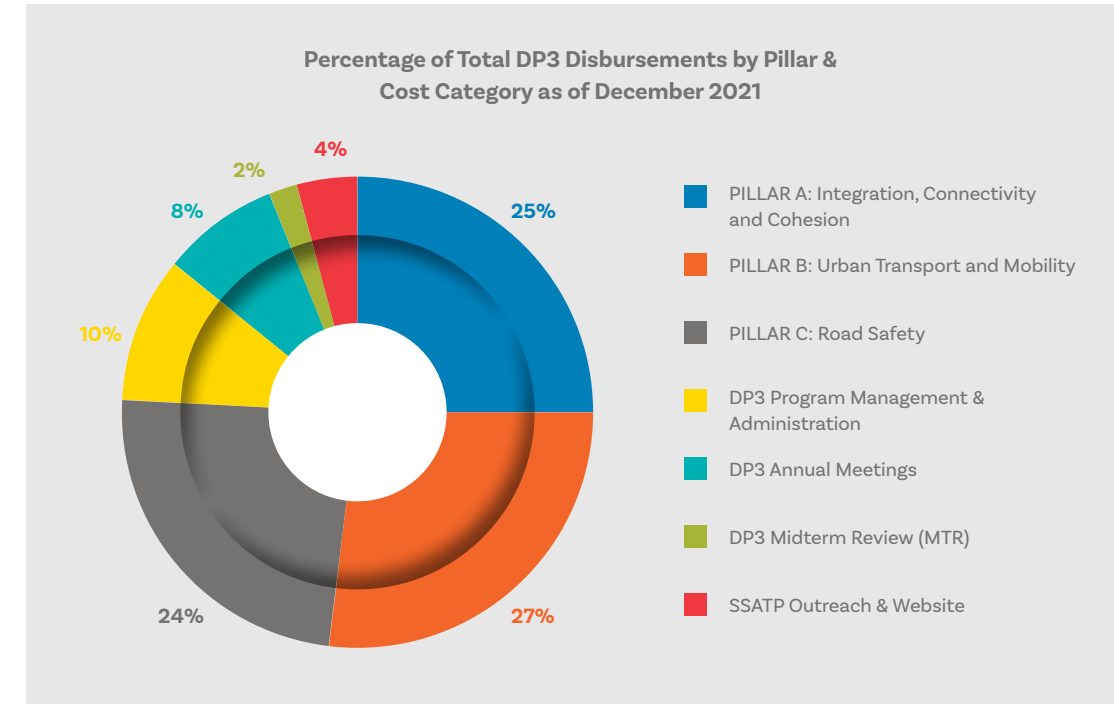**Figure 22.** Percentage of total DP3 disbursements as of December 2021

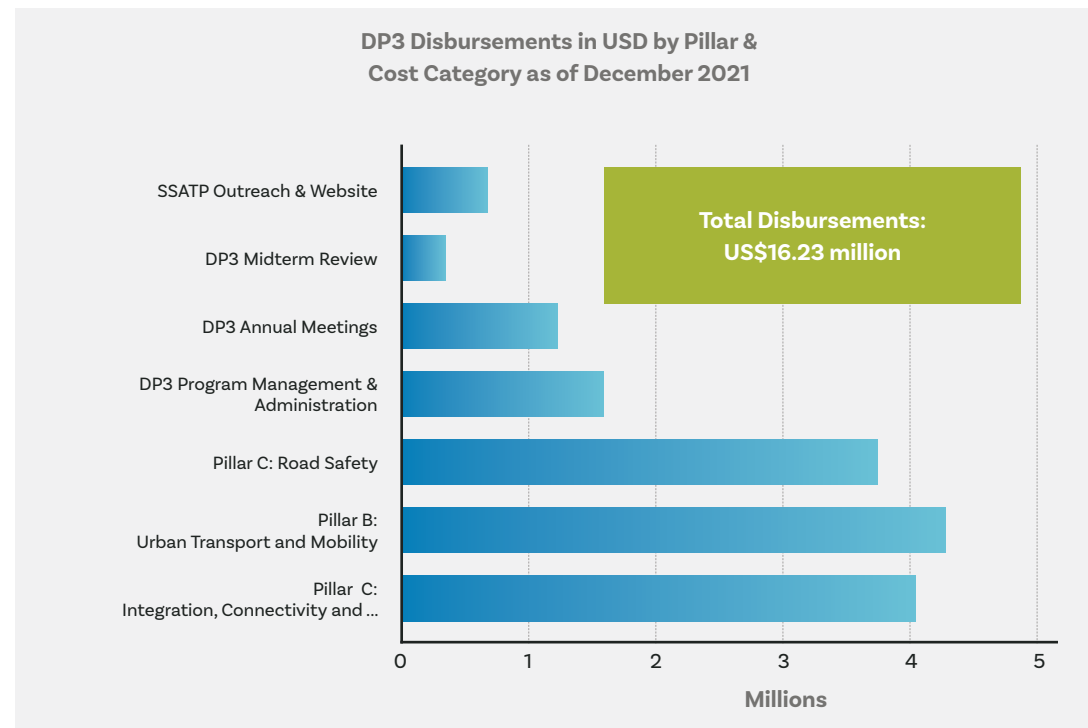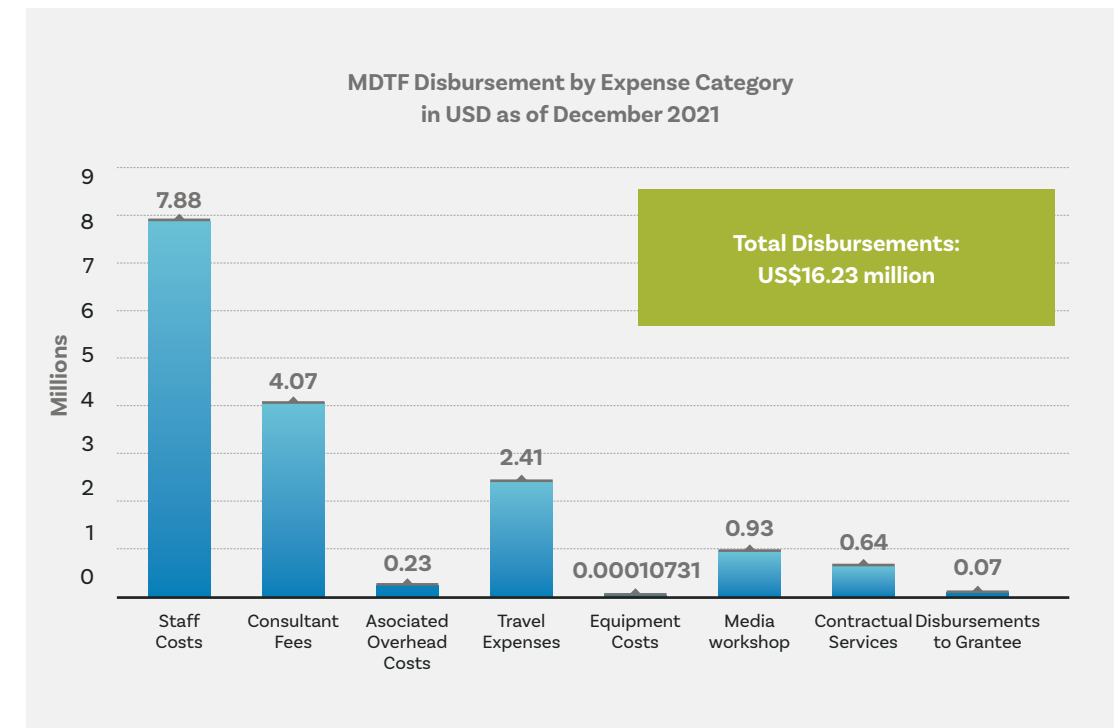**Figure 21.** DP3 disbursements in USD by pillar and cost category as of December 2021

Figure 23. Disbursements by category of expense

VIII.

ANNEXES

Annex I:
Original and Updated Results Frameworks

Table 2. Pillar A Original RF from 2014

Objective/Outcome	Indicators	Means of Verification	Risks and Mitigation
Promote effective policy and strategy formulation (and implementation) for corridor development at country and regional levels	Continental Free Trade Agreements (CFTA) indicators		**Risk:** No downstream implementation of strategies **Mitigation:** partnership with development partners
Intermediate Outcome	*Indicators*	*Means of Verification*	*Risks and Mitigation*
1. Consensus built on the strategic orientations for integrated corridor development 2. Consensus built on strategic orientations for performance-based corridor development plans	■ One REC having adopted a holistic and multimodal approach in planning and executing integrated corridor development ■ One REC having adopted strategies for performance-based corridor development	RECs, Countries and Corridor decisions	**Risk:** SSATP resources will be too limited to fund application of concept of integrated corridor development. **Mitigation:** Partnership with development partners; careful targeting of RECs/countries based on commitment and readiness **Risk:** Lack of inclusive policy dialogue on corridor performance **Mitigation:** Activities related to objective 2
Outputs	*Indicators*	*Means of Verification*	*Risks and Mitigation*
1. Assessment of corridor development approaches in Africa/review of REC/corridor strategic development plans 2. Preparation of technical notes on knowledge gaps, assessment and dissemination of experience and good practices and promotion integrated corridor development and performance- based corridor development 3. Community of practice created 4. Corridor performance monitoring systems in place	■ Assessment of strategic plans in RECs and corridor authorities carried out ■ Case study of integrated corridor development in Africa ■ Review of international good practices ■ An African institution designated to host and manage the community of practice in partnership with the SSATP ■ Number of RECs/corridor authorities producing regularly core performance indicators	SSATP Publications and progress reports Website developed, SSATP progress report	

Objective/Outcome	Indicators	Means of Verification	Risks and Mitigation
Develop capacity among institutions[2] for inclusive policy dialogue on regional integration	Number of institutions meeting criteria (must be sustainable, inclusive, and have monitoring and diagnosis tools)	Institution Charters	**Risk:** Formal existence but no real means for implementation **Mitigation:** Capacity building
Intermediate Outcome	*Indicators*	*Means of Verification*	*Risks and Mitigation*
1. Capacity building to ensure that institutions are: ■ sustainable, ■ inclusive, and ■ have adequate monitoring and diagnosis tools 2. Continental framework for cooperation in place through the REC TCC	■ Capacity development plan including financing framework prepared and implemented ■ Composition of institutions reflects diversity of stakeholders (control agencies / logistics operators, traders / agricultural producers, CSO) ■ Institution has agreed to host TCC	Budget of the institutions Decision of the institutions Transport Observatories Reports Decision	**Risk:** Lack of political will Capacity of the Governments to contribute to institutions **Mitigation:** Advocacy
Outputs	*Indicators*	*Means of Verification*	*Risks and Mitigation*
1. Capacity review of regional integration institutions, including funding needs and ways to involve stakeholders 2. Assistance for establishment and expansion of Transport Observatories	■ Capacity review of 8 institutions and capacity development plan approved by one institution with funding framework for the institution identified and strategies prepared to engage, involve and inform stakeholders ■ Number of Regional Economic Communities with units created with corridor performance monitoring responsibility ■ Indicators on corridor performance published	Study report Decision by the institution Report from RECs/corridor authorities	

2. Institutions refer to RECs, Corridor authority, National Facilitation Committees (aligned on a corridor), Industry associatio ns (national or regional federations

Objective/Outcome	Indicators	Means of Verification	Risks and Mitigation
Promote efficient logistics services	Decrease of total logistic cost on selected corridors	Data collected by Transport Observatories	**Risk:** Increase in input costs may distort the results **Mitigation:** Adjust with evolution of prices
Intermediate Outcome	*Indicators*	*Means of Verification*	*Risks and Mitigation*
Regulatory framework in place per type of logistic service: ■ Trucking services ■ C&F ■ Terminal operators ■ Rural logistics ■ Railways ■ Inland waterways ■ Control agencies (Customs) ■ Single Windows	Number of countries having adopted revised regulatory framework	RECs / Countries gazettes	**Risk:** Reluctance of operators / agencies to revise regulatory framework **Mitigation:** Political economy analysis assessing willingness / identifying champions to initiate reform Advocacy work on the cost of inaction
Outputs	*Indicators*	*Means of Verification*	*Risks and Mitigation*

For each type of logistics service, a case study:
 	
1. Analysis of the problems
2. Preparation of reform scenarios and review of options
3. Quantification of the cost of inaction
4. Political Economy analysis
5. Assessment of capacity development / training needs for operators
	■ One case study for each of the eight types of logistic service finalized
	■ Each case study covers:
	  » Analysis of the problems,
	  » Preparation of reform scenarios and review of options,
	  » Quantification of the cost of inaction,
	  » Political economy analysis,
	  » Assessment of capacity development/training needs for operators
		Decisions from RECs/countries	

Table 3. Pillar B Original RF from 2014

Objective/Outcome	Indicators	Means of Verification	Risks and Mitigation
Secure universal access by sustainable transport for urban populations by 2030	■ As defined in the SDGs	United Nations report on progress in achieving the SDGs	
Intermediate Outcome	*Indicators*	*Means of Verification*	*Risks and Mitigation*
ENABLE - National and urban decision makers and technical staff aim at adopting and are capable of putting in place sustainable urban transport planning, monitoring, coordination, and financing mechanisms. **AVOID** - Urban decision makers and technical staff have knowledge of and start to apply urban forms that minimize the need for motorized transport and favor public and non-motorized transport. **SHIFT** - Urban decision makers and technical staff have knowledge of and have competently completed preliminary steps towards adopting and implementing sound integrated multimodal urban mobility plans with particular emphasis on the promotion of non- motorized transport modes and the restructuring of informal public transport services. **IMPROVE** - Urban decision makers and technical staff have knowledge of and have competently completed preliminary steps towards adopting and implementing key measures needed to improve traffic conditions in African cities.	■ Number of references to SSATP best practice standards in official documents regarding the creation of an urban transport planning, monitoring and coordination agency, the establishment of financing mechanisms for urban transport, the adoption of urban forms that minimize the need for motorized transport, the preparation of integrated multimodal urban mobility plans, the improvement of non- motorized transport modes, the restructuring and modernization of informal public transport operators, and the adoption of sound traffic and parking policies. *Baseline: 0; Target: 15 references (one for any of the seven topics of the DP3)* ■ Number of urban areas where the preparation of strategies for either the creation of an urban transport planning, monitoring, and coordination agency in a major urban area, or the establishment of financing mechanisms for urban transport, or better integration of land use and transport, or the elaboration of an integrated multimodal urban mobility plan, or the design of a program for improving non-motorized transport modes, or the restructuring and modernization of informal public transport operator, or the improvement of traffic and parking conditions has been initiated and SSATP best practice standards have been used. *Baseline: 0; Target: 10 urban areas* ■ Number of urban areas where sound programs for either the creation of an urban transport planning, monitoring, and coordination agency, or the establishment of financing mechanisms for urban transport, or the improvement of non- motorized transport modes, or the restructuring and modernization of informal public transport operators have been drafted with support from SSATP best practice standards and submitted to the highest decision making authorities, or where the elaboration of an integrated multimodal urban mobility plan or a traffic and parking management program has started with support from SSATP best practice standards. *Baseline: 0; Target: 3 urban areas*	Official documents provided by SSATP coordinators and members of SSATP urban mobility and accessibility working groups Strategy documents provided by SSATP coordinators and members of SSATP urban mobility and accessibility working groups Program documents provided by SSATP coordinators and members of SSATP urban mobility and accessibility working groups	

Outputs	Indicators	Means of Verification	Risks and Mitigation
Knowledge creation & dissemination 1. Best practices standards	■ Number of virtual meetings of work groups. *Baseline: 0; Target: 20* ■ Publication of best practice standards. *Baseline: 0; Target: 6* ■ Publication of research papers and strategy notes on urban form and land use. *Baseline: 0; Target: 4*	Minutes of meetings Best practices documents published by SSATP and made available on SSATP website Research papers and strategy notes published by SSATP and made available on SSATP website	
2. Advocacy and dissemination workshops	■ Number of decision makers and technical staff that have attended SSATP workshops. *Baseline: 0; Target: 400*	Proceedings of workshops	
3. SSATP e-platform	■ Number of entries on urban mobility CoP (community of practices). *Baseline: 0; Target: 100*	Participants registered in the CoP	
Capacity building 1. Implementation documents adapted to the specific context, for the establishment of urban transport agencies, the setting up of financial systems, and the restructuring of informal public transport services	■ Implementation documents completed. *Baseline: 0; Target: 5*	Implementation documents available on SSATP website	
2. Strategy notes presenting issues related to, and key features of, sound integrated multimodal urban mobility plans and traffic management plans, as well as the terms of reference to prepare these plans	■ Strategy notes completed. *Baseline: 0; Target: 4*	Strategy notes available on SSATP website	
3. Increased capability of technical staff on these subjects	■ Number of decision makers and technical staff that have been actively involved. *Baseline: 0; Target: 100*	Proceedings of workshops	
4. Training events	■ Number of decision makers and technical staff that have attended SSATP workshops. *Baseline: 0; Target: 150*	Proceedings of workshops	

Table 4. Pillar C Original RF from 2014

Objective/Outcome	Indicators	Means of Verification	Risks and Mitigation
Enable AUC & UNECA to inspire countries to achieve UN Decade of Action and Africa Plan of Action 2011-2020 Road Safety goals	Indicators of UN Decade of Action as they exist	Decisions of African Ministers of Transport Conference – 2015 and beyond	**Risk:** Lack of intermediate indicators to mea progress towards objectives. **Mitigation:** SSATP will propose appropriate intermediate indicators.
Intermediate Outcome	**Indicators**	**Means of Verification**	**Risks and Mitigation**
1. Knowledge and understanding of status and prospects of attaining road safety goals in Africa strengthened	■ Findings of SSATP reports are presented and discussed at African Transport Ministers meeting	SSATP reports on prospects of attaining road safety decade goals, and recommendations	**Risk:** Timing of conferences and reports not coinciding. **Mitigation:** SSATP will organize workshops of key stakeholders including AUC and UNECA.
Outputs	**Indicators**	**Means of Verification**	**Risks and Mitigation**
1. Assessment of countries' capacity to monitor indicators of Decade of Action 2. Periodic assessment of progress in countries and at continental level on the Decade of Action 3. Framework in place to monitor road safety at continental level	■ 20 assessments ■ Action plans adopted to collect indicators ■ At least 20 countries provide progress reports ■ African Road Safety Observatory operational	■ Government decisions ■ Country reports and their analysis is available	**Risk:** Not enough information available from countries. **Mitigation:** (from Objective 2): SSATP to work closely with the national road safety coordination structures in each country to develop and implement road safety data management systems. SSATP to work with countries on policy/strategy development.
Objective/Outcome	**Indicators**	**Means of Verification**	**Risks and Mitigation**
Promote effective policy and strategy formulation and implementation at country level	■ Recorded stabilization of road crashes in three countries	■ Country reports ■ Partnership with other agencies including WHO and UNECA	**Risk:** Countries and agencies may lack the capacity to implement the recommended changes **Mitigation:** SSATP to prepare specific country capacity development programs
Intermediate Outcome	**Indicators**	**Means of Verification**	**Risks and Mitigation**
1. Country road safety policies and strategies better aligned to the UN Decade and Africa Action Plans and goals 2. Effective high impact road safety interventions implemented	■ Three countries adopt strategies that are revised to reflect the Africa Plan of Action ■ Five countries report actions on high impact road safety interventions	■ Quality of country road safety strategies ■ SSATP quarterly reports ■ Country reports	**Risk:** Country road safety strategy cycles are different. Some may be current for most of DP3 period. **Mitigation:** SSATP will recommend that such strategies be reviewed to confirm that they are well aligned.

Outputs	Indicators	Means of Verification	Risks and Mitigation
1. Review of existing policies and strategies to identify changes required to better align with Decade of Action 2. Road safety capacity and institutional assessment, identification of needs for policy and strategy development in selected cities to advance urban road safety strategies 3. Promotion and development of road safety data management systems in partnership with WHO	■ Five countries agree to need for changes in road safety policies and strategies ■ Five municipalities prepare urban road safety strategies ■ Institutional assessment of needs for road data management systems in 20 countries	■ SSATP quarterly reports ■ Country and corridor commitment ■ Reports from participating cities, commitment from mayor ■ Road safety data management systems' reports, SSATP and WHO workshop reports	**Risk:** There may not be adequate resources to include three additional countries Cities may not have the capacity to prepare road safety strategies **Mitigation:** Capacity development and knowledge sharing work to be initiated by SSATP

Objective/Outcome	Indicators	Means of Verification	Risks and Mitigation
Stimulate good practice in Road Safety Management (Pillar one of UN Decade of Action) by promoting systematic implementation of the Africa Plan of Action	Increase in the number of Sub-Saharan African countries with fully empowered cross-sectoral lead agencies	SSATP report that shows the baseline and end of DP3 headcount of number and types of lead agencies in Sub-Saharan Africa	**Risk:** Countries and RECs may be slow or resist adoption of policy changes. **Mitigation:** SSATP to work with AUC and to use country data and decisions of African Ministers of Transport to urge countries to act.

Intermediate Outcome	Indicators	Means of Verification	Risks and Mitigation
1. Countries create road safety lead agencies where none existed before 2. Countries raise profile of existing lead agencies from one sector focused agencies to cross-sectoral status 3. Countries improve financing of lead agencies 4. REC's decision to create regional organizations to lead agencies	■ Three new countries decide to create lead agencies ■ Three countries decide to raise profile of lead agencies ■ Report showing ten countries with improved funding arrangements for lead agencies ■ Creation of one regional organization of lead agencies	■ Government decisions ■ Stakeholder conferences and workshops ■ SSATP quarterly reports ■ Procedures are adopted ■ Funding plans exit	**Risk:** Decision making process is outside of the control of SSATP **Mitigation:** SSATP will play its advocacy role

Outputs	Indicators	Means of Verification	Risks and Mitigation
1. Operational guidelines for road safety lead agencies 2. Capacity development plan prepared for road safety lead agencies 3. Policy note following consultations at country level on the creation of lead agencies, raising profile of lead agencies and funding lead agencies 4. Policy note following RECs, countries, and other stakeholders' consultations on the creation of a regional organization of lead agencies	■ Guidelines produced ■ Capacity plan done for one agency ■ Policy notes prepared ■ Capacity assessment done to identify three candidate countries with potential to raise profile of their lead agencies ■ Identification of one secretariat for a regional organization of lead agencies	■ Country reports ■ Stakeholder conferences and workshops ■ SSATP reports	**Risk:** Advancement from identification of secretariat to creation of a regional organization will take a long time **Mitigation:** SSATP will plat its advocacy role

Objective/Outcome	Indicators	Means of Verification	Risks and Mitigation
Better integration of road safety policy and pillar-based interventions in locally and externally funded road developments	Existence of institutional instruments to administer effectiveness of road safety components in road sector investments	Affirmation by World Bank's Africa Transport Unit, the corresponding unit of the Africa Development Bank, and ARMFA of the existence of guidelines to improve effectiveness of their support towards road safety	**Risk:** This is an added function for the SSATP that could be pushed back or just ignored. **Mitigation:** SSATP will demonstrate the effects of past interventions with poor articulation of road safety components

Intermediate Outcome	Indicators	Means of Verification	Risks and Mitigation
1. Key development partners supporting transport sector in SSA to issue guidelines on how to improve effectiveness of their support towards road safety 2. Association of Road Maintenance Funds of Africa (ARMFA) to issue guidelines to member countries on how to improve effectiveness of Road Funds' support towards road safety 3. Municipalities to issue guidelines on how to improve effectiveness of their support towards road safety	■ Guidelines issued by management to operational units detailing the requirements associated with the inclusion of road safety interventions in investments. ■ Three new countries per year adopt the guidelines ■ One new Municipality per year issues guidelines	■ Road safety aspects in project documents of development partners for African countries reviewed by SSATP (4 projects per year)	**Risk:** SSATP has no control over decisions taken by the funding institutions **Mitigation:** SSATP to escalate matter to AUC if necessary

Outputs	Indicators	Means of Verification	Risks and Mitigation
1. Review and prepare guidelines on how development partners can improve support towards road safety through investments 2. Review and prepare policy note on how local funding of road safety could be made more effective 3. Field visits and beneficiary consultations	■ Guidelines prepared ■ Policy note prepared ■ Four development partners' projects visited	■ Report ■ Report	

Table 5. Pillar A Updated RF from 2017-2018

Objective/Outcome 1	Indicator	Status as of June 2020	Challenges	Next steps	Partners & Key Stakeholders
Promote effective policy and strategy formulation and implementation for corridor development at country and regional levels.	CRTA Agreement Indicators				
Intermediate Outcome 1.1	*Indicators*				
Consensus built on the strategic orientations for integrated corridor development.	One REC having adopted a holistic and multimodal approach in planning and executing integrated corridor development.	Support to ECCAS on Trade and Transport Facilitation Strategy stopped Principles developed and endorsed by ECCAS		None	ECCAS
Outputs	*Indicators*				
■ Assessment of corridor development approaches in Africa, review of REC, and corridor strategic development plans. ■ Preparation of technical notes on knowledge gaps, assessment and dissemination of experience and good practices, and promotion of integrated corridor development and performance- based corridor development. ■ Program to promote integrated corridor development and performance-based corridor development.	■ Assessment of strategic plans in RECs and corridor authorities carried out. ■ One case study of integrated corridor development in Africa carried out. ■ International good practices reviewed. ■ Stakeholders' meetings to advocate integrated corridor development approached have taken place.	Strategic plans developed for CCTTFA and MCLI; complete		None	CCFFTA MCLI
Intermediate Outcome 1.2	*Indicators*				
Consensus built on strategic orientations for performance-based corridor development plans.	Strategies for performance-based corridor development adopted by one REC.				
Outputs	*Indicators*				
Preparation of technical notes on knowledge gaps, assessment and dissemination of experience and good practices and promotion of performance-based corridor development. Program to promote integrated performance-based corridor development.	International good practices reviewed. Stakeholders' meeting place to advocate performance-based corridor development approach have taken place.				

Objective/Outcome 2	Indicator	Status as of June 2020	Challenges	Next steps	Partners & Key Stakeholders
Develop capacity among institutions for inclusive policy dialogue on regional integration.	Meeting capacity criteria prepared in one institution (must be sustainable, inclusive, and have monitoring and diagnosis tools).	Attempted on MCLI but ultimately, stakeholders decided to dissolve the institution	Diverging interests among key stakeholders	None	MCLI, Port of Maputo
Intermediate Outcome 2.1	*Indicators*				
Capacity building to ensure that institutions are: ■ Sustainable ■ Inclusive ■ Have adequate monitoring and diagnosis tools.	Capacity development plan prepared in one institution, including financing framework with composition of institution reflecting diversity of stakeholders (control agencies, logistics operators, traders, / agricultural producers, civil society organizations)	Strategic plan and transport observatory framework developed for MCLI	Diverging interests among key stakeholders	None	MCLI, Port of Maputo
Outputs	*Indicators*				
■ Capacity review of regional integration institutions, including funding needs and ways to involve stakeholders. ■ Assistance for establishment and expansion of transport observatories.	■ Capacity review and capacity development plan approved by one institution with funding framework for the institution identified and strategies prepared to engage, involve, and inform stakeholders. ■ Two Regional Economic Communities with unit created or regional entity including corridor / regional transport observatory entrusted with corridor performance monitoring responsibility.	Expansion of the TTCA Transport Observatory	Completed	None	TTCA, KPA, KRA, KRC
Intermediate Outcome 2.2	*Indicators*				
Continental framework for cooperation in place through the REC TCC.	■ Indicators on corridor performance published. ■ One institution has agreed to host the REC TCC	Lack of success			
Outputs	*Indicators*				
Support to regional coordination mechanism.	1 REC TCC meeting per year for four years.				

Objective/Outcome 3	Indicator	Status as of June 2020	Challenges	Next steps	Partners & Key Stakeholders
Promote efficient logistics services.	Decrease in total logistics cost on selected corridors.				
Intermediate Outcome 3.1	**Indicators**				
Regulatory framework in place per type of logistics service: 1. Trucking services, 2. Terminal operators, 3. Inland waterways, 4. Control agencies(customs), and 5. Single windows.	At least one country is engaged in para- transit services restructuring / improvement program.				
Outputs	**Indicators**				
For each type of logistics service, a case study including: 1. Analysis of the problem, 2. Preparation of reform scenarios and review options, 3. Qualification of the cost of inaction, 4. Political economy analysis, 5. Assess the capacity. development / training needs for operators.	Three case studies carried out.	Container Terminal Concession Guidelines Trucking Competitiveness in West and Central Africa Guidelines on Roadside Stations			

Table 6. Pillar B Updated RF from 2017-2018

Intermediate Outcome (IO)	IO target	Output	Progress (December 2018)	Status as of June 2020	Challenges	Next steps	Partners and key stakeholders
UTM IO 1.1 Establishing a clearly defined entity in charge of urban transport management and coordination, as well as ensuring that key responsibilities are properly assigned and carried out.							
Two countries / cities	Guideline	Guidelines based on best practice standards, to support the establishment of an entity in charge of urban transport planning, management and coordination with all stakeholders, as well as a road map to serve as guidance on setting up a metropolitan entity in charge of urban transport planning	Outcome: 50% Output: 50%	Outcome: 100% Output: 100%		Completed.	UITP
UTM IO 1.2 Strengthening of the financial framework for urban transport management in Africa by developing guidelines to support the establishment of sustainable financing mechanisms.							
Two countries / cities	Guideline	Guidelines best practice standards for the design and implementation of sustainable urban transport financing mechanisms for African cities	Outcome: 0% Output: 50%	Outcome: 50% Output: 80%		■ Guidelines on the financial sustainability of BRTs is in phase of completion. The initial report (factor analysis) should be completed in November/ December 2020. A dissemination event is planned once this output is completed. ■ Other outputs of this work (market analysis and case study support) will be completed by June 2021.	MOLO PPIAF
UTM IO 2.1 Public transport and urban forms that minimize the need for motorized transport are promoted in the planning development of urban transport systems.							
Six countries / cities	Guideline	Guidelines for effective promotion of public transport systems in national / municipal transport strategies	Outcome: 0% Output: 50%	Outcome: 100% Output: 100%		To complement the planned outputs, the team has produced an Excel-based policy tracker for urban mobility policies. The policy tracker has been completed and needs to develop a more user-friendly manual of operation.	
UTM IO 3.1 Improving non-motorized transportation and paratransit providing urban transport services in cities.							
One country / city (paratransit)	Guideline	Guidelines for effective participation of paratransit modes in demand response with minimum standards of transports services based on African and global experience	Outcome: 0% Output: 50%	Outcome: 100% Output: 50%	The initial plan to complete this assignment study April 2021. However, COVID-19 restriction to travel is challenging the progress of this work, in particular data collection. The team has put in place mitigation measures that include relying more in local consultants. However, if travel restrictions are maintained, the completion of this work may continue and extend over DP4.	Preparation of case studies, cross city analysis, and policy report.	AFD ENPC
UTM IO 4.1 Improve traffic management and control in cities.							
Two countries / cities	Guideline	Develop guidelines to support planning and implementation of efficient traffic and parking management	Outcome: 0% Output: 50%	Outcome: 50% Output: 50%	During review meeting with AFDB, it was discussed that AfDB was working in the preparation of a Traffic Impact Assessment note. It was agreed SSATP would support the preparation of the guidelines.	Publication of the Guideline note	AFDB

Table 7. Pillar C Updated RF from 2017-2018

Intermediate Outcome (IO)	IO Target	Output	Progress (December 2018)	Status as of June 2020	Challenges	Next steps	Partners and key stakeholders
OBJECTIVE 1 - A common understanding and mutual agreement of African countries to manage and monitor safety performance in road safety.							
RS IO 1.1 - Knowledge and understanding of status and prospects of attaining road safety goals in Africa strengthened.	N/A	Data needs analysis completed, and common set of indicators developed and adopted.	Outcome: 50%[3] Output: 50%	100%		Activities for strengthening and improving the quality of data will be carried on through the African Road Safety Observatory under the DP4.	AUC, UNECA, IRTAD, WB, FIA, AfDB, WHO, and African member countries
RS IO 1.2 – Framework in place for monitoring progress of the UN Decade of Action and Africa Plan of Action 2011-2020.	N/A	■ Road Safety data that observatories need have been identified. ■ Road safety data are harmonized. ■ Road safety data management capacity and needs assessed at country, regional and continental level.	Outcome: 70%[4] Output: 90%	100%		First meeting of the National Data Coordinators took place in November and preparation of the first African Road Safety report to be published early 2021	AUC, UNECA, WB, FIA, AfDB, WHO, and African member countries
OBJECTIVE 2 - Promote effective policy and strategy formulation and implementation at country level.							
RS IO 2.1 - Country road safety policies and strategies better aligned to the UN Decade and Africa Action Plans and goals, and effective high impact road safety interventions implemented.	■ Three countries adopt strategies that are revised to reflect the Africa Plan of Action. ■ Five countries report actions on high impact road safety interventions. ■ Road safety strategies prepared in three countries / cities. ■ Guidelines for road safety policy in urban areas developed.	■ Existing countries' policies and strategies have been reviewed and changed to better align them with Decade of Action. ■ Road safety capacity of institutions assessed and needs for policy and strategy development have been identified in selected cities to advance urban road safety strategies.	Outcome: 50% Output: 50%	100 %		■ Have draft strategies to finalize and validate will bring the number up to 7 ■ Working with consultants to hold virtual validation workshops as able. ■ Finalize reports, organize workshops, and translate publications. ■ Draft Guidelines completed; hold a virtual meeting to validate and introduce guidelines to member countries.	
OBJECTIVE 3 - Stimulate good practice in Road Safety Management (Pillar One of the UN Decade of Action) by promoting systematic implementation of the Africa Plan of Action.							
RS IO 3.1 - ■ Countries create road safety lead agencies where none existed before. ■ Countries raise profile of existing lead agencies from one sector focused agencies to cross-sectoral status. ■ Countries improve financing of lead agencies. ■ RECs decision to create regional organizations of lead agencies.	■ New lead agencies created in two countries. ■ Lead agencies profile raised in two countries. ■ Funding arrangements for lead agencies improved in five countries. ■ An organization of lead agencies created in one region.	■ Operational guidelines for road safety lead agencies, including review of the status on the creation of road safety lead agencies by African countries and criteria for gauging their effectiveness. ■ Capacity development plan prepared for road safety lead agencies. ■ Policy notes on creating, funding, and raising the profile of lead agencies. ■ Guidance note on the creation of a regional organization of lead agencies. ■ Creation of a network of legislators to support conducive legislative framework at the regional / country level.	Outcome: 20% Output: 50%	50%	■ Due to the COVID-19 pandemic, all focus has shifted from institutional reform and very little movement is being seen in this area. ■ Network of Legislators was formed but COVID-19 pandemic has given MPs a different focus for now. ■ Policy note pending report expected in April 2021.	■ Study on review of lead agencies is underway. ■ Activity will be carried on under DP4. ■ Webinars for dissemination of publications. ■ Development of policy note translation ■ Meeting of Legislator Network and Global NGO Alliance (Africa Chapter) to take place to examine how the network can work better with civil society.	AfDB, GRSF, WHO, and Global Alliance of NGOs for Road Safety
OBJECTIVE 4 - Better integration of road safety policy and pillar-based interventions in locally and externally funded road developments.							
RS IO 4.1 - Capacity of development partners, road funds and municipalities strengthened to improve the effectiveness of their support towards road safety.	Use of SSATP guidelines confirmed in projects prepared by development partners, three road funds and two municipalities.	Guidelines on how development partners can improve support towards road safety through investments, how local funding of road safety could be made more effective, and how to mainstream road safety in urban road projects.	Outcome: 0% Output: 50% ■ Consultant output was not fully satisfactory/ up to SSATP standards. ■ SSATP and AFR team using interns and a WB specialist to review and outline what is happening with respect to RS funding in Africa. ■ Internal webinar to review and discuss outcome of findings.	0%	■ Lack of budget. ■ Started work on two fronts. ■ Output from consultant was not satisfactory.	■ Study on hold; it is an important study to help improve sustainability. This activity will be carried over into the DP4. ■ Working internally with WB colleagues and interns to do a review of AFR Transport Projects. ■ Internal webinar to discuss findings.	

3. Progress is based on a judgement of the MTR team given the lack of measurable aspects in the Results Framework.

4. Progress is based on a judgement of the MTR team given the lack of measurable aspects in the Results Framework.

Annex II:
Financial Statements

Table 8. DP3 Disbursements in USD by Pillar & Cost Category as of December 2021

Cluster of activities	Disbursements as of Dec 2021
PILLAR A: Integration, Connectivity and Cohesion	4,115,830.62
PILLAR B: Urban Transport and Mobility	4,360,503.73
PILLAR C: Road Safety	3,810,988.44
DP3 Program Management and Administration	1,624,502.46
DP3 Annual Meetings	1,254,182.83
DP3 Midterm Review (MTR)	362,323.40
SSATP Outreach and Website	700,869.33
Total Disbursements	**16,229,200.81**

Table 9. Financial position as of December 31, 2021

Contribution Details	
Donors contribution to MDTF	16,016,400.00
Donors unpaid contribution	5,000.00
WB contribution - Not reflected on MDTF	816,519.37
MDTF Financial Sumary	
(+) Contribution paid-in	16,011,400.00
(+) Investment income	419,921.12
(+) Other income	118,390.98
(-) Admin fee	320,228.00
Total MDTF disbursement	16,229,200.81
Total DP3 disbursement (MDTF+WB)	17,045,720.2
Cash Summary	
Current cash balance	**291.13**

Table 10. Total Receipts

Fiscal Year	Contribution Paid-in	Investment Income	Other Income
Prior to FY17	10,863,800.00	131,973.18	0.00
2018	300,000.00	93,154.03	0.00
2019	4,847,600.00	130,492.99	0.00
2020	0.00	60,205.24	0.00
2021	0.00	3,951.16	118,390.98
2022	0.00	144.52	0.00
Total	**16,011,400.00**	**419,921.12**	**118,390.98**

Table 11. MDTF Disbursement by Expense Category in USD

Expense Categories	Cumulative disbursement as of December 31, 2021
Staff Costs	7,883,082.28
Consultant Fees	4,065,446.84
Associated Overhead Costs	227,551.04
Travel Expenses	2,412,770.94
Equipment Costs	107.31
Media Workshop	934,110.64
Contractual Services	636,857.76
Disbursements to Grantee	69,274.00
Total	**16,229,200.81**

Table 12. MDTF Disbursement by Pillar and Pillar Activities as of December 31, 2021

Pillar A	Disbursement
TF0A1450-Support to the Regional Economic Communities (RECs) Transport Coordination Committee (TCC)	1,330,555.63
TF0A2369-Container Terminals Concession and Port Performance Indicators in Africa Ports	628,608.13
TF0A2644-Tripartite (SADC – EAC – COMESA) Regional Standards for Road Transport	230,752.59
TF0A2651-Tripartite (SADC – EAC – COMESA) Corridor Management Institutions	732,731.55
TF0A3499-One Stop Border Post	393,834.26
TF0A5760-Roadmaps for Efficient Transit Regimes	379,649.63
TF0A7765-Transport Observatory Update	211,802.12
TF0A9181-Support to ECCAS on Trade and Transport Facilitation	153,481.00
TF0A7050-West Africa Transport Regulatory Framework	54,415.71
Total	**4,115,830.62**
Pillar B	**Disbursement**
TF0B0584-Enhancing Financial Sustainability and Commercial Viability of BRTs in SSA	49,994.24
TF0A3714-Urban Transport and Mobility Pillar B - Knowledge and Institutional capacity building for Sustainability	2,494,207.15
TF0A1547-Urban Mobility and Accessibility Policies in African Primary Cities: Knowledge Creation and Dissemination	1,816,302.34
Total	4,360,503.73
Pillar C	**Disbursement**
TF0A1213-Road Safety - Outcome 1 Activities	390,422.07
TF0A3495-SSATP Pillar C - Mainstreaming Road Safety	936,242.80
TF0A3496-SSATP Pillar C Road Safety Management	658,928.08
TF0A3497-SSATP Pillar C: Road Safety Policy and Strategy Development	1,021,281.89
TF0A3498-SSATP: Pillar C - Support AU/UNECA in UN Decade of Action and Africa Plan of Action	804,113.60
Total	**3,810,988.44**
Pillar Disbursements Grand Total	**12,287,322.79**

Table 13. Annual Meetings MDTF Share of Costs

TF0A3384-DP3 - 2017 Annual Meetings	524,524.41
TF0A6291-DP3 - 2018 Annual Meetings*	371,847.68
TF0A9852-DP3 - 2019 Annual Meetings*	357,810.74
Total	**1,254,182.83**

* This is the MDTF share of the costs as both the governments of Nigeria and Zimbabwe co-financed the annual meetings.

Annex III: Testimonies from Stakeholders

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"For over 30 years, SSATP has been helping African countries build the underlying and enabling 'invisible infrastructure' of transport policy reforms and capacity building. The vitality and relevance of this mission are clear. Among its transformational accomplishments over the last few years, SSATP helped develop the Addis Ababa Road Safety Strategy, which stopped the growth of road deaths and severe injuries in 2017-2018 and plans to halve them by 2023—from the over 400 fatalities and almost 2000 serious injuries reported in 2015. Taking road safety to the continental level, SSATP contributed to the establishment of the Africa Road Safety Observatory, which will provide much-needed data and analysis to curb this growing problem and serve as a platform for sharing good practices and advancing regional collaboration in road safety. SSATP data to improve corridor performance in eastern and southern Africa strengthened the capacity of policymakers to maximize the economic benefits of port concessions, and increased Africa's capacity in urban transport planning with actions such as the establishment of Abidjan's Urban Mobility Authority. Practitioners and governments know that transport sustainability in Africa does not depend on the transport sector alone. The continent's social, economic, and environmental challenges are all very much affected by transport and play a role in shaping transport policy. A holistic approach is needed if we are to fully leverage transport solutions in addressing broader development challenges. This has long been a part of SSATP's value and on-the-ground effectiveness, but the Program will now incorporate these principles explicitly in its work. Concretely, this means adopting cross-cutting sector policies covering Africa's human capital building challenges through partnerships with universities and research agencies, empowerment of women, and ensuring Africa's transport sector makes the most of technological innovations incorporating big data. All of these are urgent and extremely pertinent objectives, and SSATP has shown it is uniquely positioned to continue leading Africa towards policies that can provide sustainable mobility in the future."

Makhtar Diop,
Africa Region Vice President, The World Bank, February 3, 2020

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"Over the course of the DP3, SSATP has established itself as a pre-eminent figure in Africa's struggle against road traffic injury and the associated pain, suffering and poverty it causes. SSATP has used the convening power associated with its wide country and institutional membership to tackle the major issues. It can be particularly proud of its partner-focused efforts to support the establishment of the African Road Safety Observatory to be hosted by the African Union – a landmark initiative. SSATP's institutional, data, strategy and policy projects delivered at both country and city levels provide the basis for a new and exciting period for road safety in Africa. SSATP's Annual Meetings have become significant points of convergence for road safety on the continent, and the African Road Safety Leadership Program is supporting a new generation of leaders. It has been some of the most important work I have done in my road safety career."

Martin Small,
President of Australasian College of Road Safety and Director, RAA Inc., May 18, 2021

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"As the Head of GRSF, I am delighted to have my SSATP program colleagues as partners in delivering improved road safety in Africa. I am pleased to note that the SSATP road safety pillar has grown significantly in importance over the last several years to become a crucial part of the SSATP program in providing substantial added value to our GRSF activities in Africa while acting effectively on its own. I and my GRSF colleagues had the privilege of benefitting from a remarkably close collaboration with our SSATP colleagues during our numerous missions to Africa supporting GRSF and WB projects and sharing our professional knowledge and experiences at pan-African conferences and training programs. The latter events have been arranged and managed most effectively by SSATP, adding huge value, and creating opportunities for pursuing stronger road safety policies in our ongoing SSATP-GRSF partnership.

"Numerous GRSF grant funded projects in capacity building and road safety research in several African countries, including Senegal, Ghana, South Africa, Nigeria, Kenya, Cameroon, Malawi, and Mozambique to name just a few, benefitted tremendously from extensive cooperation and synergies between GRSF and SSATP. Our cooperation in exchanging successful and practical approaches directly applicable to African countries has already resulted in hundreds of lives saved, sparing thousands of African people from pain and poverty. Along with my GRSF colleagues, I am grateful for all the support for regional networking activities and all the road safety-focused diplomatic and advocacy efforts implemented by SSATP's Road Safety Pillar Lead, Tawia Addo-Ashong. SSATP and GRSF have mobilized numerous key partners active in Africa including the African Union, European Commission, United Nations, African Development Bank, UK Aid, and Total Foundation to support the African Road Safety Observatory (ARSO) initiative and associated capacity building. We are grateful also for SSATP's extensive help in mobilizing the strong commitment of African countries to this important initiative. In cooperation with SSATP, we have managed to gradually extend the outreach of this regional observatory to most African partner countries. The Observatory is a key forum for helping African partners recognize their top safety challenges, set targets, identify quick wins, and measure the impact of safety measures undertaken. I know that this would not have been possible without SSATP's expertise and deep local understanding of the politics in Africa.

"We have achieved a lot with SSATP in the last few years in Africa (or more accurately SSATP has achieved a great deal with GRSF), particularly in the application of well-proven road safety good practices and policies in urban and rural African environments that are saving the lives of countless African people. I look forward to further close and successful cooperation with SSATP in the years to come in saving even more African lives."

Raymond Franklin Soames,
Head of Global Road Safety Facility (GRSF), April 26, 2021

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"Africa faces numerous challenges in achieving sustainable urban mobility and accessibility. Being passive is no longer an option. By facilitating transport policy development and capacity building, SSATP plays a major role in supporting countries with the implementation of transport sector strategies that ultimately improve urban mobility in Africa. In recent years, SSATP provided significant support to Cote d'Ivoire, enabling the launch of a pilot Bus Rapid Transit (BRT) project and the establishment of an urban mobility authority in Abidjan."

Romain Kouakou,
Director General of Land Transport and Mobility, Ministry of Transport, Cote d'Ivoire

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"On November 13-15, 2018, Morocco hosted the 1st African Road Safety Forum in Marrakech under the theme 'Road Safety in Africa: A Sustainable Development Issue.' Under the auspices of HM King Mohammed VI, this continental forum, organized by the Ministry of Equipment, Transport, Logistics and Water, the National Committee for the Prevention of Traffic Accidents (CNPAC) and SSATP, has been a logical continuation and a capitalization on the work of COP22 and its declaration for action in support of our climate and sustainable development strategies.

The Marrakech meeting was a great success convening over 1,500 participants, more than 22 ministers from Africa, senior officials, representatives of continental and international institutions, government bodies and civil society, in addition to experts and stakeholders from 70 countries, including 45 from the African continent. This level of engagement is necessary given the fact that unsafe road conditions lead to significant losses in human life and lifelong disabilities for many. Moreover, poor road conditions have a profoundly negative impact on the economies of developing countries.

This event was a real platform for exchanging expertise and good practices in this area. It offered an opportunity for African countries to capitalize on each other's achievements in road safety while considering their socio-economic and cultural similarities. The success of this event was due in large part to the effective involvement of SSATP at different levels of coordination, facilitation, mobilization, advocacy, and expertise.

The fruitful collaboration with SSATP in this forum culminated in the declaration of Marrakech. African ministers and mayors agreed that it was crucial for Africa to halt and reverse the trend of road fatalities and serious injuries, implement effective road safety policies and strategies, and commit to funding all aspect for road safety. Thanks to SSATP's support and continued assistance, one of the highlights of this continental event was undoubtedly the establishment of the African Road Safety Observatory (ARSO).

Africa is grateful to SSATP for their effort to improve road safety and promote green mobility in the continent. Thanks to SSATP for each life saved on the road as an important outcome of each project implemented in Africa. We will remember you forever."

Benacer Boulaajoul,
General Director of National Road Safety Agency (NARSA), Kingdom of Morocco, April 19, 2021

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"The improved leadership development in road traffic administration and safety management in Nigeria is due in large measure to the guidance provided by SSATP through its systematic road safety leadership approach in Africa. By prioritizing necessary decisions and actions to advance road safety in the country, SSATP was able to help enhance FRSC's role as Nigeria's leading agency on road safety management. SSATP assisted in the creation of results-focused actions and was instrumental in the process for generating and managing resources from the World Bank, African Development Bank (AfDB), and other institutions. In addition, the organization enhanced the FRSC's coordinating mechanism between in-country stakeholders and established an effective monitoring and evaluation system through third party independent advisory services offered during various leadership engagements. The World bank proclamation and recognition of FRSC as the best example of a leading road safety agency in Africa is a hallmark achievement made possible by SSATP's independent and objective assessment of the Corps."

Dr. Boboye Olayemi Oyeyemi,
Corps Marshal, Federal Road Safety Corps

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"FIA representatives have been pleased to collaborate with SSATP since 2018 in securing the establishment of the African Road Safety Observatory. FIA, together with the International Transport Forum (ITF) and WB committed to build a network of regional road safety observatories around the world to help assist countries in developing solid and efficient road safety practices backed up with solid analytics. Building on its previous work and contacts network, SSATP became the key partner to the Observatories' initiative in Africa. Workshops were organized with key players, links to other regional socio-economic relevant entities secured, and within a year, the African Road Safety Observatory (ARSO) was launched together with a transitional governance structure and a 2019-2021 work plan."

Dr. Maria Segui-Gomez,
Special Advisor for Road Safety, Fédération Internationale de l'Automobile (FIA)

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"The Truck Monitoring System (TMS) is an incisive part of enabling the Corridor Management Institution (CMI) to pose critical questions to government border agencies and service providers and ascertain where possible interventions are required to bring improvements. In this regard, it is an indispensable tool for improving corridor performance."

Barbara Mommen,
CEO of Maputo Corridor Logistics Initiative (MCLI)

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"In general, the benefits that can and will be derived from the Truck Monitoring System (TMS) going forward will be enjoyed by all users of the system including transporters, freight forwarders, shippers, cargo owners, corridor management institutions, government institutions, revenue authorities, and anybody involved in the transport or logistics industry."

Mike Fitzmaurice,
Executive Director of Federation of Regional Road Freight Associations (FESARTA)

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"I had the opportunity of working with SSATP during the Safer Africa project, dealing with the definition of frameworks for road safety improvement in African countries. The contribution of SSATP to the project and to the general understanding of the challenges and needs of African countries has been crucial. SSATP was a guarantee of effectiveness and professionalism."

Antonino Tripodi,
Co-founder & Technical Director, Fred Engineering, April 16, 2021