

Sub-Saharan Africa Transport Policy Program

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SSATP Annual Report 2007



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The SSATP is an international partnership to facilitate policy development and related capacity building in the transport sector in Sub-Saharan Africa.

Sound policies lead to safe, reliable and cost-effective transport, freeing people to lift themselves out of poverty, and helping countries to compete internationally.

The SSATP is a partnership of

- 35 SSA countries
- 8 Regional Economic Communities
- 2 African institutions
UNECA, AU/NEPAD
- 10 active donors
- *EC (main donor), Denmark, France, Ireland, Norway, Sweden, United Kingdom, Islamic Development Bank, African Development Bank and The World Bank (host)*
- Numerous public and private State and regional organizations

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Contents

Abbreviations	v
Message from the SSATP Board Chairman	ix
Two Decades of Road Sector Reforms	1
Overview of the Long Term Development Plan and 2007	9
SSATP Policy Development and Promotion Actions	13
Responsive Transport Strategies (RTS)	13
Road Management and Financing (RMF)	31
Appropriate Transport Services (ATS)	45
Regional Integration & Transport (RIT)	49
Dissemination and Networking under LTDP	57
Program Governance	63
The Annual General Meeting (AGM)	63
The Constituent Assembly (CA)	63
The SSATP Board	64
The Program Management (PM)	65
The Second Development Plan (DP2)	65
Financial Report	69
Financing of the Long Term Development Plan (2004-2007)	69
2007 Receipts and Disbursements	71
The Current Transport Sector Development Environment	77
Country and Regional Economic Community Pages	81
Central African Republic	83
Nigeria and RTTP	85
Nigeria and the Federal Road Safety Commission	89
Rwanda Transport Sector Key Achievement in 2007	91
A Study of the Establishment of a Corridor Regulatory and Legislative Framework in Member Countries of ECCAS	93
Learning and Knowledge Sharing	97
The Cost of Being Landlocked: The Need for a New Conceptual Framework	97
Sion Tri-Moto Fills the Gap for Rural Women and Students in Côte d'Ivoire	101

List of Tables

Table 1: Road Network Conditions in Selected Countries	4
Table 2: Summary of Achievements – PRTSR	19
Table 3: Transport Interventions Facilitating the Achievement of the MDGs	20
Table 4: Summary of Main Achievements – Road Safety	23
Table 5: Summary of Main Achievements – Transport Data Management	25
Table 6: Highlights of SSATP Coordination Functions in Member Countries in 2007	28
Table 7: Summary of Main Achievements – RMF	43
Table 8: Summary of Main Achievements – RMF	44
Table 9: Summary of Main Achievements – ATS	48
Table 10: First results of Observatories in West Africa – Comparisons between Corridors	52
Table 11: Summary of Achievements– RIT	55
Table 12: Key Events/Milestones of the DP2 Formulation Process	66
Table 13: Summary of Contributions to LTDP	70
Table 14: LTDP Expenditure by Cost Element	71
Table 15: Receipts in 2007	72
Table 16: Disbursements by Activity	74
Table 17: Snapshot of Policy Development Activities and Results in 2007	81

List of Boxes

Box 1: Impact of Institutional Capacity on Road Conditions in Tanzania	3
Box 2: Notes on Implementation of PRTSR Recommendations	14
Box 3: Potential of Participatory Approach in Developing Transport Sector Programs	15
Box 4: Participatory Approach in Developing a Road Safety Action Plan	16
Box 5: Notable Achievements and Impact of the PRTSR	17
Box 6: Notable Achievements in Mainstreaming Cross-Cutting Issues	22
Box 7: Notable Achievements in Transport Data Management	24
Box 8: Achievements in Promoting a Programmatic Approach and SSATP Coordination	27
Box 9: Summary of RMF Achievement over the LTDP Period (2004-2007)	31
Box 10: SSATP Contribution to Sustaining Road Maintenance Financing in SSA	33
Box 11: Impact of Institutional Capacity on Road Conditions in Tanzania	34
Box 12: Role of SSATP in Advancing Road Sector Reforms (Burkina Faso)	35
Box 13: Role of SSATP in Sharing Knowledge and in Sensitizing Policy Makers	36
Box 14: SSATP Contribution to Building Capacity of ARMFA	38
Box 15: Notable Achievements of the ATS Theme over the LTDP Period (2004-2007)	46
Box 16: Major Publications over the LTDP Period (2004-2007)	58
Box 17: Outcomes of the Ministerial Forum	61
Box 18: Strategies of the Private Sector to Overcome the Challenges along Transit Corridors	62
Box 19: SSATP Board Members	64
Box 20: Program Management Team Members – 2007	65
Box 21: DP2 Core Actions	67
Box 22: DP2 Values	68
Box 23: Candidate Countries where Priority DP2 Activities will be Piloted	68

Abbreviations

AAP	African Action Plan
AfDB	African Development Bank
AFRICATIP	<i>Association africaine des agences d'exécution des travaux d'intérêt public</i>
AGEPAR	Association des Gestionnaires et Partenaires Africains de la Route
AGM	Annual General Meeting
AICD	Africa Infrastructure Country Diagnostic
ALCO	Abidjan-Lagos Corridor Organization
ARMFA	African Road Maintenance Funds Association
ARTA	African Rural Transport Association
ASANRA	Association of Southern African National Road Agencies
ATS	Appropriate Transport Services
AU	African Union
AUC	African Union Commission
BOAD	West African Development Bank
BRT	Bus Rapid Transit
CA	Constituent Assembly
CDF	Center for the Development of Enterprises
CEMAC	<i>Communauté économique et monétaire de l'Afrique centrale</i>
CICOS	<i>Commission Internationale du Bassin Congo-Oubangui-Sangha</i>
COMESA	Common Market for Eastern and Southern Africa
DDP	Data Development Platform
DP2	SSATP Second Development Plan
DRC	Democratic Republic of Congo
EAC	East African Community
EC	European Commission
ECOWAS	Economic Community of Western Africa States
EIA	Environmental Impact Assessment
EIB	European Investment Bank
ENPC	<i>École nationale des Ponts et chaussées</i>

EU	European Union
FESARTA	Federation of East and Southern Africa Transporters Association
FMAWR	Federal Ministry of Agriculture and Water Resources
FPMU	Federal Project Management Unit
GDP	Gross domestic product
GRTSA	Gambia Roads and Technical Services
ICA	Infrastructure Consortium for Africa
ICT	Information and Communication Technology
ILO	International Labor Organization
IMT	Intermediate Means of Transport
IPPF	Infrastructure Project Preparation Facility
IRF	International Road Federation
JICA	Japanese International Cooperation Agency
LGA	Local Government Area
LTDP	Long Term Development Plan
LVSr	Low Volume Sealed Road
MAG	Ministerial Advisory Group
MCA	Millennium Challenge Corporation
MDG	Millennium Development Goal
MDTF	Multi-Donor Trust Fund
MLTSF	Medium to Long Term Strategic Framework
NCTTA	Northern Corridor Transport and Transit Coordination Authority
NEPAD	New Partnership for Africa's Development
NERCHA	National Emergency Response Council on HIV/AIDS
NMT	Non-Motorized Transport
NRFA	National Road Fund Agency
ODA	Official Development Assistance
OPR	Output to Purpose Review
OPRC	Output and Performance-Based Road Contract
OSBP	One-Stop Border Post
PAM	Performance Assessment Model
PIARC	Permanent International Association of Road Congresses
PMAESA	Port Management Association of Eastern and Southern Africa
PMT	Program Management Team
PPIAF	Public-Private Infrastructure Advisory Facility
PPP	Public-Private Partnership
PRS	Poverty reduction strategy
PRTSR	Poverty Reduction & Transport Strategy Review
RAMP	Rural Access and Mobility Project
REC	Regional Economic Community
REC-TCC	Regional Economic Community–Transport Coordination Committee
RED	Roads Economic Decision Model
RIT	Regional Integration and Transport
RMC	Resource Mobilization and Cofinancing

RMF	Road Management and Financing
RONET	Road Network Evaluation Tools
RTS	Responsive Transport Strategies
RTTP	Rural Travel and Transport Program
SADC	Southern Africa Development Community
SG	Steering Group
SGPRS	Second Generation Poverty Reduction Strategy
SIDA	Swedish International Development Cooperation Agency
SITRASS	<i>Solidarité Internationale sur les Transports et la Recherche en Afrique</i>
SME	Small and Medium Enterprise
SPIU	State Project Implementation Unit
SSA	Sub-Saharan Africa
SSATP	Sub-Saharan Africa Transport Policy Program
TCC	Transport Coordination Committee
TFSCB	Trust Fund for Statistical Capacity Building
TPAG	Transport Policy Advisory Group
TRB	Transport Research Board
TSDMS	Transport Sector Data Management System
UEMOA	West African Economic and Monetary Union
UM	Urban Mobility
UNECA	United Nations Economic Commission for Africa
UNRA	Ugandan National Roads Authority
USAID	United States Agency for International Development
WATH	West Africa Trade Hub
WP	Work Program

Message from the SSATP Board Chairman

I am happy to present the 2007 Annual Report which marks the end of the Long Term Development Plan (LTDP) that started in 2004. Over the past four years, SSATP has become the lead program in facilitating transport policy dialogue and development among non-transport and transport sector stakeholders. Such success has reinforced the commitment of SSATP stakeholder in partner countries, the regional economic communities, donors and development agencies to ensure that transport strategies effectively contribute to poverty reduction, economic growth and regional integration.

During 2007 our partnership expanded and now unites 35 countries, the regional economic communities, the main private sector transport associations and engages with civil society. I am pleased to report additional donor support with the return of United Kingdom to the Program and a new donor, the African Development Bank.

SSATP's continuous advocacy, during LTDP, on key policy issues, was effective in securing donor support for developing Africa's transport network. Furthermore, the regional economic communities continued to promote sound transport management along regional corridors. These efforts effectively contributed to sustaining transport networks and services, and improving interconnectivity within Africa.

A major challenge in 2007 was the agreement of SSATP's second development plan (DP2) 2008-2011; the successor to LTDP. This was achieved through a participatory approach that involved all stakeholder constituencies to ensure SSATP remained relevant in a changing development environment. A wide debate confirmed that transport was still vital for economic growth and poverty reduction. DP2, therefore, will strengthen the promotion of sound policies and strategies for the provision of reliable, safe, clean, efficient and affordable transport.

The DP2 will focus on: promoting pro-growth and pro-poor transport strategies; pushing for sustainable institutional and financial arrangements for road networks and for better rural and urban transport services; and improving transit transport along selected corridors. Mainstreaming of

tested policies and strategies will be handed over to regional partners and sectoral programs of SSATP partners for implementation.

I would like to thank everybody associated with SSATP – country and regional partners, the program management team, donors and my fellow Board members and urge you all to support a successful implementation of SSATP's DP2 over the next four years.

A handwritten signature in black ink, appearing to read 'Hachim Koumaré', with several overlapping strokes and a long horizontal line extending to the right.

Hachim Koumaré
Chairman, SSATP Board

Two Decades of Road Sector Reforms

Why Road Sector Reforms?

In Sub-Saharan Africa, roads carry about 90 percent of the passenger and freight traffic. Road maintenance absorbs 5 to 10 percent of central government recurrent budget while African states are investing 10 to 20 percent of their development resources in roads. However, during the eighties, nearly a quarter of the capital invested in Sub-Saharan Africa's roads has been eroded owing to the lack of maintenance. In the early 1990s, it was estimated that the replacement cost of main roads in SSA was nearly \$80 billion and required annual expenditures on routine and periodic maintenance of over \$800 million to keep these roads in a stable long term condition.

In 1987 development partners attached a great deal of importance to sound road maintenance policies and placing maintenance on a sustainable base. To realize this, the Road Maintenance Initiative (RMI) was launched under the Sub-Saharan Africa Transport Policy Program (SSATP) by the UNECA and the World Bank, following the framework agreement set within UNTACDA II.

Over the past two decades, Africa reversed the downturn to its road network, owing the credit

to SSATP's Road Maintenance Initiative, which was the flagship of the Program since its establishment. Since 2000, SSA countries made significant progress towards securing road maintenance financing. There were around 24 road funds in Sub-Saharan Africa, but a few of them were some way off the minimum requirements for being a second generation fund which is characterized by sound legal basis, strong management, sound financial management, regular technical and financials audits and revenues incremental to budget and road users charges.

The assessment of the root causes for the maintenance shortfall attributes the problem to insufficient funding and inadequate institutional capabilities to manage the road network. Thus, the main policy reforms promoted by the Program to overcome these problems were anchored in four road management and financing blocks:

- i) Assigning responsibility: ensure all parties know their responsibilities
- ii) Creating ownership: involve road users in management of roads
- iii) Ensuring secure and stable financing: stable flow of fund for adequate road maintenance

- iv) Introducing sound business practices: instill efficiency in road management and implement a clear system of accountability

The reforms established in the 1990's were implemented in two stages. Phase I concentrated on increasing the awareness of the need for sound road maintenance and policy reform, and identifying the reasons policies used in the 1980's were ineffective. The approach adopted was to demonstrate conclusively the case for reorienting the focus of African policy makers on maintaining the network rather than building new roads. Phase II evolved into promoting a holistic approach to road network management through sharing experiences among African countries and policy advice in countries where sectoral reforms were implemented.

In all phases SSATP adopted more of a process oriented approach with emphasis on gradually building up trust and understanding of principles, instilling effectiveness in existing institutions and fostering building consensus on reform strategies among stakeholders in African countries.

RMI, renamed as Road Management Initiative (RMI) and lately as Road Management and Financing (RMF) to reflect the initiative's growing scope of work, tackles the most intractable problem in the SSA transport sector, namely road network management, and in particular road maintenance. The initiative involved the most extensive and innovative thematic works of all SSATP components, and has matured to the extent that it is now putting great effort in monitoring impacts of roads on development, through post-reform analysis of issues related to roads and development.

In 2003, in line with both the LTDP objectives and the demands of the key stakeholders expressed in various meetings, the Road Management and Financing (RMF) thematic area has replaced the previous Road Management

Initiative (RMI). RMF brought together a number of initiatives under the earlier components of SSATP – RMI, RTTP (Rural Travel and Transport Program) and UM (Urban Mobility). Outputs were geared towards delivering benefits in the following main areas:

- i) Road Network Management
- ii) Institutional and Financial Arrangements
- iii) Road Fund Enhancement
- iv) Road Agency Improvements
- v) Capacity Building and Training

Main achievements

Over the last decade, SSATP has undoubtedly made significant contribution to many SSA countries' road sector institutions and financing. The implementation of the successive RMF annual work programs has yielded outputs that contributed to meeting the objectives set under the LTDP (2004-2007). In many cases, the activity arrangements required the participation of key stakeholders clearly focusing on establishing sustainable mechanisms for financing road maintenance and on improving the efficiency of road management.

SSATP's policy support has contributed significantly to the establishment of road funds in at least 27 countries and road agencies or authorities in 18 countries in SSA. Empirical evidence suggests that where a full set of road sector institutions is in place, long term declines in road quality have been arrested and significantly in some countries reversed (Box 1).

Although establishment of a road fund alone is not a sufficient condition for improvements in the road network condition, in general it has proved a powerful impetus for sustained road maintenance, if properly structured.

Road funds in Africa have secured a more stable and predictable flow of funds for road maintenance, under best practices promulgated by SSATP. The results of financial audits

generally indicate that funding arrangements are more transparent than in the past and an increasing number of road funds have now considerable financial autonomy. These road funds raise most of their revenues from road

is as long as nine months to a year. Road funds also provide a dependable basis for the development of local small-scale contractors.

The establishment of “second generation” road

Box 1: Impact of Institutional Capacity on Road Conditions in Tanzania

The Tanzania Road Fund Board reports a significant improvement in conditions of the trunk and regional road networks over the period 2001-2005 (Tanzania Road Board, 2006). The rapid improvement in road conditions in Tanzania cannot however be attributed to the funds generated by the Road Fund alone. The reversal of a long-term decline in road quality requires a comprehensive road transport strategy and is seen as the result of a combination of three factors:

- (i) The increase in the institutional capacity of the road sector through the establishment of a road fund in 1998 and a road agency in 2000;
- (ii) The increase in the financial and management capacity. Immediately after the establishment of the Road Fund and the Road Agency, many donors and government road development programs were implemented. It is important to note that whereas the Road Fund budget for the Tanzanian National Roads Agency, TANROADS is about \$50 million, the total value of works executed by TANROADS amount to more than three times as much;
- (iii) The increase in the execution capacity for the implementation of a stabilization strategy using a low cost spot improvement approach. The creation of the Road Fund has sustained a stable flow of funds for road maintenance and hence provided a basis for the development of local small-scale contractors (e.g. around 2,000 local contractors have been promoted in rural Tanzania).

Source: Tanzania Road Board, 2006

user charges and most of the proceeds are channeled directly to their account.

Of the 27 road funds, 14 have Boards with a private sector majority, which have contributed significantly to the funds’ transparency and autonomy. There is broad agreement that the road funds should levy a minimum of \$0.010 per liter of fuel to meet the financial requirements for routine maintenance. The 2006 Road Fund Matrix indicated that four countries (Chad, Côte d’Ivoire, Mozambique and Namibia) have reached this level.

Significant improvements in contractor payments are also noted—the average time for payment is around 32 days. In some countries without such arrangements, the payment time

funds and of road authorities has increased the effectiveness and efficiency of road sector expenditures, and is expected to attract additional resources to the sector. This, in turn, would be reflected in improvements in the overall condition of the road network. While an overall assessment of the effects of these reforms is still difficult, data collected by SSATP in 1996, 2004, and 2005 show a trend of improvements in the road network condition in countries such as Tanzania and Ethiopia where both road funds and road agencies are in place. In Tanzania the improvement of the road condition is steadily increasing due to implementation of successive sector programs and establishment of a road agency and fund. The Ethiopian case is a good example on how a compre-

hensive road sector reform could reverse degradation of road network due to war and negligence of maintenance. In the mid 90s Ethiopia adopted SSATP RMF policies and launched a road sector program, which enabled to reverse the deterioration of the network and expected to improve the road condition in the future. In Zambia and Kenya, on the other hand, which had a strong road fund but no road authority (Zambia established a road agency in 2006), the overall road network conditions have shown hardly any improvement. Though the impact on the overall road condition is marginal Zambia's road fund focus on the primary network has shown good results. Table 1 below provides basic data on the trend of the road network condition in the four countries.

The above reforms have been further sup-

ported by SSATP through the development and delivery of tools such as the Roads Economic Decision (RED) Model and the Performance Assessment Model (PAM) which have been taken up by SSATP members. Uganda, with SSATP support, adopted both models for road maintenance planning in 2001 and 2003, respectively. The Program is currently finalizing the development of a model called Road Network Evaluation Tools (RONET). The tools enable the capturing and

processing of road network data in a results framework that generates information for sector monitoring and road programs. RONET allows SSATP members to predict future road conditions, transport costs, benefits to road users and to society, and road asset value, depending on the level of funding. RONET will, for the first time, enable country comparisons based on comprehensive data sets and common indicators.

SSATP staff also delivers, or help with the delivery of, training on road management and financing principles as well as on technological innovations that improve the planning and operational functions of the road agencies. In 2006, SSATP provided or contributed to training of 550 professionals, from about 20 member countries. The model RED is also available

Table 1: Road Network Conditions in Selected Countries

	Overall Road Condition								
	1989		Network (Km)	1997		Network (Km)	2005		Network (Km)
	Good	Poor		Good	Poor		Good	Poor	
Ethiopia	47	19	14,020	16	47	15,769	38	36	39,162
Tanzania	13	55	28,011	33	25	10,300*	51	16	28,892
Zambia	33	33	20,756	20	42	17,051	16	64	20,605
Kenya	61	20	63,324	23	37	6,554*	19	64	63,805

NOTE: For Zambia, 2003 data are provided instead of 2005 data.

* For Tanzania and Kenya, the 1997 network data covers only a section of the network

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to transport professionals through the SSATP website. During the year 2006, there were 700 consultations on RED.

At the regional level, a major effort has been put into supporting the sub-regional associations: the Association of African Road Managers and Partners (AGEPAR); the African Road Maintenance Funds Association (ARMFA); and, most recently, the Association of Southern African National Road Agencies (ASANRA). A Memorandum of Understanding between

SSATP and ASANRA was signed, which led to the development of a partnership work program to strengthen the capacity of the newly established road agencies. These associations are seen as providing the most promising agents for change and knowledge sharing with regard to driving forward institutional development in the roads sub-sector in SSA.

Strengthening the construction industry

In few countries where road funds revenues have significantly increased following a recent raise in the level of fuel levy (e.g. Tanzania), the executing capacity of the local construction industry to absorb growing road maintenance work loads has become a pressing challenge.

To address this challenge, SSATP has recently entered into a partnership with the Center for the Development of Enterprises (CDE) to develop and implement a 3-year capacity building program (2007-2010) to improve road network conditions in four pilot countries (Cameroun, Madagascar, Tanzania and Burkina Faso). The program will build and strengthen the capacity of SMEs and local engineering firms involved in road maintenance projects and works. The objectives of this program are of a high relevance to those set under the DP2 and to the overall RMF agenda.

One of the components will focus on training SMEs on the management of Output and Performance-Based Road Contracts (OPRC) of maintenance works. The SSATP will facilitate and participate to the organization of a 3-day workshop on OPRC contracts in each country.

Challenges

A significant progress has been made to advance road sector reforms during the last two decades. The move towards full commercialization of road management is however still facing the following challenges:

(i) **Assessment on a case-by case basis:** The performance of second generation road funds cannot be assessed solely by reference to theories but instead must be approached on case-by-case in light of local context and particularly on existing fiscal arrangements. Country progress varies widely and, although a country might have established a road fund, this does not necessarily mean that it is either fully efficient, or fully autonomous. Several road funds were poorly designed and are far from meeting second generation road funds conditions. This partially explains many structural problems that undermine their performance;

(ii) **Governance and autonomy:** More autonomy is one of the cornerstones of a more commercial approach to road management and financing. Road funds and road agencies managers cannot behave commercially until they are able to operate without interference in day-to-day management;

(iii) **Road user charges based principally on fuel levy:** Fuel levy is the principal means of raising road user charges but the level of fuel levy varies significantly from a country to another and the average is currently 8 and 7 US cents/liter for petrol and diesel respectively. Studies carried out using the RONET tool suggest that fuel levy would not normally be less than 10 cents per liter to meet all maintenance needs. Very few countries have reached this level and although a majority of (11) countries report fuel levy at 8 cents per liter or better, this is not enough in most cases to meet routine maintenance needs;

(iv) **Weak oversight:** There are not many examples of effective oversight boards. The board members have generally a weak understanding of second generation road funds principles, particularly among private sector representatives. This place them in a disadvantaged position for advocating their constituent interests and needs;

(v) **Finance is not enough:** In few countries where second generation road funds are well established, their effectiveness is impeded by the inefficiency with which the available resources are used by the road administration. Governments are reluctant to give up powers and responsibilities to the new road agencies and their effectiveness and implementing capacity have developed least rapidly. This situation may lead to a lack of credibility and support to the road fund initiative. Unless a consistent effort is made to improve, the other three pillars of the Road Management Initiative – Management, Responsibility and Ownership – the road funds initiative in SSA will be at risk;

(vi) **Road sector associations are to be sustained to take over the implementing for change role:** Under the RMF activities, partnership is promoted mainly through developing and implementing partnership work programs with two regional sectoral associations. SSATP has provided support for the creation of ARMFA and AGEPAR in 2003. Progress towards the sustainability of ARMFA is being made but the association requires further support from SSATP to be gradually autonomous. SSATP provided support to AGEPAR until 2006 and there is a need to revisit the partnership to identify common activities in line with SSATP principles and objectives. SSATP is also developing relations with ASANRA. A partnership work program is developed and remains to be implemented.

A Way Forward

Sub-Saharan Africa countries are making a significant progress towards securing road maintenance financing. The reforms are however still relatively new, fragile and subject to political interferences. In most cases, the establishment of a road fund has not resolved the insufficiency of funds for road maintenance. Most of the executing agencies are newly established

and their capacity and effectiveness have developed least rapidly. Nevertheless, there are substantial good practices available.

The move towards full commercialization of road management is gradual and requires continuous technical support to sensitize country partners in order to overcome obstacles to effective implementation of road sector reforms.

The SSATP will hand over to its partners the mission of mainstreaming road policy reform that it has helped initiate and foster during two decades. The SSATP will complete its support to the regional transport associations (ARMFA, AGEPAR, etc) to become the prime promoters of reforms by focusing on peer learning through exchange of good practices among member countries and by delivering transport policy knowledge and leveraging resources from donors. Among the priority activities are the following:

- (i) **Road funds restructuring:** to meet second generation criteria a number of road funds need restructuring in order to gain more administrative and financial autonomy. The Road Sector Associations could provide best experience to help revise the legislation to meet second generation road funds criteria in some countries;
- (ii) **Train road fund and agency board members:** There is a need to train new road board members and staff to better fulfill their role and responsibilities and to reap the benefits of international best practices and to effectively internalize the key lessons of experience;
- (iii) **Develop a communication strategy:** A communication strategy to trigger political will (ministry of finance) and rally road users' support to the road funds initiative. The development of a communication strategy to negotiate and diversify road tariffs was identified as a priority activity at the ARMFA AGM in Accra (October 2006). This activity is directly linked

to the development of a new version of RONET which will provide a relationship between country road maintenance needs and road funds revenues;

(iv) **Improve the efficiency of road management:** Clarify roles and responsibilities between the autonomous road agency and the parent ministry as well as mainstream the use and up-

take of road management tools. Review the performance of the new road agencies to share lessons, identify performance criteria and good practices. Provide support for the establishment of autonomous road agencies in Francophone Africa where only four road agencies have been established so far.

Overview of the Long Term Development Plan and 2007

The year 2007 marked the end of the Long Term Development Plan (LTDP, 2004-2007), which sought to anchor transport in poverty reduction. The LTDP remarkably strengthened SSATP's partnership. The LTDP also saw road sector reforms, and regional transport and trade facilitation measures delivering results.

The 2007 work program implementation was helpful to winding-up and consolidating the initiatives started under the LTDP. It was also a transition period to the successor second development plan (DP2) of which preparation was the focus of SSATP partners.

Under LTDP, the SSATP partnership gained momentum. The engagement of African policy makers was unparalleled. The African Union (AU) and African ministers responsible for transport led strategic policy development initiatives by actively participating at continental and program level strategic meetings. African ministers, under the auspices of AU, adopted MDG related transport indicators and targets. Within the framework of SSATP annual meetings and strategic meetings, African ministers delivered policy directions and strategies that helped the transport sector to be more responsive to poverty reduction and strengthened

road sector reforms and trade facilitation measures.

The engagement of member countries and the RECs were remarkable. During the LTDP period eight countries (Cape Verde, Congo Republic, Democratic Republic of Congo, Lesotho, Liberia, Namibia, Sierra Leone and Swaziland) joined the Program raising the country membership to 35. All member countries were engaged in a wide range of transport policy development and promotion actions. Their engagement was strengthened by the designation of national coordinators, who champion SSATP policy development initiatives. The RECs through their transport coordination committee (REC-TCC), established under the LTDP, promoted the adoption of trade facilitation measures that helped to establish corridor coordination groups and observatories that have started delivering results.

The engagement of donors was encouraging. SSATP donor partners increasingly promoted SSATP policy products through development projects and government donor policy dialogues. During LTDP, the participation of donor representatives in SSATP regular and strategic meetings not only increased, but created a real environment of a development partnership by allowing candid exchange of views and

adoption of common strategies. LTDP also saw re-engagement of the UK and the move of Islamic Development Bank (IsDB) and African Development Bank (AfDB), from passive to active donors.

LTDP was designed to:

- Anchor transport strategies in poverty reduction;
- Promote sound road transport strategies instilling efficiency in the road sector, and
- Promote transport and trade facilitation measures supporting Africa's integration and trade competitiveness.

The Plan delivered concrete results under each of these core themes. The overarching theme, the **Poverty Reduction and Transport Strategy Review (PRTSR)** moved from delivering recommendations, strengthening coherence between the two strategies, to implementation. The 18 member countries which completed the PRTS reviews, by end 2007, are engaged in promoting the recommendations of the reviews at different level. In Central Africa, DR Congo, Mali, Malawi, Senegal, and Rwanda, the review proposals shaped the way transport is conceived in PRSs. In the other countries, the sensitization process initiated the demand to update transport strategies to be responsive to the changing development environment, mainly serving the objectives of the SGPRSs and the MDGs.

The process of anchoring transport in poverty reduction necessitates addressing crosscutting issues affecting the rural and urban poor in Africa. It also requires making informed decisions and conducting evidence-based policy dialogue. SSATP partners being well aware of these requirements and above all the pressing demand to overcome the challenges of Road Safety, Gender and Data Management initiated the engagement of the Program in these areas. Following its partners demand, LTDP adopted

these initiatives as core themes and delivered results.

The **SSATP Road Safety and Gender & Transport** initiatives created better understanding of the key issues and strategic focus areas. A gender inclusion study, revealed that the involvement of women, as well as consideration of their specific demands in transport projects, is better achieved when women participate at all stages of project development and when the projects intentionally encapsulate gender issues. A separate road safety survey stressed on the need to focus on: i) adopting a correct policy framework, ii) sustainable financing, iii) enforcement and iv) safety education. The Road Safety initiative also created fora for good practice dissemination and laid the foundation for the establishment of a Road Safety practitioners' network.

Transport Data Management was one of the flagships of LTDP. Over the last four years, SSATP developed indicators for transport sector performance and support the production of transport data in over 20 countries of which seven countries (Ghana, Ethiopia, Lesotho, Swaziland, Tanzania, DRC and Kenya) continued with the process, the others are expected to follow suit. SSATP also developed a Transport Sector Data Management System (TSDM) to facilitate the collection and production of data on a sustainable way. Most importantly LTDP supported the adoption of MDGs related transport indicators, used by many African countries as a reference to measure the progress made by the transport sector in supporting the achievement of the MDGs.

The LTDP work in the areas of **Road Management and Financing (RMF)** and **Appropriate Transport Services (ATS)** boosted the reforms in the road sector and established basic principles of changes in rural and urban transport. Four road funds and four road agencies were

established over the four years raising the number of African countries with road funds and road agencies to 27 and 18 respectively. The establishment of the funds and agencies is making a difference in African road network condition. The road condition in many African countries has improved and further deterioration is halted. LTDP intensified RMF knowledge creation and sharing.

The LTDP work under rural and urban transport promoted some of the values SSATP is professing, “identifying knowledge gap in transport policy and creating better understanding of key issues and policy options”. A study on rural transport services promulgated the characteristics of movement of goods and people in rural areas. It also showed the dismal state of motorized rural transport services, the absence of regulatory frameworks and institutional structures. Moreover, LTDP, through the African Rural Transport Association, promoted knowledge helping improve mobility.

LTDP has accomplished remarkable tasks in consolidating and disseminating urban transport knowledge. The urban transport services provision practices and challenges are synthesized and strategic options to improve service provision outlined. Concrete proposals to improve institutional, financial, and regulatory frameworks in large African cities were delivered. LTDP spearheaded the process of creating better understanding of the impact of transport on urban poverty reduction. It created fora to debate on urban transport issues, which facilitated the development of common objectives addressing the challenges involved, including the promotion of mass transport systems development in African cities.

Transport and Trade Facilitation is a theme where LTDP made significant progress. The initiatives related to corridor management and observatories/ (corridor performance monitor-

ing) advanced from concept to reality and started to instill practices to improve performance of transit corridors.

The corridor management initiative saw the emergence of the Central Corridor, linking the great lake countries to the port of Dar es Salaam. Further, the process of establishing corridor management groups for the North-South Corridor, serving DR Congo, Zambia, Zimbabwe, Malawi and Botswana to Durban port, the Bamako-Ouagadougou-Tema and Niamey-Ouagadougou-Lomé Corridors is in progress.

The monitoring of regional transport corridors (observatory), which was the flagship initiative of the LTDP transport and trade facilitation theme delivered remarkable results: reduction in turnaround time of trucks along transit corridors observed or the journey time from Mombassa to Kampala reduced from 10 to 6 days. All RECs adopted or promoted conventions limiting road check-points and are calling on all the states to remove control posts. Ghana and Burkina are taking the lead in adopting pragmatic measures to reduce barriers. Most importantly, better understanding of the key constraints to transport movement was created and measures to remove barriers were extensively disseminated.

On the other hand, the border post monitoring works at Beit Bridge and Chirundu, and the sensitization related to Cinkansé initiated the establishment of one-stop border posts. Activities to establish such posts were launched at Malaba (Kenya/Uganda), Paga (Ghana/Burkina), Heremakono (Mali/Burkina) and Mousalé (Senegal/Mali).

The transport & trade facilitation initiatives were adopted as NEPAD/AU flagship project and are constituted as transport facilitation component of NEPAD’s Infrastructure Medium to Long Term Strategic Framework. LTDP’s initiatives were also recognized as in-

struments for the implementation of the Almaty Declaration.

When the achievements of LTDP are evaluated based on the outputs¹ defined at the outset SSATP has met the expectation of its partners. LTDP achieved its objectives by setting strategic framework for its actions, strengthening its network and reorienting its program management approach. The financial support from its donor partners was a critical factor for the success of the Program. SSATP partners are increasingly moving towards a programmatic approach through the development of integrated transport sector strategies. The Program moved towards convergence of its components, principally led by the overarching theme, the PRTSR, which was inclusive and indicative of the importance of all the components in addressing poverty reduction issues.

LTDP strengthened the network through the establishment of SSATP coordination functions promoting policy development initiatives in member countries and creating the forum for engagement of key stakeholders. Currently all member countries have designated national coordinators or contact persons.

On the other hand, the LTDP adopted a decentralized program management approach by posting Regional Coordinators, which strengthened Africa-based program management, as well as improved communication with member countries and RECs.

Financial flows were sufficient to undertake the LTDP activities. The total amount contributed over the four years was about \$20 million while

disbursement was about \$18.3 million. The remaining sum is applied to the successor plan. The contributions were made by the European Commission, which accounted for 50 percent of the support, followed by Sweden, Norway, Denmark, Ireland, France, United Kingdom and the Islamic Development Bank. The World Bank and UNECA contributed in kind while the African Development Bank availed funds direct to the beneficiary for an activity under the LTDP.

The 2007 Work Program focused on consolidating the results of the initiatives reported under LTDP accomplishment above. The works during the year included support to PRTSR countries, advising countries establishing and restructuring road funds and agencies, consolidating the knowledge base on urban transport, delivering training on rural roads material and support to the REC-TCC in promoting trade facilitation measures.

The formulation of the DP2 was a major undertaking in 2007. Developed in a participatory manner, it provides the framework for core action to be carried out over a four-year period 2008-2011, focusing on:

- Developing transport strategies facilitating economic growth, poverty reduction and achieving the MDGs
- Promoting sound transport services and infrastructure management strategies improving access of the rural and urban poor to economic opportunities and social services
- Promoting the adoption of trade facilitation measures in transit transport corridors serving Africa's landlocked countries
- Promoting knowledge and good practices in Road Safety, Data Management, Climate Change and Governance

¹ LTDP outputs: i) promoting SSATP program approach; ii) stakeholders engaged in ensuring coherence between transport and poverty reduction strategies; iii) adoption of institutional development and financing strategies in the road sector; iv) adoption of trade and transport facilitation measures; and v) increased African based program management.

SSATP Policy Development and Promotion Actions

Responsive Transport Strategies (RTS)

Responsive Transport Strategies continued to be the overarching theme of the LTDP, involved in anchoring transport strategies in poverty reduction. The principal initiatives of the RTS theme, designed to deliver on output 1 (promoting a programmatic approach and output 2 (ensure coherence between transport and poverty reduction strategies) were: i) reviewing poverty reduction and transport strategy (PRTSR) and implementing the recommendations of the reviews, ii) increasing the recognition of the contribution of transport in achieving the MDGs, iii) mainstreaming cross-cutting issues in transport strategies, iv) improving transport data management, and v) promoting SSATP coordination functions.

Poverty Reduction Transport Strategy Reviews

Achievements under the LTDP

Country PRTS Reviews

Poverty Reduction Transport Strategy Reviews were the predominant activity under the LTDP (2004-2007). The reviews' objectives were to address a concern expressed by SSATP stake-

holders that the first generation of Poverty Reduction Strategies (PRS) did not pay appropriate attention to the effects of transport patterns on poverty and economic growth. Consequently, national transport strategies were often not well aligned with PRSs despite the common aim of both processes to reduce poverty and foster broad-based economic growth. Improvements to both PRSs and transport strategies were therefore required, not only in policy and strategy documents, but also in the implementation of those policies and strategies, and in operational programs.

Quite deliberately, the LTDP (2004-2007) therefore, sought to anchor national transport strategies firmly in national poverty reduction strategies, using a participatory process that enabled country stakeholders to review and adapt their poverty reduction and transport strategies. In order to provide guidance for the process, the SSATP developed a practicable method for undertaking a comparative analysis of transport sector and poverty reduction strategies. The PRTSR approach focused on two fundamental questions:

- Does the national poverty reduction strategy provide a sufficiently clear framework

Box 2: Notes on Implementation of PRTSR Recommendations

Several countries have processed and implemented recommendations from the PRTSR:

Central Africa: recommendations are being integrated into the national transport strategy and PRS documents.

DR Congo has prepared a national investment plan for the transport sector based on the PRTSR and the government has allocated resources to support SSATP activities.

Mali and Senegal - recommendations are incorporated in the review of second generation PRSs. Mali has also factored the recommendations in the medium term investment framework for transport.

Cameroon has submitted recommendations to the Government for approval.

Uganda, recommendations have been made both on Transport Policy and for the Poverty Eradication Action Plan to the relevant Ministries. These await approval.

Ethiopia, only recently completed the review and the findings on the transport sector have been factored into the new Transport Sector Master Plan being finalized.

Lesotho, recommendations from the PRTSR were included in the recently completed Transport Sector Policy.

Rwanda, one of the pilot countries, recommendations have been included in the redrafting of the second generation PRS. Recommendations from the PRTSR in **Swaziland** have been submitted to the Government. However it is already agreed that where new legislation is not required for the changes proposed, these changes will be made.

Tanzania was also one of the pilot countries. The recommendations of the PRTSR have not been formally approved. However, members of the steering committee have been involved in the drafting of the National Transport Policy. The fact that the outcome of the PRTSR has not been endorsed does not mean that they are not acted upon. They are included in the ongoing broader discussions for instance in relation to the development of the 10 year transport investment plan and the proposals emanating from the Poverty Focus Group in Government.

Malawi – A Example of how PRTSR output was used

In **Malawi**, the PRTSR was completed in early 2005. It identified high transport costs and neglect of rural transport services as major constraints to marketing of agro products, with consequent impact on rural development. The Malawi Growth and Development Strategy (MGDS), initiated in late 2005, utilized the PRTSR process and results. The final MGDs identifies infrastructure as one of the five pillars of the growth strategy. Within infrastructure, transport is recognized as a prerequisite for growth and poverty reduction. The strategy requires the transport sector to deliver:

- Improved mobility and accessibility to facilitate continued development in rural areas;
- Improved mobility and accessibility of rural communities to goods and services in the rural areas at low cost to the economy; and
- Improved multi-modal transport services, including obtaining smooth carriage of cargo in one transport chain, along regional corridors

to orient transport sector strategies? If not, what changes are required?

- Does the strategy for the transport sector take fully into account the goals and priorities of the poverty reduction strategy? If not, what changes are required?

Country-by-country reviews started in 2003 in three pilot countries: Guinea, Rwanda and Tanzania. By end 2007, 18 SSATP partner

countries had completed reviews and identified the actions needed to better connect transport strategies with poverty reduction; the countries that completed reviews are: Burkina Faso, Cameroon, Central African Republic, Côte d'Ivoire, DR Congo, Ethiopia, Guinea, Kenya, Lesotho, Malawi, Mali, Rwanda, Senegal, Swaziland, Tanzania, Uganda, Zambia, and Zimbabwe.

Box 3: Potential of Participatory Approach in Developing Transport Sector Programs

The recommendations from the PRTSRs require comprehensive pro-poor intervention measures. Such a response would dovetail with the increasing demands for the formulation of comprehensive sector strategies that are coherent with national development strategies.

Sector development programs, which come in different forms, are characterized by a few key principles: they are country owned, with a common goal of improving efficiency and effectiveness with which internal and external resources are utilized; and, are a process embodying on-going improvements over time. They seek to: broaden ownership by countries over decision-making with respect to policy, strategy and sectoral spending, increase coherence between sectoral policy, spending and results through greater transparency, wider dialogue and ensuring a comprehensive view of the sector;

A systematic approach to the development of comprehensive transport sector programs is important. The approach would generally have three main components: establishing a mechanism to coordinate the development process, typically led by a Steering Group that would allow dialogue between the key stakeholders and development partners; clarifying the goal of the program in a clear policy, making a distinction between the roles of the players in regulatory and service delivery aspects; and developing the program including an expenditure framework and performance monitoring system to measure progress towards achieving sectoral objectives.

The participatory approach as used in the PRTSR process has proved effective in addressing elements of the above, especially in terms of broadening ownership and attaining a comprehensive view of the transport sector. The PRTSR process has, therefore, created some of the pre- and facilitating conditions for the development of transport sector programs. The PRTSR Steering and Stakeholder Groups provide a core group of stakeholders who would be able to articulate the challenges that face, and opportunities that exist, for the transport sector to contribute effectively to poverty reduction initiatives and for the other sectors to also develop complementary sectoral responses.

Influence of the PRTSR

To what extent has the PRTSR influenced policy? The reviews had major influence on high level transport policy in Sub-Saharan Africa, with the Ministers issuing the “Bamako Declaration”, when they met during the SSATP annual meeting in 2005. The first undertaking in the Declaration was to “Implement the Poverty Reduction-Transport Strategy Reviews, adopt the results, and incorporate them in national poverty reduction and transport policies and strategies”.

In most of the countries that have completed reviews, the PRTSR has influenced the way transport is conceived in second generation poverty reduction strategies (SGPRS). It instilled a process of creating coherence between transport and poverty reduction strategies. The process broadened the debate on the role of transport in the economic and social development of the countries involved.

In 2006 the LTDP was subjected to an independent Output to Purpose Review (OPR). Given that 24 out of the 35 member countries were involved at some stage of the PRTSR

process, the reviews were a major component of the OPR. Overall, the OPR established that the reviews have raised awareness in the countries of the relationship between transport and poverty reduction. Its ability to bring together participation from government agencies, the private sector and civil society was seen as a major strength in policy development. However, the poor representation of technical line ministries was identified as one of the major weaknesses of the processes as they unfolded.

Box 4: Participatory Approach in Developing a Road Safety Action Plan

Realizing the huge losses Zimbabwe faces due to road traffic accidents, in July 2005 various stakeholders, led by the Ministry of Transport and Communications held a two day workshop to develop a strategic plan for road safety. The workshop was designed to elicit as much active stakeholder participation as possible. Several stakeholders, from government ministries, research organizations, private sector, and civil society took part in the workshop. The Metaplan technique as used in the PRTSR exercises was employed to obtain contributions and the buy-in of the participants.

As a result of the approach adopted, the various stakeholders were able to define the roles that different sectors could play to improve road safety in the country. A strategic plan which identified the roles the various stakeholders could all play was developed.

The Output to Purpose Review (OPR) determined that although it is difficult to say there has been no influence on policy, what is clear is that the approach has been more of a contributor than a prime mover of policy development. This has been attributed to the level of professionals taking part in the process as some may not have been high up in the policy making hierarchy. In fact, some critics have argued that this lack of high level participation has compromised the credibility of the approach.

It is too early to assess whether the PRTSR proposals have resulted in reallocation of re-

sources, the attraction of donor funding or the impact on the poor. These are some of the important indicators which will be assessed under DP2. Nevertheless, given the large number of recommendations emanating from the reviews that have been acted upon, as shown in Box 2, it is clear that there is a need for wider recognition of the PRTSR outputs.

Catalytic role in policy development

Sector program development. The PRTSR approach has potential for being a tool to review and develop policies in several areas of transport policy development. The following are some examples of the potential for the application of the PRTSR approach.

The translation of PRSTR recommendations into investment decisions and plans has emerged as one of the main challenges. In general, several governments have not formally adopted the recommendations and action plans. However, some of the recommendations, depending on the timing, have found their way into revised transport policies and importantly into second generation PRSP. Still, there is a need for a mechanism to translate the recommendations into investment plans.

The move by major donors towards sector programs has opened the way for using aspects of the PRTSR methodology in developing transport sector-wide programs (Box 3.). The development of such programs based on the PRTSR experience is to be the focus of DP2.

Facilitating the development of road safety policy. How the PRTSR approach facilitates the development of road safety is demonstrated based on the application of the process in Zimbabwe, as shown in Box 4.

Creating a participatory and sustainable policy development mechanism. The PRTSR approach engages the stakeholders in a continuous process with a defined end result. It has

generated a dialogue between the transport and non transport sectors raising issues for both parties generally not considered previously. The process has shown the benefits of having a sustainable policy dialogue mechanism at national level, and member countries like Tanzania, Malawi and Nigeria have started adopting the principles.

Increasing visibility of SSATP. As a result of the involvement of various sectors in discus-

Box 5: Notable Achievements and Impact of the PRTSR

- The PRTSR has emerged as a tool for participatory policy development
- 18 countries have completed the PRTSR and four more countries are engaged in the review process. The reviews were helpful in creating coherence between transport and poverty reduction strategies
- Six countries (Central African Republic, DRC, Malawi, Mali, Rwanda and Senegal) have formulated a SGPRS, well informed by the recommendation of the PRTSR. The PRS of these countries have perceived transport as a priority sector and this shall influence budgetary allocation to transport
- Central African Republic, DRC, Ethiopia, Malawi, Mali, Lesotho and Tanzania have integrated or started integrating the PRTSR recommendations in the national transport policies and strategies. This shall allow better allocation of the meager resources to transport activities impacting on poverty and deliver transport interventions needed by the priority economic and social sectors of the PRS
- The process has increased the visibility of SSATP

sions on transport issues, the PRTSR exercise greatly increased the visibility of SSATP and strengthened SSATP coordination. The national coordinators were key to the execution of reviews in all PRTSR countries. The process gave stakeholders representing a wide range of public, private and civil society institutions the opportunity to have better understanding of the values of the Program. These developments during the LTDP laid the groundwork for active SSATP involvement in transport policy

development at national level. This will prove critical to the DP2.

Summary of the achievements of the PRTSR initiative under LTDP

The achievements were evaluated based on the following Output Indicators related to the PRTSR:

- Completion of the analysis of the coherence between transport policies and strategies and poverty reduction strategies
- Number of recommendations being adopted by the country
- Level of effective participation of transport operators and key beneficiaries in the development of the PRTSR

The details concerning achievements were described in the previous sections while the notable achievements are presented in Box 5.

Over the course of the review process and implementation of the recommendations, the partners have noted the need to:

- Strengthen the implementation of the recommendations and action plans emanating from the reviews as well as monitoring the impact of the recommendations.
- Harmonize the timing of the PRTSR and the updating of the PRS and the national transport strategies.
- Respond to the emerging demand for a PRTSR broad-based participatory approach for the design of other policies, notably on road safety. In this regard, Zimbabwe has already experimented the approach with impressive results.

- Ensure that countries consider the MDG-related transport indicators as bench marks in their transport strategies and sector programs.

Achievements of the 2007 work program

The activities under the 2007 work program sought to provide support for countries to complete the PRTSR reviews. Three countries, Burkina Faso, CAR and Ethiopia successfully completed their reviews. Gambia was preparing for the final workshop, Niger held two workshops during the year and is due to complete its review in 2008 while Benin, Mozambique and Chad are expected to execute their reviews in 2008, with support from the Islamic Development Bank. Given that 18 countries had completed the process and some are making preparations to execute reviews, the PRTSR becomes one of the few SSATP activities implemented in nearly all partner countries. Summary of the achievements of the PRTSR initiative in 2007 is presented in table 2.

Transport and the MDGs

SSATP actions under the LTDP were fully consistent with Africa's policy development initiatives facilitating the achievements of the MDGs. The PRTSR was instrumental in creating coherence between transport and national poverty reduction strategies, lead instruments to achieving the MDGs. The core thematic actions of LTDP delivered strategies that improve rural access facilitating the increase in agricultural productivity and promote the provision of affordable transport services allowing access to the rural and urban poor to social services and economic opportunities. The LTDP transport and trade facilitation initiatives, which served as NEPAD/AU flagship projects, were essential in strengthening the partnership of African countries.

The LTDP advocated all the way for the promotion of transport development supporting the achievement of the MDGs. LTDP through several national and regional workshops, its annual meetings and policy dialogue with decision makers sensitized key transport and non transport stakeholders on the necessity of focusing on transport interventions facilitating the achievement of the MDGs. The center piece of the SSATP Brochure, developed under LTDP, is to sensitize policy makers, transport and non transport actors to dedicate resources for interventions supporting the MDGs.



A PRTS review group work in Ethiopia

One of the visible contributions of LTDP in linking transport to the MDGs was its facilitation role in the development of MDGs related transport indicators.

At the outset of LTDP, a Ministerial Advisory Group that met during the SSATP Annual Meeting in Addis Ababa, in September 2004, flagged up the urgent need to obtain recognition of the role of transport in achieving the MDGs. As a result of this call, strengthening the link between transport and the MDGs became a priority for SSATP. Following this, SSATP in partnership with UNECA, AU, AfDB, the World Bank and the RECs prepared a discussion paper on current thinking and evidence of the impact of transport on poverty reduction and the MDGs. A number of case studies of positive transport related outcomes from SSATP member countries were incorpo-

rated into this work. The paper proposed a number of transport related targets and indicators relevant to the MDGs and provided the basis for the deliberations of the subsequent experts and ministers meeting. Consequently, the meeting of the ministers responsible for transport convened under the auspices of the

African Union, on 6 April 2005, adopted MDGs related transport indicators (shown in Table 3) and targets. The outcome of the meeting was endorsed by African heads of state submit of July 2005 and fed into the MDGs review process led by the UN.

Table 2: Summary of Achievements – PRTSR

2007 Planned Activities	2007 Achievements	Challenges and recommendations for DP2
Complete PRTSR reviews: Gambia, Burkina Faso, Burundi, CAR, Ethiopia, Niger, Mozambique, Chad	Reviews completed in Burkina Faso, CAR, Ethiopia and Gambia and started in Niger. Preparatory steps still ongoing in the other countries.	Close the PRTSR initiative Cultivate stronger engagement with pilot countries to successfully and speedily develop sector strategies
Pilot use of participatory approach in transport program or policy finalization in Swaziland (with ECA) or Zimbabwe (with World Bank) respectively	Zimbabwe, Mali and Senegal independently and successfully reviewed draft national transport policy. Swaziland, DRC and Burkina Faso were selected as pilot countries for the development of a transport sector strategy under DP2.	Support better implementation for action plans Develop guidance materials on the development of transport sector strategies

Table 3: Transport Interventions Facilitating the Achievement of the MDGs

MDG	Transport Interventions Supporting the MDGs
<p>MDG 1 Eradication of extreme poverty and hunger</p>	<p>Proportion of rural population within 2 km of an all season road % Reduction of travel and vehicle turnaround time % Increased productivity in agricultural and economic activities % Increase in employment opportunities and income generation from transport related activities % Reduction in passenger fares (passenger/kilometer) % Reduction in unit goods transport cost (ton/kilometer) Level of affordability of transport cost by the urban and rural poor % Increase in the use of intermediate means of transport) Existence of sustainable financing mechanisms like Road Funds... % Increase in the proportion of roads in good and fair condition</p>
<p>MDG 2 + 3 Universal primary education and gender equality</p>	<p>% of schools which have reliable access % of households which report constraints on education due to: Lack of girls time for school Difficulty (cost) of access Poor quality of education service Lack of safe access to school</p>
<p>MDG 4 + 5 Child health and maternal mortality</p>	<p>% Health centers, clinics, with reliable rural access. % of households reporting constraints on access to health services because of: Distance Cost / difficulty of travel Poor quality health service Unit cost immunization / capita Unit cost / coverage of outreach services / capita % Emergency patients unable to reach health care in time: Expectant or postnatal mothers Children under 5 years</p>
<p>MDG 6 HIV/AIDS, malaria and other diseases</p>	<p>HIV/AIDS prevalence among transport sector workers (public and private) HIV/AIDS prevalence rate in transport affected communities Inter-country coordination of actions relating to AIDS in transport sector Rate of fatality (per million vehicles-km) Number of countries adopting road safety strategies</p>
<p>MDG 7 Environmental sustainability</p>	<p>% of households (in the various urban living environments) which report transport costs and time as major obstacles to employment % of households which report access as a major obstacle for essential services Environmental impact identified by audits of programs undertaken Number of countries banning sale of leaded petrol</p>
<p>MDG 8 Global partnership for development</p>	<p>% reduction of missing links of the Trans-African Highways network & transit corridors % reduction in transport cost for landlocked countries Proportion of countries that have reduced checkpoints along their main transit corridors to a maximum of 3 (between port and border of land-locked country). Proportion of countries that have reduced their border crossing time to OECD average. Proportion of countries that have reduced their port clearing time to OECD average Proportion of RECs with harmonized axle load limits Proportion of RECs with harmonized standards for vehicles Proportion of RECs that have harmonized road design standards Number of new connections between African countries established Number of products and volume of traffic of products transported by air % reduction in air transport fares</p>

Mainstreaming cross-cutting issues

SSATP's engagement in this area was helpful in creating better understanding of issues related to gender and road safety, and identifying strategies on how these issues could be mainstreamed in strategies and programs.

Women & transport initiative

The Women & Transport initiative adopted an approach that enables to identify key issues related to this aspect and promote strategies proved to be successful. Following this, a study on gender inclusion in transport projects and programs was carried out in 2006, in three pilot countries: Guinea, Malawi and Uganda; the findings were promoted through SSATP communication media and network. The study noted that the involvement of women and consideration of their specific demands in transport projects are better achieved when women participate in all stages of project development and when the projects intentionally encapsulate gender issues. The study also concluded that gender inclusion should be mandatory. Among 10 projects evaluated under this study the project implemented in Uganda, which had a clear objective of enhancing women participation, had an inclusion rate of up to 32 percent compared to 3-5 percent in the other projects.

In 2006, the women & transport group of SSATP established a virtual women and transport network to advocate for mainstreaming the specific interests and demands of women in transport.

Road safety

Road safety under LTDP

The engagement of SSATP in road safety was highly demanded by its partners at the outset of LTDP. Following this demand, SSATP launched a Road Safety initiative that focused

on: i) creating better understanding of the road safety situation in Africa, ii) supporting SSATP member countries to develop effective road safety policy, iii) disseminating good practices and iv) establishing African road safety practitioners network.

Within this framework, the SSATP conducted a road safety baseline in over 20 African countries. The survey provided an overall picture of the road safety situation in the survey countries and pointed out that African countries have to focus on i) adopting a correct policy framework, ii) establishing effective institutional framework, iii) creating a sustainable financing mechanism, iv) continuously enforcing road safety regulations, and iv) fostering safety education.

The LTDP supported selected countries to review or develop their national road safety policy. In Uganda and Cameroon, the concept for proceeding with the development of a national road safety policy has been agreed upon. In line with this, SSATP and the country stakeholders have adopted a conceptual framework for developing a stand-alone policy using a participatory approach. In Mozambique, the government has included the development of a stand-alone policy using a participatory approach as one of its road safety activities for the PRISE (the country program for transport) covering 2007-2009. The PRISE will be financed by the government, bi- and multilateral donors. PRISE includes road safety investments of \$3.7 million.

The LTDP disseminated good practices through series of regional workshops organized in collaboration with regional and international RS institutions. The workshops provided the opportunity for exchange of experiences among African practitioners and the process of establishing an African RS Practitioners Net-

work, which, among other things, would enhance dissemination of relevant information, is in progress.

The thematic area of road safety is gradually building a number of promising policy interventions and the results will be delivered in the forthcoming years.

Road safety activities in 2007

During 2007, SSATP with global and regional partners organized two major events on the continent in February and December 2007: the Fourth African Road Safety Congress, organized in conjunction with UNECA and WHO which drew 250 participants and ministers of transport from the continent to review the progress made by African countries in improving road safety and the development of national action plans. In collaboration with the World Bank’s Global Road Safety Facility, SSATP delivered a workshop on the development of participatory national road safety plans by the process of conducting reviews of

the country’s capacity to deliver solid road safety outcomes. Eight countries attended the workshop: Nigeria, Ghana, Burkina Faso, Cameroon, Uganda, Lesotho, Swaziland and Ethiopia. The workshop was also used as an opportunity to share good practice experiences and continue the discussion on the development of the African Road Safety practitioners’ network.

The thematic area of road safety has slowly been building up a number of promising policy interventions and 2007 through 2008 will be the time for results. The summary of the achievements of the Road Safety group in 2007 is presented in Table 4.

Achievements related to mainstreaming cross-cutting issues (2004-2007)

The details of the achievements concerning Women & Transport and Road Safety are presented in the previous sections while the summary is contained in Box 6.

Box 6: Notable Achievements in Mainstreaming Cross-Cutting Issues

Women & Transport

- Gender survey revealed the need for mandatory inclusion of women’s interest and their participation at all stages of transport project development
- A Women & Transport network, leading on advocacy for the inclusion of women’s interest in transport sector, is established

Road Safety

- The road safety baseline survey has created a better understanding of key issues in Africa; ownership (absence or weakness of lead institutions) and enforcement appeared to be main concerns for the improvement of the road safety situation in Africa
- SSATP continued the sensitization of road safety stakeholders and initiated the establishment of African Road Safety practitioners’ network
- Road Safety policy reviews applying the PRTSR approach initiated. Zimbabwe completed such a review and obtained good results. The approach shall be further tested in Cameroon, Uganda and Mozambique

Table 4: Summary of Main Achievements – Road Safety

Planned Activities 2007	Achievements 2007	Challenges and the Way Forward
Support the preparation of a national road safety policy document	<p>Joint organizers of Accra RS Conference in February 2007 in partnership with UNECA AND WHO and support from SIDA and FIA foundation</p> <p>Road Safety Workshop took place in Addis Ababa outlining methodology for development of National Road Safety Policy documents, focusing on the countries such as Uganda, Cameroon, Lesotho where SSATP has started an interaction and including countries like Nigeria and Ghana where good practice examples of articulating their strategies could be shared</p> <p>Uganda and Cameroon - the concept on developing a national road safety policy has been agreed. SSATP together with country stakeholders are working on development of a stand alone RS policy using participatory approaches.</p> <p>In Uganda the RS policy development is being done in collaboration with the World Bank under the WB project.</p> <p>Mozambique - the government has included the development of a stand alone road safety policy using a participatory approach as one of their road safety activities for the PRISE (the governments own program for transport) covering 2007-2009. The PRISE will be financed by the government, bi- and multilateral donors</p>	<p>Seek consensus on how to create an African RS practitioners Network, for Africa by Africans. The Network can beside other things greatly enhance dissemination of relevant RS information.</p> <p>Another</p> <p>Present a SSATP discussion paper on the RS baseline survey done in 20 countries and dissemination of the same.</p>
Support the establishment of an African road safety practitioners network, hold stakeholder workshop	Discussions continued at the Annual meetings and the RS workshop but have been inconclusive. An email network of African practitioners has been set up and is used as a source of information sharing and knowledge dissemination	The financing and institutional framework for the network remained a challenge. A TOR has been developed and will be shared with the network for comment. The committee set up will look at regional organizations such as ARMFA and AGEPAR and see if there are opportunities to replicate their organizational set up.
Complete and disseminate baseline survey	Analysis in progress to be completed in 2008	

Transport data management

Achievement under LTDP

The SSATP initiative on transport performance indicators was launched after the LTDP following the demand of the partners for developing a sound data management system that helps generate data and information for policy dialogue and facilitate decision-making. The collation of transport related data allowed building of experience and knowledge on the critical

question of data production and management. It demonstrated the dire condition of transport sector data management system (TSDMS) in most of the participating countries. As a result, the SSATP has used this initiative to create a momentum among participating countries toward an improvement in their TSDMS. In-depth discussions were held during various fora, including two annual workshops that convened the initiative's national focal points. Those discussions led to the conclusion that

proactive support is needed to have operational TSDMS that can deliver what is needed for the design of fact-based policies, programs and projects as well as their monitoring. In regards to indicators, SSATP promoted a number of high and intermediary level indicators. However, the crux of the issue lays in the availability of transport related data delivery systems. In the absence of such effective TSDMS, the discussion on indicators is pointless. The SSATP thus chose in its DP2 to orient its action towards supporting the development of appropriate TSDMS.

In the same manner, benchmarking is deemed essential for better monitoring of the evolution of the transport sector. The first two cycles (as

step will develop a system allowing an easy web-based update of the data and enabling SSATP to manage a comprehensive and up to date set of transport-related data in SSA.

A snapshot of the achievements of the Transport Data Management initiative is provided in Box 7.

Transport data management in 2007

In 2007, the transport data collection and production process supported by SSATP faced a major downturn as its budget was limited to only five countries (Côte d'Ivoire, Gambia, Uganda, Senegal and Sierra Leone). However, the process has been picked up by four other countries (Ghana, Ethiopia, Lesotho, and Swaziland), which are currently producing data through local resources or donor support. The two main activities, in 2007, were the production of draft Guidelines for establishing appropriate and sustainable transport sector data management systems and the development of a web-based database that would include all data collated through the SSATP initiative since its inception.

The guidelines aim at providing guidance to transport policy makers and project and program de-

signers for the setup of a Transport Sector Data management System (TSDMS) that will sustainably deliver reliable data required for fact-based policy design and for program and project monitoring. These guidelines were based on experience gathered during the first two cycles of the initiative as well as the result of the institutional assessment of TSDMS in five SSA countries initiated and supervised by the SSATP in 2006.

The TSDMS institutional assessment was conducted in five countries (Niger, Cameroon,

Box 7: Notable Achievements in Transport Data Management

- A list of transport-related indicators established along with their definition and collection methodology
- Two cycles of national data have been collated in 16 SSA countries (first cycle is completed in 20 countries) and a third cycle was conducted in five countries
- Some member countries (Ghana, Ethiopia, Lesotho, Swaziland, Tanzania, DRC, Kenya) are producing transport data using local resources or through donor funded projects
- Guidelines for establishing Transport Sector Data Management System (TSDMS) developed
- Web based data production system introduced

well as the partial third cycle) provided a starting point as normalized data were collated from participating countries. These data have been circulated within the World Bank on an ad hoc basis. The next step will be to disseminate those data widely. The SSATP initiated the data transfer into the World Bank's Data Development Platform (DDP), a web-based solution which holds all public data of the World Bank and is easily accessible to the public through the internet. Although this transfer faced some technical challenges, data should be made available to the public in 2008. The next

Ethiopia, Uganda and Sierra Leone). A report including detailed information about the status of the TSDMS with relevant and specific recommendations was produced for each country. These reports were disseminated to government representatives as well as their partners with the expectation that suggested recommendations will be taken forward through upcoming projects.

The transfer of SSATP transport data to the World Bank’s Development Data Platform aims at increasing visibility and generating momentum for the use of data both in the countries and among partners. The transfer process started in June 2007 with the creation

well, SSATP will focus on production of data on the MDGs related transport indicators.

The summary of the achievements in 2007 related to Transport Data Management is presented in Table 5.

The programmatic approach and SSATP coordination

Establishing an effective SSATP coordination function at country and regional level and adoption of a programmatic approach were the premises for the achievement of the LTDP objectives.

The SSATP program approach was led by two principles. First, ensuring convergence of the

Table 5: Summary of Main Achievements – Transport Data Management		
Planned activities 2007	Achievements 2007	Challenges and the way forward
3 rd cycle data production in selected countries	The five countries produced data with the support of SSATP. Ghana, Ethiopia, Lesotho, Swaziland, Tanzania, DRC, Kenya continued producing transport data	Countries and donor partners should increase their engagement in the production of transport data through country development resources There is a need to focus on production of data relevant to the MDGs related transport indicators
Transport data management guideline	Guidelines for Transport Sector Data Management System produced	Adoption of the system in member countries needs attention of policy makers and donors
Web based database to manage and disseminate data collected through indicator initiative	The web based data production system is launched	Countries should be encouraged to provide data online Need to focus on MDGs related transport indicators

of the database itself. However, the data conversion process faced some technical difficulties and the project incurred some delays. It is now expected that this database be publicly available by mid 2008. This web-based database will also include the “third” cycle of data that was collated in 2007. Some countries have initiated such collation either by themselves or through donor support and SSATP will encourage these countries to be active participant of the web based data production system. As

thematic components within SSATP to serve the overall objective of anchoring transport in poverty reduction and also of promoting an integrated transport policy and strategy development approach with harmonized thematic initiatives at national level.

In regards to ensuring convergence of components, SSATP has made significant progress. For example, the PRTSR initiative was not only helpful in linking transport strategies to poverty reduction, but instrumental in recognizing

that the existing transport strategies are deficient in addressing issues related to transport services and cross-cutting issues. On the other hand, specific thematic initiatives, such as the urban transport study in Douala and Conakry was exemplary in showing the impact of the inadequate transport services on the livelihood of the urban poor and identifying transport interventions to overcome the challenges.

At national level, LTDP through the PRTSR process promoted the development of comprehensive pro-poor, pro-growth transport strategies that encapsulate transport services, infrastructure development and cross-cutting issues. In this regard, some SSATP member countries, Burkina Faso, Central African Republic, DR Congo, Malawi, Mozambique, Swaziland, have started or preparing to launch a process of developing such strategies.

Over the LTDP period, member countries made significant progress in the establishment of unified SSATP coordination function. All countries have designated a national coordinator or a focal person to facilitate the implementation of policy activities and coordinate the thematic based policy promotion initiatives.

The national coordinators played a central role in anchoring SSATP activities in the overall national transport policy development process. They facilitated the PRTS reviews and promoted the mainstreaming of the recommendations in the PRS and national transport strategy. The coordinators served as a focal point in linking SSATP thematic activities to the sub-sectoral initiatives. The role of the coordinators in mainstreaming good practices and knowledge generated at regional level in national policy dialogues and policy development processes was unparalleled.

The coordinators promoted the establishment of SSATP coordination team, consisting of all thematic coordinators, the private sector and

civil society, which played a central role in the process of ensuring coherence of the thematic level interventions. Eight member countries, Niger, Malawi, the Gambia, Chad, Nigeria, Senegal, Mali and Uganda, have established a broad based SSATP coordination team.

The coordination function is playing an important role in the establishment of a sustainable policy dialogue form. In 2006, the coordinators have set out the framework for such a mechanism by outlining the composition and role of a Transport Policy Advisory Group (TPAG) that member countries have to establish in order to enhance policy dialogue in a structured and sustainable way. In this regard, ministries responsible for transport policy are encouraged to establish a TPAG comprising key stakeholders: civil society, private sector, permanent secretaries of key ministries and associations of local governments. The group primarily consults or advises the ministry on core policy development and implementation issues by bringing the views of the public into the process.

Some countries have developed a participatory mechanism for policy dialogue and the national coordinators are building on the local experiences and promoting the establishment of a TPAG. Nigeria, Malawi and Tanzania have already put in place such a mechanism.

During the LTDP, the national coordinators have developed a concept note showing the guiding principles for the coordination function. The note builds on the experience of the coordination functions in SSATP member countries and provides:

- SSATP's new strategic direction
- Core functions of the SSATP coordination function (ToR for national coordinators)
- Indicators for coordination function performance

- Strategies for strengthening the coordination function
 - Modes-operandi for the coordination function
- The major achievements in the promotion of a programmatic approach and SSATP coordination are presented in Box 8.

Box 8: Achievements in Promoting a Programmatic Approach and SSATP Coordination

- Burkina Faso, Central African Republic, DR Congo, Malawi, Mozambique, Swaziland and other more countries have started or preparing to launch a process of developing integrated pro-growth, pro-poor transport strategies.
- All member countries have designated a national coordinator or a focal person
- Eight countries have established SSATP coordination team
- Three countries have in place a transport policy dialogue forum
- SSATP with the intensive participation of the national coordinators has prepared a coordination function concept note that provides the framework for establishing and strengthening the coordination function
- SSATP coordinators are facilitating the development of national transport policies and strategies consistent with good practices in Africa

Table 6: Highlights of SSATP Coordination Functions in Member Countries in 2007

Country	Highlights of functions
Benin	<ul style="list-style-type: none"> - Official request from Government of Benin Republic to SSATP for assistance to undertake the PRTSR analysis – 4 April 2007 - Official nomination of SSATP National Coordinator- Mr. Theodore GLELE by the Honorable Minister of Transport and Public Works 18 July 2007 - Joint Ministerial Decision (Ministries of Economic Affairs and Development & Transport and Public Works) on the setting up of Steering Committee for the PRTSR analysis with functions and responsibilities – 5 October 2007 - Consultations and selection of a local Facilitator and a service Provider ongoing - Launching of a study to draft Transport Sector Strategy Document with funding from EU
Burkina Faso	<ul style="list-style-type: none"> - Completed the PRTSR analysis - Integrated recommendations and action plan into PRS
Burundi	<ul style="list-style-type: none"> - The National Coordinator launched the first workshop on the PRTSR analysis on 14 October 2007
Central African Republic	<ul style="list-style-type: none"> - Official designation of SSATP National Coordinator and decree establishing Steering Committee for the PRTSR analysis, 10 July 2006 - Total mobilization of the people and government for the PRTSR analysis. The sensitization workshop was chaired by the honorable Prime Minister himself accompanied by 18 Cabinet Ministers on 13 August 2007 - The PRTSR analysis was completed with recommendations and action plan integrated into the national PRS and the Transport Strategy documents that were simultaneously under review - National Coordinator prepared and projected a 15-20 minutes documentary highlighting the difficulties of transportation and in particular on rural transport infrastructure and services in Central African Republic
Cameroon	<ul style="list-style-type: none"> - National Coordinator drafted and held discussions with the SSATP Team on TOR for the 2nd Generation Road Safety studies in Cameroon - Study of Road safety ongoing with assistance from the EU
Côte d'Ivoire	<ul style="list-style-type: none"> - The focal person continued coordinating SSATP activities while the process of formally designating a national coordinator is in progress; - The focal person and thematic coordinators supported studies related to promotion of the use of road infrastructure management tools and classification of primary and secondary road networks - The focal person representing SSATP and his parent ministry participated in the development of a national strategy enabling to achieve the MDGs
DRC	<ul style="list-style-type: none"> - SSATP National Coordinator officially designated Dec. 2006 and became effective from January 2007 - National Coordinator participated in the organization of donors conference on transport and National Investment Plan

Table 6: Highlights of SSATP Coordination Functions in Member Countries in 2007

Country	Highlights of functions
	<ul style="list-style-type: none"> - National Coordinator organized one sensitization workshop on transport for transporters unions , civil societies and the private sector - National Coordinator involved in the drafting of the Transport Strategy Document - An allocation of \$120.000 made available to the National Coordinator for SSATP activities in DRC
Ethiopia	The National Coordinator, who is also the Chairman of the PRTSR Steering Group, effectively led the review process to a successful conclusion. Members of the Group are also actively involved in the ongoing development of a transport master plan and have been promoting the adoption of some of the review findings
Gambia	- Consultations to terminate or complete the PRTSR Analysis in December 2007
Ghana	<ul style="list-style-type: none"> - Involvement of the National Coordinator in the drafting of the National Transport Policy Document - Member of the drafting committee of Integrated Transport Plan - National Coordinator is in the committee lobbying for Parliamentary approval to establish the legal status of the National Transit Facilitation Committees to undertake corridor facilitation activities
Guinea	- A new SSATP National Coordinator has been officially designated by the Minister of Transport on November 12, 2007. She is Mme Aissatou Gallis DIALLO, Head of Division for the Coordination of Transport in the Directorate of National Land Transport.
Mali	<ul style="list-style-type: none"> - Participation in the preparation and adoption of a National Transport Strategy favorable to the poor (Adoption on May 2007) - Participation in the preparation & adoption of a national rural transport strategy - Participation in the search for funds for the regional facilitation program with UEMOA
Mozambique	While an official National Coordinator has not yet been designated, Ana Nyampango, the National Director for Planning and Investment in the Ministry of Transport and Communication has started playing an active role in the SSATP. She took part in the annual meeting in Ouagadougou and has started preparing for the reviews of the transport and poverty reduction strategies
Niger	<ul style="list-style-type: none"> - Undertook the first and second workshops on PRTSR - Impressive mobilization at the start of the Analysis of 4 Ministers and all the major Development Partners present in Niamey
Nigeria	<ul style="list-style-type: none"> - Official nomination of a new SSATP National Coordinator. (Mr. M.B. BABURA, Director of Transport Planning, Research and Development) - Confirmation of SSATP Desk Officer, Ms Lauren BRAIDE (Tel: +234 9 234 74 93)
Rwanda	The National Coordinator, by virtue of his position in government, is involved in several developments in the transport sector including: institutional reforms, trade and transport facilitation, axle load control and road safety. The developments are taking place within the context of a comprehensive transport sector approach

Table 6: Highlights of SSATP Coordination Functions in Member Countries in 2007

Country	Highlights of functions
Senegal	<ul style="list-style-type: none"> - National Coordinator is a member of the Committee that lobbied for the establishment of Road Funds on 10 November 2007 - National Facilitation Committee established on 15 June, 2007. National Coordinator is a member of the Facilitation Committee - NFC installed on 29 June 2007 <p>National Coordinator organized 2 workshops for thematic groups (Road Safety, Urban Transport, Rural Transport and Road Management)</p>
Swaziland	Swaziland is proposing the development of a comprehensive transport strategy. The National Coordinator is at the forefront of leading the preparations for such an activity, to be based on a participatory approach, similar to PRTSR
Zambia	The national Coordinator and the Regional Coordinator took part in the transport sector Joint Donor Forum held in August. The SSATP is now recognized as a partner in the high level dialogue that takes place between the government and the major transport sector donors. SSATP outputs are now directly presented to the two critical players
Zimbabwe	The National Coordinator took part in the workshop held to finalize the draft National Transport Policy. The finalization took into consideration the findings of the PRTS review. The refined draft is still awaiting approval by the government

Road Management and Financing (RMF)

Road Sector Reforms under LTDP

The implementation of the successive Road Management and Financing annual work programs yielded outputs that contributed to meeting the objectives set under the Long Term Development Plan, LTDP (2004-2007). In many cases the activity arrangements re-

quired the participation of key stakeholders clearly focusing on establishing sustainable mechanisms for financing road maintenance and on improving the efficiency of road management. A summary of the main RMF achievements over the LTDP period is presented in the Box 9 below.

Box 9: Summary of RMF Achievement over the LTDP Period (2004-2007)

Second Generation Road Funds

- Four new road funds established: Senegal, DRC, Burkina Faso and Uganda
- Eight countries restructured road funds: Gabon, Benin, Madagascar, Niger, RCA, Malawi, Zambia and Sierra Leone
- A new road fund under establishment in Swaziland

Autonomous Road Agencies/Authorities

- Five new road agencies established: Mali, Madagascar, Gambia and Uganda
- Four countries restructured road agencies: Senegal, Zambia, Malawi and Sierra Leone
- New road agencies under establishment in Kenya and Swaziland

Capacity Building and Training

- RMF courses run for 4 consecutive years in Paris and Birmingham benefiting over 300 participants.
- African based RMF courses launched in Nairobi and Ouagadougou benefited 70 participants
- Workshops on LVSR and RED held in Mali, Nairobi and Accra for about 175 participants
- SSATP module introduced to a transport postgraduate course at the University of Yaoundé

Strengthening Road Sector Regional Associations

- The African Road Maintenance Funds Association, ARMFA's membership has increased from 16 to 26 members.
- ARMFA is recognized by major road sector organizations (AIPCR and IRF) and its Permanent Secretariat is being established and sustained.
- Partnership entered with ASANRA and joint Work program under discussion
- Support to AGEPAR provided through knowledge sharing
- Partnership with AFRICATIP is planned

Policy Development Activities at National Level

- RMF provided direct support to enhance road sector reforms to more than 30 countries establishing or restructuring road funds and agencies

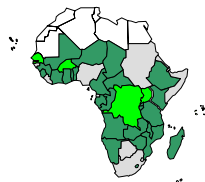
Publications

- CD-ROMs on the legislations of road funds and road agencies produced and widely disseminated
- CD-ROMs on LVSR and RED disseminated
- Two Discussion Papers on road financing and management published and widely disseminated at national and international transport events
- Development of RNET (Road Network Evaluation Tools)
- RMF-Matrix upgraded and updated
- Road management tools guide is being finalized and will be published by end of 2008

Sustaining road maintenance financing

One of the major SSATP achievements in the road sector reforms agenda is the development of a sustainable financing mechanism for road maintenance works.

The second generation road fund has become a significant feature of road sector reform programs in SSA. According to a recent review of the status of road sector policy reforms in SSA (RMI Matrix 2006)², there are at least 27 countries in SSA³ with road funds in place. This number has shown a substantial growth since 2000, mainly during the LTDP period, and is likely to increase further in the coming years. As a result of ongoing reforms in West and Central Africa Senegal, Burkina Faso and the Democratic Republic of Congo are establishing second generation road funds. Uganda, after being for many years the only country in East Africa without a road fund has recently established one. For comparison, the number of road funds in SSA is significantly greater than the total number of road funds in Asia, Latin America and Eastern Europe all together, where there is not a partnership program similar to SSATP.



A recent assessment of the performance of these road funds shows that significant progress has been made in securing stable flow of funding for road maintenance (Box 10).

² www.worldbank.org/afr/ssatp

³ Benin, Burundi, Cameroun, Congo Republic, Chad, Cape Verde, Côte d'Ivoire, Djibouti, Ethiopia, Gabon, Ghana, Guinea, Kenya, Lesotho, Madagascar, Malawi, Mali, Mozambique, Namibia, Niger, RCA, Rwanda, Tanzania, Togo, Zambia, Zanzibar and Zimbabwe

Improving the efficiency of road management in SSA

Over the LDPT period, SSATP has provided support to the establishment and restructuring of road agencies in many countries in SSA. It has helped establish new road agencies in Mali, Madagascar, Gambia, Kenya and Uganda and restructure the road authorities of Zambia, Senegal, Malawi and Sierra Leone.

The creation of road agencies has however lagged behind the creation of road funds, but the pace of change has recently started to increase such that 16 countries have one in place. Road Agencies in Uganda, Kenya and Madagascar are being established (the countries in light green on the map). The capacity and effectiveness of implementing agencies have developed least rapidly, though there are signs of progress resulting from increased security of finance on a multi-annual basis to maintain continuous work programs and particularly in respect of governments and private sector contracting capacity.

- (i) It is worth noting that most road agencies and departments contract out 80 percent or more of maintenance works;
- (ii) Output-based maintenance contracts are gaining pace since 2004 when the first pilot project was put into place in Chad. Currently around twenty countries are experiencing or are about to engage in these innovative contracts and this number is likely to rise in the coming years with the increase of managerial capacity of local contractors;
- (iii) Despite continuation of limitations on overall funding, there is already evidence of increased efficiency in implementation resulting not from the availability of full funding for desired programs but from the increased security of a sufficiently high proportion of finance on a multi-annual basis to maintain continuous

work programs and to effect payments in a timely fashion;

(iv) Empirical evidence suggests that where a full set of road sector institutions is in place, long-term declines in road quality have been arrested and in some countries significantly reversed (Box 11).

enhance road sector reforms in more than 30 countries establishing or restructuring road funds and agencies.

RMF has provided support through country visits, joint missions with donors' operation programs and workshops. SSATP contributions have enabled policy makers to have a better understanding of the objectives of institu-

Box 10: SSATP Contribution to Sustaining Road Maintenance Financing in SSA

Road funds have secured a more stable and predictable flow of funds for road maintenance. The results of the survey on road funds performance indicators show that on average, road funds have an amount of **two months** equivalent of road maintenance works as a minimum amount of cash available in their bank accounts. This does not imply that they raise enough revenues to meet maintenance needs.

The results of financial audits indicate that in general, funding arrangements are more transparent than in the past and an increasing number of road funds now have considerable financial autonomy. They raise most of their revenues from road user charges and most of the proceeds are channeled directly to their bank account.

Road funds allocate on average about 18 percent of their revenues to rural roads and 15 percent to urban roads. An increasing number of road funds are allocating up to one third of their revenues to the maintenance of rural roads (e.g. Ghana, Kenya, Namibia, Rwanda, Tanzania and Zambia).

The time period for paying the undisputed contractors' bills varies from 5 to 90 days with an average time of **32 days**. Road funds provide a basis for the development of local small-scale contractors (e.g. around **2,000** local contractors have been promoted in rural Tanzania). For comparison, the time difference between the budget and road maintenance cycles in Burkina Faso, which has not established a road fund as yet, is currently around nine months and delays for paying contractors bills have reached one year.

Overall, the road maintenance needs are becoming more visible. The creation of road funds has sustained a stable flow of funds for road maintenance. This should not imply that road funds raise sufficient revenues to meet all the assessed demands for maintenance but the reported fact of about **one third** of countries meeting routine maintenance needs on regular basis is a large improvement on the situation 10 or even 5 years ago, when making allowance for the financial pressure under which these countries are working

Source: SSATP Discussion Paper No 6. September 2006

Direct support to countries undertaking road sector reforms

Development of transport policies can only be effective when providing adequate support to road sector reforms implementation. At national level, RMF provided direct support to

tional development and hence to engage in the implementation of road sector reforms (Box 12). SSATP helped clarify details being important for key stakeholders, and as such be instrumental for bringing the intended reforms further.

Box 11: Impact of Institutional Capacity on Road Conditions in Tanzania

The Tanzania Road Fund Board reports a significant improvement in conditions of the trunk and regional road networks over the period 2001-2005 (Tanzania Road Board, 2006). The rapid improvement in road conditions in Tanzania cannot however be attributed to the funds generated by the Road Fund alone. The reversal of long-term decline in road quality requires a comprehensive road transport strategy and is seen as the result of a combination of three factors:

- The increase in the institutional capacity of the road sector through the establishment of a road fund in 1998 and a road agency in 2000;
- The increase in the financial and management capacity. Immediately after the establishment of the Road Fund and Road Agency, many donors and government road development programs were implemented. It is important to note that whereas the Road Fund budget for the Tanzanian National Roads Agency, TANROADS is about \$50 million, the total value of works executed by TANROADS amount to more than three times as much;
- The increase in the execution capacity for the implementation of a stabilization strategy using a low cost spot improvement approach. The creation of the road fund has sustained a stable flow of funds for road maintenance and hence provided a basis for the development of local small-scale contractors.

Source: Tanzania Road Board, 2006

RMF has contributed to the formulation and reviews of legislations and participated in country processes for the establishment of road funds in Burkina Faso, DRC, Senegal and Uganda, and to restructure the road funds of Madagascar (Box 13), Niger, Gabon and Benin. SSATP has also provided direct support to establish a road agency in Madagascar and restructure the road agency in Senegal. The same support was provided to Sierra Leone, Zambia, Malawi and Kenya to establish road agencies and transform their road fund board into a separate administration.

Capacity building & knowledge sharing

During the LTDP period, the activity on capacity building and training has been comprehen-

sive. SSATP continued to provide support to the organization of the international RMF training courses at the University of Birmingham and at the ENPC in Paris through which SSATP has contributed to the training of some 70 participants per year from various countries in SSA.

SSATP has conducted new RMF training courses in two regional training hubs in SSA. Regional course for French and English speaking countries were set up respectively in Ouagadougou (Burkina Faso) and in Nairobi (Kenya) with local training institutes. Each course has attracted around 35 delegates from 15 countries and over two weeks.

Box 12: Role of SSATP in Advancing Road Sector Reforms (Burkina Faso)

Burkina Faso implemented over the past 40 years three financing mechanisms for road maintenance and none of them has secured stable flow of funds for road maintenance on a sustainable basis. Road maintenance is currently financed through the national budget using the executing procedures (*Circuit Informatisé de la Dépense*). This mechanism has experienced the same shortfalls as the first generation road funds. The time gap between the budget and the maintenance cycles is 9 months and the delays in paying contractors bills have reached 12 months.

SSATP has engaged in a policy dialogue with the Government of Burkina Faso for the establishment of a second generation road fund since 2005. Over the following two years, SSATP has undertaken joint missions with the World Bank to sensitize the key stakeholders on the need and the benefits of establishing a sustainable financing mechanism for road maintenance works. SSATP held various meetings with the Ministers of Finance and of Infrastructure, the donors' community (AfDB, EU, MCA and BOAD) and UMEOA. The SSATP team gave a critical presentation to the Director of Budget to discuss in details the criteria of second generation road funds. SSATP has also reviewed the study on the establishment of a road fund and provided valuable comments and suggestions on the draft legislation.

In June 2007, the SSATP was invited to participate to a stakeholders' workshop to discuss the draft bill establishing the road fund. The workshop attracted around 100 participants representing transport sector institutions and organizations; Ministries of Finance and Commerce, civil society and representatives of municipalities. The transport sector program coordinator who is also the SSATP National Coordinator participated. The Minister of Budget opened the workshop and invited participants to discuss the decree before its final submission for approval to the Government. SSATP contributed to the workshop by sharing a presentation based on the experience gained in monitoring the establishment and performance of 27 road funds in SSA. A member of the Committee for the establishment of the road fund presented the draft bill and its status. The draft documents generated an intense debate on the composition of the road fund board, the designation of its chairperson, the eligibility of the expenditure and the collection mechanism of road tolls, the organization structure and the opportunity of having a technical department.

SSATP met with the committee for the establishment of the road fund and provided support to revise the draft legislation in line with the recommendations of the workshop. The Council of Ministers of Burkina Faso adopted the decree for the establishment of a second generation Road Fund in 27 June 2007.

Training courses to disseminate appropriate pavement technologies for low volume roads and the Model RED (Roads Economic Decision) were organized in three regional workshops in Bamako, Nairobi and Accra with about 75 professionals from public and private sector representing 15 countries. Low Volume Sealed Roads, LVSR training material were widely disseminated through a CD-ROM of the SADC LVSR Guidelines together with some other relevant case studies and documentations.

Under the SSATP/ARMFA partnership work program an RMF-Matrix was produced and updated every year. The RMF Matrix is a

summary presentation of transport sector performance indicators which are particularly relevant for measuring progress on implementation of road management and financing reforms. It was compiled based on a survey conducted regularly among the 26 members of the African Road Maintenance Funds Association, ARMFA. The intention is to periodically update the Matrix and improve its format and content in response to demand. Since the first version developed in 2003 (RMI-Matrix) focusing more on the performance of road funds, the last version was expanded to include information to measure the performance of road management institutions (e.g. road maintenance programming).

Box 13: Role of SSATP in Sharing Knowledge and in Sensitizing Policy Makers (e.g. Madagascar)

All countries have established a fuel levy as the main road funds revenues. For the majority (two thirds) of road funds, 80 percent or more of user charges is in the form of fuel levy. Fuel levy is also the principal means of raising revenues but not all countries have been successful in adjusting the level to reflect maintenance needs. In Madagascar, road fund revenues are raised solely from a fuel levy, which was up to 2006 only 4 US cents/liter, one of the lowest levels of fuel levy in SSA. The level of fuel levy in Madagascar has never been revised since its initial level which was set at the creation of the road fund in 1998.

In June 2006, SSATP was invited to participate to the African Road Congress organized in Antananarivo. The SSATP team made a presentation which provided an overview of the performance of road funds in SSA. The presentation was given in front of a large audience including the Minister of Infrastructure of Madagascar. The presentation provided useful information about the level and structure of road funds revenues in SSA which brought into the spot light the relative low level of the fuel level in Madagascar. Following the presentation, participants have voiced their concerns on the level of funding of road maintenance works to the Minister. The SSATP team together with the donors' community particularly the EU delegation of Madagascar have subsequently engaged in a policy dialogue with the Minister and provided advice to revise the fuel levy based on examples of good practices.

In October 2006, the Government of Madagascar passed a complementary legislation (*Décret inter-ministériel*) which indexes the fuel levy to the pump price. This has led to a 50 percent increase of the road fund revenues.

Additional to CD-ROMs containing legislations of road funds and road agencies, SSATP published two discussion papers on road management and financing in SSA. The most recent paper on the performance of road funds in SSA was presented at the ARMFA Annual Meeting in Accra (October 2006). The objective of the paper is to deepen the understanding of best practice in order to provide guidance to countries setting up or restructuring their road funds. This paper was widely disseminated during a poster session at the Transport Research Board Annual Meeting, at SITRASS Annual Meeting, at one of the learning sessions of the World Bank Transport Forum and recently at the World Road Congress.

Road network management

SSATP has recently prepared a road management tools guide. The guide gives an overview of 15 selected tools for road infrastructure management, and explains how they can assist road authorities and contribute to road management. It captures, in a single document, important features of these tools, scattered around in various documents and on various websites. This overview document is aimed at politicians and high-level decision makers in road authorities and road agencies who may not always have the necessary technical background or time for in-depth study, but for whom a basic understanding of these tools may be desirable, if not essential. By providing easy access to basic information on these tools, the document intends to promote their use and uptake by SSATP partner countries. The design and structure of the road management tools guide is such that it will be easily updatable and extended to reflect ongoing experience. To this end, it is expected that the design shall make a large use of standard tables and other controlled format styles which are easily added to.

SSATP has, together with the World Bank transport anchor, developed further the former PAM (Performance Assessment) Model into a tool called Road Network Evaluation Tools (RONET), which will fill an important gap as a tool for capturing and processing road network data into a results framework for sector monitoring and for generating road program needs. The new model has two modules: (i) The Current Condition Assessment Module which summarizes network data like condition, utilization, asset values, and monitoring indicators and (ii) A Performance Assessment Model II (PAM II) which calculates road works distribution, benefits to road users and to society, asset values, network condition and roughness, and the corresponding budgets for different scenarios.

Four pilot countries, Ghana, Mozambique, Tanzania and Uganda were involved in the calibration and test running of the model, and a case study report was prepared summarizing the pilot countries' experiences with it. The first version of RONET was presented at the last SSATP Annual Meeting in Burkina Faso and a new version which will link road maintenance needs with road funds revenue will be released in 2008. This version will be used as a basis to develop a communication strategy to negotiate and diversify road tariffs, trigger political will (ministry of Finance) and rally road users' support to the road fund initiative.

Strengthening regional associations

SSATP/RMF has provided support to ARMFA, for the implementation of three successive annual partnership work programs over the LTDP period. The Association continues to grow, and has reached 26 road fund members since its establishment in 2003 (Box 14). The association has recently joined PIARC and is expected to play a substantial role in improving the performance of road funds in SSA. The As-

sociation is making progress towards sustainability. A Permanent Secretary funded jointly by ARMFA and the Road Fund of Cameroon was established and a long term strategic plan is being developed.

A Memorandum of Understanding between SSATP and ASANRA was signed and this has led to the development of a partnership work program to strengthen the capacity of the newly established road agencies.

RMF activities and achievement in 2007

In 2007, while maintaining the focus of strengthening road sector institutions, RMF has widened the scope of the work program within most of the sub-themes in line with the objectives set in the RMF 2007 Work Program:

1. Improving data collection to assess the performance and impacts of road management and financing reforms;
2. Sustaining ARMFA's activities;
3. Mainstreaming road management and financing arrangements, while maintaining donor and country dialogues related to upcoming or ongoing reforms;
4. Strengthening relations with and promoting the effectiveness of regional associations (AGEPAR and ASANRA);
5. Developing regional capacities for training through anchoring RMF course programs in regional training hubs in SSA;
6. Management and financing arrangements for rural transport infrastructure.

All the above planned activities could not all be fully implemented (e.g. activity 5 and 6) due to the funding constraints. The RMF team has put more emphasis on the completion of the on-going activities (e.g. activity 1, 2, 3) than initiating the implementation of new activities.

In the last quarter of the 2007 RMF work program, SSATP started a new activity which is in line with the one of the objectives set under the

Box 14: SSATP Contribution to Building Capacity of ARMFA

SSATP is a demand driven transport policy program and its effectiveness depends very much on the level of involvement of its partners in identifying priority activities. SSATP provided support for the establishment of the African Road Maintenance Funds Association ARMFA in 2003. ARMFA's main objective is the promotion of second generation road funds. ARMFA provides the African Road Maintenance Funds their own platform for consultation and knowledge sharing and includes 26 members out of the 27 active road funds in SSA. ARMFA is recognized as a vital partner by PIARC and IRF.



The move towards full commercialization of road management is gradual and requires technical support to sensitize country partners in order to overcome obstacles to effective implementation of road sector reforms. SSATP is increasingly engaged in supporting the development of sound road reforms in SSA. SSATP provides support to help build the capacity of road sector practitioners through regional associations, notably ARMFA (www.armfa.org) and the Association of Southern African National Roads Agencies, ASANRA (www.asanra.int.mw). These associations are seen as providing the most promising agents for change and knowledge sharing with regard to driving forward institutional development in the roads sub-sector in SSA.

new Development Plan. SSATP entered into a partnership with the Centre for the Development of Enterprises, CDE to strengthen the capacity of SMEs and local engineering firms involved in road maintenance projects and works in four pilot SSA countries. SSATP has also taken part in major regional and international transport events to share cutting edge transport knowledge products.

Improving data collection to assess the performance and impacts of road management and financing reforms

The RMF team implemented this activity by undertaking the following three sub-activities:

- (i) Development of a web-based data collection system;
- (ii) Development of a user friendly model for assessing road maintenance needs, RONET;
- (iii) Preparation of a road management tools guide.

Development of a web-based data collection system

The institutional arrangements for road sector reforms vary across countries. To identify good practices which are supported by empirical data on road network conditions has proven to be difficult. The analytical work on the institutional review of the performance of road funds and agencies has faced the same limitations in terms of providing sufficient empirical data for drawing valid conclusions in terms of good practices. The current emphasis on improving the collection of data should be able to correct the current situation. To this end, SSATP in collaboration with the Bank's Development Data Group has prepared a system for web-based data collection. The likely collection system identified, and its integration with other data collected and made available by the Bank will improve the overall availability of sector data for various analyses related to the performance of the sector and the extensive reforms that have taken place.

RONET, a user friendly model for assessing road maintenance needs

The SSATP and the World Bank transport anchor developed further the former PAM-model (Performance Assessment Model) into a tool called Road Network Evaluation Tools (RONET), which will fill an important gap as a tool for capturing and processing road network data into a results framework for sector monitoring and for generating road program needs. The tool presented during the 2007 SSATP AGM has two modules. (i) the Current Condition Assessment Module which summarizes network data like condition, utilization, asset values, and monitoring indicators, and (ii) the Performance Assessment Model II (PAM II) which calculates road works distribution, benefits to road users and society, asset values, network condition and roughness, as well as the corresponding budgets for different road maintenance scenarios. Four pilot countries, Ghana, Mozambique, Tanzania and Uganda were involved in the calibration and test running of the model, and a case study report was prepared summarizing the pilot countries' experiences.

During 2008, a new version will be developed to provide an interface between the road maintenance needs assessment module and the Road User Charges Model, RUC. The new version of RONET will provide a basis to develop an overall communication strategy to negotiate and diversify road tariffs which should be ready for the 2008 ARMFA Annual Meeting.

A road management tools guide

SSATP is finalizing the preparation of a road management tools guide. The tools guide gives an overview of 15 selected tools for road infrastructure management, and explains how they can assist road authorities and contribute to road management. It captures, in a single document, important features of these tools,

scattered around in various documents and on various web sites. This overview document is aimed at politicians and high-level decision makers in road authorities and road agencies who may not always have the necessary technical background and/or time for in-depth study, but for whom a basic understanding of these tools may be desirable, if not essential. By providing easy access to basic information on these tools, the document intends to promote their use and uptake by SSATP partner countries. The design and structure of the road management tool guide is such that it will be easily updatable and extended to reflect ongoing experience. The team is also preparing a working paper to assess the constraints related to the use and uptake of road management tools by the road administrations.

Sustainability of ARMFA

RMF continued providing support to the African Road Maintenance Funds Association in regards to:

- (i) the implementation of the 2007 SSATP-ARMFA work program, and
- (ii) the strengthening of ARMFA.

Implementation of the 2007 SSATP-ARMFA work program

The implementation of the 2007 SSATP-ARMFA partnership work plan report shows a steady progress of the following activities:

- Management of information and communication between members;
- Up grading and up dating of the ARMFA website; An IT Consultant was hired (through ARMFA's funding) and the upgrading of the website to become interactive is under way;
- Update of the key performance indicators and of the RMI-Matrix 2007;
- Sensitization of new members and organization of study tours were organized for

Benin, Côte d'Ivoire, Ethiopia and Cameroun;

- Regional focus groups established;
- The organization of the 2007 ARMFA's AGM and workshop in Madagascar. The event attracted a large participation from inside and outside Africa.

Sustaining ARMFA

In 2007, SSATP supported ARMFA to develop an appropriate framework to gradually sustain the association. A Permanent Secretary was appointed and will be jointly financed by ARMFA and the road fund of Cameroun; a long term development plan is being finalized with the technical support of the RMF team. The objective is to provide strategic directions to the association and identify a set of priority activities for the 2008-2011 period: mainstreaming road management and financing arrangements, while maintaining donor and country dialogues related to upcoming or ongoing reforms.

In 2007, SSATP provided direct country support to enhance road sector reforms in the following countries:

Burkina Faso: SSATP provides support to the establishment of a second generation road fund. A joint mission with the country team has successfully engaged in a policy dialogue and participated to a workshop to share good practices based on the experience of road funds in SSA. The team was subsequently invited to provide support to the revision of the draft legislation based on the workshop recommendations, which led to the establishment of a road fund in June 2007.

Senegal: Support provided to the Senegal World Bank country team to strengthen the road fund legislation and to advise the new organization structure of the road agency. This

has led to the creation of a second generation road fund in October 2007.

DRC: Support provided to the DRC country team to draft and strengthen the road fund legislation (on-going).

Madagascar: SSATP engaged in high level dialogue to improve the road fund revenues through the increase of the fuel levy. This has led to a 50% increase of the road fund revenues. Support to the creation of a road agency by providing comments and advice on the legislation. SSATP has shared with the newly appointed Managing Director of the Road Agency the organization structures of similar agencies already established in West Africa. The team has also provided guidance on the procedure for human resources management.

Kenya: SSATP provided support and advice to the reforms that are progressing in Kenya, and the legislation for three new road authorities for national, urban, and rural roads has just been sent to the Parliament. Advice is still requested for implementing the reforms, setting up the authorities and for institutional consolidation of the road sub-sector. A successful 2-day workshop was held in Mombasa on May 10-11 together with the Steering Committee for the reforms consisting of members from several institutions. Based on the SSATP presentation of issues related to establishing new road authorities a detailed program for practical setting up, staffing, financing and transfer of responsibilities to the new authorities was made.

Uganda: SSATP has also provided support and advice to the creation of a roads authority and a road fund in Uganda. The authority bill passed Parliament in May last year, and SSATP is now providing support for its practical establishment. The road fund bill has been revised and revisited several times, but has not yet been forwarded to Parliament. SSATP par-

ticipated in a joint meeting with the appointed Board of UNRA (Uganda National Roads Authority) and other stakeholders, and provided comprehensive comments on the presented preparations in the meeting and under further discussions with the staff and consultants managing the process.

Sierra Leone, the Gambia and Swaziland: No particular activity in terms of visits, but exchange of documents, presentations and provision of examples from other countries.

Tanzania: Support is provided to discussions on restructuring the sector, in particular how the rural roads under local governments are going to be organized. One of the proposals is to create a separate agency for rural roads, whereas another option is to combine the professional environment in one roads authority.

Similar contributions were made to advance road sector reforms through the restructuring of road funds in Tanzania, Cameroun, Benin and Niger.

Strengthening relations with and promoting the effectiveness of regional associations (AGEPAR and ASANRA)

SSATP and ASANRA have developed a partnership work program which focuses on building the capacity of managers and practitioners of road agencies.

Strengthening the local construction industry

SSATP has recently entered into a partnership with the Centre for the Development of Enterprises, CDE to develop and implement a 3-year capacity building program (2007-2010) to improve road network conditions in four pilot countries (Cameroun, Madagascar, Tanzania and Burkina Faso). The program will build and strengthen the capacity of SMEs and local engineering firms involved in road maintenance projects and works. The objectives of this pro-

gram are of a high relevance to the objectives set under the DP2 and the overall RMF agenda.

One of the components of the program will focus on training SMEs on the management of Output-Based Contracts of road maintenance works. SSATP will facilitate and participate to the organization of a 3-day workshop on OPRC contracts in each country.

The program for Cameroun was launched in January 2008. SSATP is a member of the program advisory committee which includes the CDE, the Road Fund, the Department of roads, the SMEs observatory and the EU delegation in Yaoundé.

Knowledge sharing and SSATP visibility

SSATP participated to major regional and international transport events and shared cutting edge knowledge on road sector reforms which contributed to raise the program visibility.

Arusha Seminar: SSATP provided support to the organization of a well attended (200 participants) international seminar on road financing and investments, which was organized jointly with ARMFA and PIARC in Arusha on April 2007. The SSATP support consisted of the inputs of the SSATP/ARMFA coordinator for the preparation and organization of the seminar and the participation of SSATP team member who gave a key note presentation.

World Road Congress: SSATP participated to the 23rd World Road Congress in September 2007 which attracted 5,000 participants worldwide. SSATP contributed to two sessions:

- i) A half day poster session on Innovative Financing for Sustainable Transportation Infrastructure. SSATP displayed the results of the review of road funds in SSA and shared the latest SSATP material which included recent copies of publications on road management and financing, urban mobility and regional transport. Many delegates from all regions of the

world visited the poster sessions and that was an opportunity to provide more visibility to SSATP.

ii) SSATP also contributed to the Special Session on road management issues in developing countries through a presentation of the research findings on road management and financing in SSA. Representatives from the Kenya Road Board and AGEPAR have also shared their country experiences. Similar presentations were made on road management in Latin America by the World Bank and by representatives from the road fund of Nicaragua and CREAM (Argentina).

First conference of the AU Ministers responsible for road transport in Durban: The SSATP participation and contribution was well received and was an opportunity to share SSATP experience on capacity building, road maintenance financing and most of all, to raise the visibility of the Program. This has contributed to the inclusion of three activities in the AU draft action plan: (i) stay the course towards second generation road funds (ii) the establishment of more autonomous road agencies and (iii) the establishment of regional training hubs in SSA and empowering road regional associations.

TRB annual meeting: SSATP presented a paper on the performance of road funds in SSA at the 86th Transport Research Board annual meeting and participated to a three-hour poster session to share the latest publications and raise SSATP visibility.

RMF training course and support to SITRASS: SSATP co-organized with the ENPC-Paris one week training course which focused on road management issues. Representatives of franco-phone SSA countries with road agencies in place attended the course (Senegal, Côte d'Ivoire, Mali and Madagascar). The course program focused on issues related to procurement, output-based contracts and road maintenance financing. SSATP has also contributed to the yearly course program organized by SITRASS on a yearly basis at the University of Lyon (*Laboratoire de l'Économie des Transports, LET*). The course targets transport managers and practitioners in SSA countries and every year 20 candidates are selected to attend the course over one month period. SSATP contributed to the course by providing a one-day lecture on the new strategic directions of the DP2, performance of road funds in SSA, output-based contracts, planning and evaluation methods of rural transport infrastructure, the Model RED and institutional issues related to financing and management of rural roads.

Table 7: Summary of Main Achievements – RMF

Planned Activities 2007	Achievements 2007	Challenges and the Way Forward
Improving data collection to assess the performance and impacts of road management and financing reforms	SSATP in collaboration with the Bank's Development Data Group (DECDG) has prepared a system for web-based data collection. The likely collection system was identified, and its integration with other data collected and made available by the Bank will improve the overall availability of sector data for various analyses related to the performance of the sector and the extensive reforms that have taken place.	A follow up of the implementation of the activities at country level is needed to sustain the initiative and to carry quality control of data.
Sustaining ARMFA's activities	A Permanent Secretary was appointed and will be jointly financed by ARMFA and the road fund of Cameroun and a long term development plan is being finalized with the technical support of the RMF team. The objective is to provide strategic directions to the association and identify a set of priority activities for the 2008-2012 Period.	The finalization of the long term development plan is going through a participatory process that will take us to the next ARMF AGM in Maputo (October 2008)
Preparation of a road management tools guide	SSATP is finalizing the preparation of a road management tools guide. The tools guide gives an overview of 15 selected tools for road infrastructure management, and explains how they can assist road authorities and contribute to road management. It captures, in a single document, important features of these tools, scattered around in various documents and on various websites	The guide will be disseminated in major transport events.
Development of a user friendly model for assessing road maintenance needs, RNET	The SSATP/RMF and the World Bank transport anchor developed further the former PAM-model (Performance Assessment Model) into a tool called Road Network Evaluation Tools (RNET), which will fill an important gap as a tool for capturing and processing road network data into a results framework for sector monitoring and for generating road program needs. The new version of RNET was presented during the 2007 SSATP AGM	A new version of RNET is under preparation. It will provide an interface between RNET and Road User Charges, RUC. The next version of RNET will be presented at the ARMFA AGM in Maputo (October 2008)
Mainstreaming road management and financing arrangements, while maintaining donor and country dialogues related to upcoming or ongoing reforms	In 2007, SSATP provided direct country support to enhance road sector reforms in the following countries: Burkina Faso, Senegal, DRC, Uganda, Tanzania, Kenya, Madagascar, Sierra Leone, the Gambia and Swaziland, The support consisted of advice to establish or restructure road funds and agencies: Burkina Faso	Support is being provided to set up the new road fund and agencies administrations (Senegal, Burkina Faso and Uganda)

Table 8: Summary of Main Achievements – RMF

Planned Activities 2007	Achievements 2007	Challenges and the Way Forward
Implementation of the 2007 SSATP/ARMFA work program	<ul style="list-style-type: none"> - Management of information and communication between members - Up grading and up dating of the ARMFA website; an IT Consultant was hired (through ARMFA's funding) and the upgrading of the website to become interactive is under way - Update of the key performance indicators and of the RMI-Matrix 2007 - Sensitization of new members and organization of study tours were organized for Benin, Côte d'Ivoire, Ethiopia and Cameroun - Regional focus groups established - The organization of the 2007 ARMFA's AGM and Workshop in Madagascar. The event attracted a large participation from inside and outside Africa 	This activity is being handed over to the new Permanent Secretary of ARMFA.
Strengthening relations with and promoting the effectiveness of regional associations (AGEPAR and ASANRA)	SSATP and ASANRA have developed a partnership work program which focuses on building the capacity of managers and practitioners of road agencies	The SSATP/ASANRA partnership work program has not been implemented due to budget constrains
Strengthening the local construction industry	SSATP has entered into a partnership with the Centre for the Development of Enterprises, CDE to develop and implement a 3-year capacity building program (2007-2010) to improve road network conditions in four pilot SSA countries (Cameroun, Madagascar, Tanzania and Burkina Faso)	The Cameroun program will be launched in January 2008 and the programs in Madagascar and Tanzania in April 2008
Knowledge sharing and increasing SSATP visibility	SSATP participated in major regional and international transport events and shared cutting edge knowledge on road sector reforms which contributed to raise the program visibility. SSATP has taken part in the following transport events: The 23-World Road Congress, The first AU conference of Ministers responsible for road transport, The Arusha seminar on road financing, the 2007 TRB Annual Meeting and SITRASS transport training course	

Appropriate Transport Services (ATS)

Appropriate Transport Services was newly established as a stand alone theme under the LTDP, mainly to provide better emphasis on development of policy related to provision of transport services to the rural and urban poor.

Over the last four years of the LTDP, the ATS theme focused on undertaking studies and disseminating knowledge in selected areas of rural and urban transport.

Promoting Rural Transport Strategies

The rural transport group undertook analytical works that delivered methodologies for the assessment of rural transport service. The group took stock of the progress made in terms of promoting intermediate means of transport (IMT) and evaluated the success and bottlenecks of the Rural Travel and Transport Program (RTTP). These works were helpful in creating a better understanding of the key issues of rural and urban transport and identifying focus areas for the future. The works showed the dismal state of motorized rural transport services, the absence of regulatory frameworks and institutional structures and indicated the need to address the regulatory, institutional and financing aspects of rural transport restricting the provision of affordable transport to the poor. The works also reminded the challenges maintaining rural roads and providing adequate access to the rural population.

The rural transport group initiated some actions to disseminate existing knowledge in this domain through regional level workshops and SSATP annual meetings. One major achievement of the LTDP is the finalization of a training material on rural transport. The material

helps to reach out broader audiences and provides basic knowledge on how rural transport is better managed. The rural transport training conducted in 2007 was the first of its kind in disseminating the body of knowledge in rural transport to wider network of African rural transport practitioners. The group also supported the establishment of the African Rural Transport Association (ARTA), which is a pragmatic move towards influencing rural transport policies promotion in SSA countries.

The promotion of the policy has also started delivering results on the ground. Some SSA countries, Malawi, Ethiopia, etc, have taken the principles of RTTP further by launching large-scale rural access improvement programs linked to rural development.

ATS under the LTDP

Promoting urban transport strategies

From the outset LTDP started responding to the transport demands of the growing urbanization in SSA. In line with the overarching objective of LTDP, SSATP engaged in analyzing the impacts of transport on the urban poor. The study on urban mobility carried out in Douala and Conakry came with evidence on the burden of the lack of affordable public transport services and pedestrian facilities on the income of the urban poor and access to economic opportunities. The urban transport group further augured into the problems of the transport systems in African large cities. The diagnostics of the characteristics and challenges of urban transport services, carried out in 14 African cities was an important undertaking in identifying the key issues that the policy mak-

Box 15: Notable Achievements of the ATS Theme over the LTDP Period (2004-2007)

- The Rural Transport Services study has delivered a methodology for rapid rural transport services assessment. The study has also identified the key issue related to rural transport services.
- The review (audit) of Non-Motorized Transport in African Cities has drawn lessons from experiences in Kenya and Tanzania and identified areas of improvement. The review report was published as SSATP Working Paper No. 80.
- Establishment of an advocacy group (ARTA) to promote institutional reforms in rural transport.
- The Urban Mobility study in Douala and Conakry has created better understanding on the impact of urban mobility on urban poverty.
- The African large cities institutional, regulatory and financing study provided the ground for institution and financing reform. The study identified a phased program of improvements required in urban transport systems: short term measures dealing with traffic and vehicle management; medium term measures focused on a gradual reform of informal bus sector; and long term measures aimed at institutional restructuring.
- The urban transport studies in 14 African large cities was helpful to identify key issues and establishing baseline data that could be used to measure progress in delivering affordable urban transport.
- The workshops organized by the ATS group have increased awareness among rural transport and urban mobility practitioners.

ers and urban transport practitioners have to address. The transport systems studies carried out in the 14 cities was also helpful in establishing baseline data for key urban transport indicators. Further, strategies to improve institutional, financial and regulatory frameworks were adopted by key stakeholders through the policy and strategy development processes conducted in selected large cities.

Under LTDP, the urban transport group intensified advocacy and dissemination of strategies that are essential to improve urban transport systems in SSA. Through consecutive regional workshops urban transport practitioners and key stakeholders established common set of objectives for urban transport improvement and exchanged experiences. During the LTDP, urban transport stakeholders started the process of establishing a discussion group of urban transport practitioners, which is a significant move to the sustainability of the exchange of knowledge and good practices.

The achievements and impacts of the ATS theme under the LTDP

The summary of the notable achievements of the ATS theme are presented in Box 15.

ATS theme in 2007

Rural transport

A stakeholders' workshop was held in Nairobi in October 2007 back to back with the Training of Trainers (TOT) workshop which witnessed the role out to stakeholders of the Rural Transport Training materials. This material, developed by the RTTP based on the Rural Transport Knowledge Base was developed to assist the conduct of training events within the region on rural transport using a standard set of materials adaptable by a trainer to a specific audience.

The stakeholders' workshop resulted in an agreed prioritized RT agenda. ARTA members also agreed to be peer reviewed on their per-

formance in discharging their agreed contributions to the implementation of the agenda. Also agreed was a roadmap for the involvement of regional training and educational institutions in the role of a training program using the Rural Transport Training Materials including its finalization and translation into French.

Urban transport

In 2007 the UT theme focused on:

Advocacy/high level strategic meeting

A meeting with policy makers was held during the Annual Meeting to discuss findings of the Four Cities Institutional and Regulatory study. Agreements were sought to implement key recommendations and identify next steps. There is a need to identify a few partner cities willing to implement key recommendations of the study. It is envisaged to carry out follow-up missions to concretize the next steps in 2008.

Consolidating the work of the Urban Transport Discussion Group

Following a workshop organized in March 2006 in Addis Ababa, the Urban Discussion Group was established to review challenges and outline strategic objectives. The Group has continued to meet virtually to exchange information covering topics such as urban transport services, urban transport data base, behavior of informal sector, funding and sustainability and bus franchising. To provide additional opportunities for the group members to interact a meeting is scheduled in April 2008 to continue with the discussions on specific Urban Transport Needs. A two-day “Introduction to Public Transport Service and Operations Planning” course is envisaged during that time, in partnership with PPIAF and the *Agence française de développement*.

Establishing an urban transport database – urban transport in Sub-Saharan Africa: A Case Study of Large Cities

The report is now finalized and will be published in 2008. The study will fill the knowledge gap in existing material and provide city governments with ready access to comparative statistics on mobility related issues. The work summarizes recent research on urban transport in 14 large African cities. The data collection will provide a snapshot on the urban environment and set the basis to track performance over a period of time. The possibility of expanding the scope of the study beyond the 14 cities is envisaged.

Examining behavior of informal sector

Little empirical information is available on the environment in which motorcycle taxis operate, their growth potential and their impact on the overall travel patterns. A study was initiated in 2007 to look at the impact of motorcycle growth in Africa through several case studies. The Case study on Kampala has been finalized. The one on Douala is expected to be completed in June 2008. A technical paper capturing the main findings is planned for 2008.

Evaluating a bus financing scheme in Dakar

In 1998, a World Bank credit was approved to help modernize the fleet of *cars rapides* in Dakar, Senegal, by creating a revolving fund for the acquisition of new vehicles. The program is administered by the *Conseil Exécutif des Transports Urbains de Dakar* (CETUD) which assists in the formation of *Groupements d'Intérêt Économiques* (GIE) (cooperatives of small and medium operators) that have the financial strength to take on the loans. The objective of the study is to examine the effectiveness of the financing scheme in improving the quality of urban transport services, and evaluate what effect the introduction of the new vehicles is hav-

ing on other service providers. Additionally the study will determine whether, on the basis of current experience, the scheme offers a sustainable approach to improving transport ser-

vice provision in other African cities. The study is due to be completed by end June 2008. Dissemination workshops to share the findings with other cities will follow in 2008.

Table 9: Summary of Main Achievements – ATS

Planned Activities 2007	Achievements 2007	Challenges and the Way Forward
Rural Transport		
Launching the Rural Transport material	Training of trainers on the Rural Transport Material conducted	Involving regional training and educational institutions in the program using the Rural Transport Training Materials
Urban Transport		
Advocacy/high level strategic meeting to discuss findings of the Four Cities Institutional and Regulatory study with policy makers to raise awareness to reform options	A meeting was held during the SSATP Annual Meeting 2007. Agreements were sought to implement key study recommendations and identify next steps	Focused meetings of key partners in urban transport will follow. Need to identify a few partner cities willing to implement key recommendations on the study; carry-out follow-up missions to concretize the next steps
Urban Transport Discussion Group: Virtual meetings to discuss common issues and come up with innovative initiatives to address urban transport problems	Despite a slow start the Discussion Group and SSATP have been exchanging information, covering topics such as urban transport services, urban transport database, behavior of informal sector, funding for sustainability and bus financing. A workshop should be held in April 2008 to continue with discussions on specific urban transport needs	SSATP to continue to facilitate and promote the Discussion Group
Urban Transport Data base collection funded by the Flagship Study of the World Bank. SSATP will provide a common framework and methodology, while data collection is conducted by SSATP team member in cooperation with city authorities	In partnership with the Africa Infrastructure Country Diagnostic initiative, SSATP has contributed to the report which was finalized in December 2007 and will be issued in early 2008. The work summarizes recent research on urban transport in 14 large African cities	Possibility of expanding the scope of the study beyond the 14 cities.
Investigating the impact of the growth of motorcycles in Africa: Case study of a few select cities (Kampala, Douala, Lagos)	The final draft report of the case study of Kampala was completed in December 2007. It is expected to be disseminated in March 2008. The Lagos case study is completed. The case study of Douala, Cameroon is expected to start in January 2008 and be completed by June 2008	Prepare a technical paper to capture the main findings in all three studies. Hold dissemination workshops and share findings with other cities.
Evaluating a bus financing scheme in Dakar, Senegal	The objective of the study is to establish how effective the financing scheme has been in improving the quality of urban transport services in Dakar. The inception report is completed and the study is due to be finalized by end 2008	Hold dissemination workshops to share the findings with other cities and assist in design of new interventions. Make recommendations on the possibility to apply the bus financing scheme to other cities in SSA.

Regional Integration & Transport (RIT)

During the LTDP, the RIT theme focused on: i) developing methodologies for transit corridor monitoring, ii) identifying appropriate legal, institutional and financing arrangement, iii) crystallizing the concept of one-stop border posts and common customs procedures, iv) consultations and testing of the concepts and methodologies, and v) sensitizing stakeholders to create awareness and achieve buy-in. While developing the strategies and the methodologies, some effort was also exerted to deliver results.

To deliver on these objectives an approach engaging key stakeholders in the priority transit corridors of Africa was adopted. This maintained consistency with the NEPAD Short Term Action Plan and other continental initiatives. The RIT initiative promoted a strategy that brought together the public and private sector actors in corridor member states. The initiative fostered a monitoring (observatory) system that generates evidences and strategies to overcome the physical and non-physical barriers to the smooth movement of goods and people along transit and inter-state transport corridors. The RIT theme priority transit corridors serving African landlocked countries are:

- i) Northern and Central corridors providing access to Uganda, Rwanda, Burundi and Eastern DRC through Ports of Mombasa and Dar es Salaam respectively
- ii) Djibouti-Addis corridor serving Ethiopia
- iii) North-South corridor linking Botswana, DRC, Malawi, Zambia and Zimbabwe to the Port of Durban

- iv) Dar es Salaam corridor serving Malawi, Zambia and DR Congo
- v) Central Africa and Congo River corridors serving Central African Republic and Chad
- vi) West African corridors linking Burkina Faso, Mali and Niger to Lomé and Tema (Accra) port

From the outset, this approach demanded the creation of a coordination body to champion sound transport and trade facilitation measures. Cognizant of this, the SSATP regional stakeholders established the Regional Economic Communities-Transport Coordination Committee (REC-TCC) consisting of representatives of RECs, corridor institutions and key continental institutions. Since its establishment in February 2005, the REC-TCC is leading on RIT initiatives by developing annual and long-term plans, and following up implementation.

The LTDP had set a broader target for the RIT stakeholders. By the end of the plan period, the stakeholders were expected to be engaged in development and implementation of trade facilitation measures while progress towards achieving the corresponding LTDP output was to be measured based on the following indicators: i) existence of national & regional transport facilitation committees, ii) establishment of corridor management committees, iii) establishment of observatories-monitoring, iv) number of one-stop border posts. Notable achievements of the theme, with respect to indicators, are presented in Box 17.

Box 17. Achievements and impacts related to the adoption of trade facilitation measures

- Establishment of the REC-TCC has improved cooperation between RECs and facilitated the replication of good practices, in particular innovative approaches to corridor performance monitoring.
- Monitoring and sensitization works on the Northern Corridor, with the intensive engagement of the key stakeholders, has helped reduce the truck turnaround time from Mombasa to Kampala from 10 to 6 days.
- Sensitization work on the removal of physical and non physical barriers is showing results, for example, the Government of Ghana has reduced the authorized check-points between the port of Tema and the border of Burkina Faso to 4, while interconnected computerized customs document management system are also been installed.
- All RECs have adopted conventions limiting road check-points and are calling on all the States to remove such posts.

Corridor Management

- A Central Corridor Transit Transport Facilitation Agency (serving Tanzania, Uganda, Rwanda, Burundi and DRC) was established in 2006
- UEMOA and ECOWAS member States have adopted a common declaration for the establishment of corridor management groups
- Northern Corridor Treaty has been updated
- Engagement of private sector in corridor management is promoted. A typical example is the Beit Bridge Taskforce, which is a PPP arrangement advocating for smooth transiting at the Beit Bridge border post.
- SSATP, with the intensive participation of the REC-TCC, has prepared a working paper on institutional arrangements for transport corridor management groups

Monitoring (Observatory)

- SSATP partners have developed a methodology for monitoring transport performance along transit corridors. The monitoring system is participatory involving drivers, truck owners and multiple government and private institutions.
- The Northern Corridor monitoring work has delivered the findings and the stakeholders have validated the outcomes. Following this, a database for the Northern Corridor was established.
- The monitoring of the Beit Bridge (South Africa/Zimbabwe) and Chirundu (Zambia/Zimbabwe) border posts have pinpointed the critical procedures and actors causing delays.
- The monitoring work on the West African corridors has been carried out with the collaboration of USAID while the Abidjan-Lagos monitoring has undertaken the first round survey.
- CICOS has made groundbreaking monitoring exercise for inland water transport and some initiatives to improve traffic flow along the Congo River have been identified.

One-stop border post

- Joint border post establishment at Cinkansé (Ghana/Burkina) is in progress while funding is secured for the posts at Paga (Ghana/Burkina), Heremakono (Mali/ Burkina) and Mousalé (Senegal/ Mali).
- The establishment of a one-stop border post at Malaba (Kenya)/Uganda) is in progress
- Establishment of a one-stop border post at Chirundu is initiated

Achievements and major events of RIT in 2007

The Regional Integration & Transport initiatives continued during the year to focus on transit and inter-state transport corridors. The 2007 work plan was developed and largely implemented by the REC-TCC. The plan mainly sought to consolidate ongoing activities started in previous work plans. Its execution was largely through the provision of support for the establishment of corridor management committees, observatories, and advocating for the establishment of one-stop border posts, all of which are consistent with the recommendations of the Output to Purpose Review (OPR). The highlights of the 2007 events and achievements are presented below and further summarized in Table 11.

West African transit corridors

The establishment of observatories for the West African corridors: Tema-Ouagadougou, Ouagadougou-Bamako, and Niamey-Ouagadougou was one of the main activities undertaken by UEMO, with the support provided by SSATP and USAID –West African Trade Hub. During the year training of drivers (observers) and data collection were carried out. Moreover, the outcomes were shared with key stakeholders. The way forward is for the Civil Societies to appropriate the results and lobby governments to put corrective measures in place to remove the bottlenecks to free trade and reduce travel time and costs. SSATP provided financial and technical support to the participants to the validation and dissemination workshop. The results of the observatory are presented in Table 10.

Regional guidelines on axle load control

The REC-TCC partners of the SSATP have long identified vehicle overloading as one of the greatest threats to the sustainability of road infrastructure improvements in Sub-Saharan

Africa. The challenge of vehicle overloading has a regional dimension when it comes to transit corridors. As a result, the REC-TCC is well placed to develop and propose strategies to better manage axle load controls. Using such a regional approach, COMESA, EAC and SADC led by UNECA and working under the REC-TCC, identified vehicle overload control as one of the priority areas to be addressed in their regional work plan.

The following activities were carried out during the year:

- i) Preparation of a synthesis report on effective overload control practices;
- ii) Selection and documentation of best practices as an integral part of the synthesis report; and
- iii) Preparation of draft guidelines on overload control practices, facilities and infrastructure.

A fourth activity, which will be the convening of a regional workshop where the guidelines will be discussed by key stakeholders is scheduled to take place in early 2008.

In December 2007 the draft documents were still undergoing thorough reviews by a team representing the key stakeholders including the sponsoring RECs, regional associations FESARTA and ASANRA and UNECA. However, the drafts were also disseminated in specific regions and countries that are planning major weighbridge infrastructure investments such as the EAC and Zambia. Although the project focuses on East and Southern Africa, it is likely to apply also to other RECs such as ECOWAS and CEMAC.

Monitoring border transit times at Chirundu

Corridor performance monitoring is one of the core activities promoted by the SSATP under

the LTDP. The monitoring took two forms, corridor length monitoring as carried out in West and East Africa and detailed monitoring at border posts in Southern Africa. The two are complementary and designed to identify and quantify the factors contributing to corridor transit times. The monitoring at Chirundu was a follow-up on an initiative started at Beit Bridge intended to shed light on transit constraints on the North-South Corridor. Both were supervised by FESARTA, a key SSATP private sector partner. Monitoring at Chirundu was carried out from November 2006 to September 2007. It was executed by a specialized private company.

Zambia Revenue Authority on its own accounts for more than half the border time for the northbound traffic and more than a third of the time for the southbound traffic. The data from the monitoring exercise should contribute to the on-going border reform efforts under the Zambia Millennium Challenge Account Threshold Project (MCATP). One of the objectives of the project is to half border transit times. The monitoring also contributed to establishing the case for the one-stop border post, which is being promoted by DfID.

- b) Traffic can be delayed for long periods while awaiting payment of duties. This

Table 10: First results of Observatories in West Africa – Comparisons between Corridors (Jan-June 2007)

Corridor	Number of control posts	Amount of bribes	
		US\$	CFA equivalent
Bamako-Ouagadougou = 905 Km (417 Km in Mali) (488 Km in Burkina)	24 Mali: 19 Burkina: 5	41 105 36	70.500 52.500 18.000
Lomé-Ouagadougou = 1020 Km (746 Km in Togo) (274 Km in Burkina)	18 Togo: 7 Burkina: 11	50 25 25	25.000 12.5000 12.5000
Tema-Ouagadougou = 992 Km (808 Km in Ghana) (184 Km in Burkina)	25 Ghana: 7 Burkina: 18	53 33 20	26.000 16.5000 10.000

- NB. 1 Highest number of controls and bribes within the territory of Mali (landlocked);
 2. Togo has least number of controls and bribes due to “friendship program” SOLIDARITY TO THE SEA (Sea Port of Lomé);
 3. Average number of hours of delay per check point is 4 hours, along Bamako-Ouagadougou and Tema-Ouagadougou while 3 hours along Lomé-Ouagadougou

The Chirundu border post currently handles more than 6,000 trucks each month, with a daily average of 225 trucks in both directions. Some of the patterns identified through the monitoring exercise include:

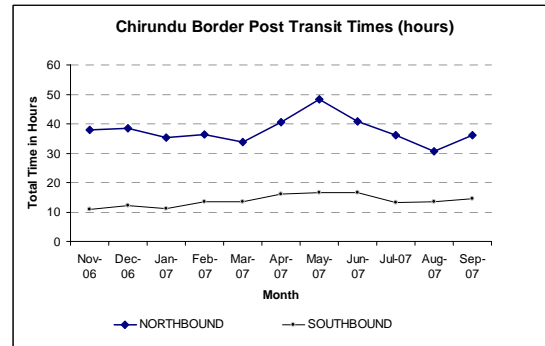
- a) The customs authorities of the two countries account for more than sixty percent of the total border transit time at Chirundu.
- c) Pre-clearance: There has in the past been no pre-clearance of goods at Chirundu.

The customs authorities insisted on the vehicle being physically within their control area before clearance. More recently, with the introduction of reforms, southbound pre-clearances have increased to more than 50 percent, which in turn improved southbound transit times. With the adoption of a one-stop border post, consideration has to be given to apply the same principle on northbound loads, especially for refrigerated/tanker loads, as in Beit Bridge where the average transit time is less than 10 hours for both categories.

- d) Driver idle time: Significant time is lost when drivers are cleared to leave the border but prefer not for social, safety and other reasons. There are serious implications for the efforts being made to tackle HIV infections on the transit corridors.
- e) Parking facilities: At present, both sides of the border do not have adequate parking facilities. This has led to vehicles queuing along the approach roads and blocking them at times. The new facilities are expected to address this constraint, as there is provision for increased parking space.
- f) Axle load controls: There are two issues surrounding axle load control/axle load limits and location of weighbridges. It is important to harmonize the axle load limits across the region. If Zimbabwe continues weighing both incoming and outgoing vehicles then the weighbridge in Zambia could remain at Kafue. Otherwise Zambia would require a weighbridge at the border post. The Kafue weighbridge needs upgrading to one that accommodates multiple axles.

The detailed border post monitoring at Chirundu, and earlier at Beit Bridge identified several anomalies, which will have to be further analyzed for targeted interventions. The proposed one-stop border post should contribute

to addressing some of the constraints. Further monitoring will be necessary to assess the impact of the one-stop border post, and offer valuable lessons to SSATP partners, govern-



ments and donors across Sub-Saharan Africa.

REC-TCC mid-year review and mapping transit facilitation activities under DP2

During the year, the REC-TCC continued to evolve and define the strategic direction of the RIT theme. In July 2007, the committee met in Addis Ababa, Ethiopia to review progress towards achieving the LTDP (2004-2007) objectives in general and the 2007 work program (WP) in particular. The meeting also discussed the implementation modalities and exchanged views on financing of the DP2. Trade facilitation and regional integration will be one of the focus areas of the new plan, concentrating on trade facilitation measures by facilitating corridor management groups, monitoring corridor performance, establishing one-stop border posts in three pilot corridors, and disseminating good practices.

During the meeting, the REC-TCC updated the 2007 work plan, defined the priorities for the 2008 work plan, selected pilot corridors for DP2, identified the common objectives for RECs capacity building and improving the interaction between RECs and country stakeholders and collaboration among RECs, sketched the way forward to strengthening

monitoring of transport corridors and explored steps to mobilize resources for the implementation of DP2. The meeting also extended the mandate of the Chairperson of the REC-TCC, Ms Hélène Guissou, who now also sits in the SSATP Board. The REC-TCC is therefore well placed to lead implementation of Theme 3 of DP2.

Based on experience gained during the LTDP period, the REC-TCC defined the focus of its work program over the DP2 period as follows:

- Facilitating the adoption and implementation of trade facilitation measures in major regional transit corridors;
- Enhancing country and regional ownership, dissemination and high level policy dialogue with donors engagement;
- Piloting strategy development in selected countries and corridors;
- Rolling out outcomes of piloting works through regional workshops, with support to country level dialogue and SSATP coordination functions; and
- Streamlining program management.

It also defined the 2008 work plan which was subsequently endorsed by the Annual Meeting in Ouagadougou as part of the overall SSATP plan for 2008.

Summary RIT achievements during 2007

The major activities carried out during the July meeting were to review the SSATP corridor observatory work and draw lessons on future directions. Reports were presented by UEMOA, ALCO, FESARTA, PMAESA and Northern Corridor on progress made on observatories in their areas. The presentations showed that there are multiple actors and sponsors, diverse funding sources, various indicators used (delay, costs, uncertainty, governance) depending on sponsors and goals (reduce corruption, knowledge base, projects efficiency tracking)

defining the observatory activities. In fact, from the various efforts, the REC-TCC reached an important conclusion that all the monitoring activities need not have the same objective. While the ultimate goal is the same, to be competitive against international standards, the corridor observatories have diverse objectives and not necessarily the same priorities. For instance the priorities in:

- West Africa are governance, border crossing, bribes, passenger services;
- East and Southern Africa, competitiveness;
- Some corridors, the main problems lie in ports or at some borders;
- Other corridors, the problems are along the corridor or in customs.

There is therefore, a need for a tailored approach and a minimum platform rather than a blueprint of all observatories.

Still, the REC-TCC was able to define some core indicators that should be monitored to allow cross-corridor comparisons and performance benchmarking. These indicators were:

- Delays/transit time, for each of the main logistics chain elements, though refinements need to be made depending on specific needs (i.e. number of road blocks per 100 km, etc.)
- Cost/tariff and infrastructure condition;
- Relation between delay/time/uncertainty versus cost (which requires specific analytical skills).

The meeting also considered the requirements to make the observatory works sustainable. This remains one of the greatest challenges facing corridor performance monitoring initiatives as all current works have been funded through grants or similar funding mechanisms.

Table 11: Summary of Achievements – RIT

Planned Activities 2007	Achievements 2007	Challenges and recommendations for DP2
Co-finance UEMOA corridor observatories with WATH/USAID	A sensitization and validation workshop to share first results and prepare media outreach plan was held in January 2007.	Lobbying governments to put corrective measures in place to remove the bottlenecks
Workshop to disseminate corridor performance monitoring experiences.	Lessons from corridor monitoring pilot activities were discussed during the REC-TCC meeting held in July 2007 and disseminated during the Annual Meeting in Ouagadougou.	A working paper summarizing the lessons learnt is to be published in 2008. Sustainability of observatories.
Develop legal instrument for N-S Corridor management group and convene regional review workshop	Work to draft the legal instrument started in October 2007. A draft is due to be considered by corridor stakeholders in early 2008.	Challenge: obtaining buy-in of key stakeholders within a reasonable time and securing funding to get the group off the ground.
Drafting of Legal Framework for Corridor Mgt. Committees in CEMAC countries	Draft has been suspended until adoption of the CEMAC regional transport facilitation program in January 2008.	Coordinators of the program wanted a delay for other studies to be undertaken first.
Study for the establishment of Corridor Management Committees (UEMOA)	Study has been undertaken with an AfDB grant to SSATP. Consultant identified and study ongoing. Field visits done to Ghana, Mali and Burkina Faso.	Draft report to be reviewed by AfDB before validation and adoption. Quick establishment of a pilot corridor management committee is vital.
Develop regional guidelines on cross-border axle load control and convene regional review workshop – in collaboration with RECs and ASANRA. ASANRA has a steering committee that deals with overload control.	A synthesis report on current practices, compilation of case studies on effective strategies and the drafting of guidelines was completed by December 2007. The guidelines will be finalized in early 2008 after review by key stakeholders including FESARTA, ASANRA, SADC, COMESA, EAC and ECA, which led the exercise.	Challenge: obtaining quick implementation in specific corridor countries and tying into on-going axle load infrastructure development plans.
Support REC-TCC to mainstream regional and international instruments, corridor management and performance monitoring at national and regional levels.	The REC-TCC continued to lead all discussions on the RIT theme. In July 2007, it prepared the draft work plan for 2008 and beyond under the then proposed DP2 framework. The plan was endorsed by the annual meeting in November 2007.	Challenge: living up to the expectations of the regional partners.

Dissemination and Networking under LTDP

One of SSATP's strengths is its competence in disseminating transport policy knowledge and good practices. SSATP is a unique network of African transport and non-transport institutions, the private sector and civil society. This network has continued to play a catalytic role in dissemination and policy dialogue.

Over the LTDP period, the Program organized series of workshops and annual meetings, which were essential tools to disseminate knowledge and good practices as well as creating networking forums.

The knowledge and good practices disseminated through SSATP workshops have played an important role in building the capacity of African transport institutions and professionals. Beyond this sharing knowledge, these workshops helped define common set of objectives and strategies to guide policy development and implementation processes in member countries. For example, the urban transport workshop held in March 2006 was helpful to adopt common objectives related to institutional, financing and regulatory framework reforms to meet the transport demands of the growing urbanization in Africa.

Training workshops were a unique feature of LTDP in sharing knowledge among African professionals. The PRTSR, RMF and Rural Transport training workshops helped their participants to better understand the concepts embedded in the PRTSR guidelines, the RMF tools and the Rural Transport Material.

The RMF group utilized the training workshops for the regular RMF courses, current tools (RONET, RED...) and technological innovations, such as Low Volume Sealed Road as

an important instrument for African capacity building.

The SSATP annual meetings were also effective forums for exchanging views on current development environment and sharing experiences among countries and REC. These meetings bring together wide range of transport and non transport stakeholders representing government institutions, donors, the private sector and civil society and provide the opportunity to network. These events serve also as a dissemination instrument for current knowledge related to SSATP's purpose.

The LTDP also delivered several publications and saw better means of communicating information to its partners through a newsletter and the website.

Summary of publications over the LTDP period is presented in Box 16.

Dissemination works in 2007

Publications

A number of working papers were published in 2007, among them the User Guide and Case Studies for the newly developed road network management tool RNET which were first presented during the SSATP Annual Meeting in Ouagadougou. The tool should fill an important gap for capturing and processing road network data to be used in road programming. A new methodology was also designed to allow researchers and transport planners to develop in a relatively short time a good understanding of the rural transport conditions in a country, availability and cost of transport services, assessment of the economic, social, health and educational needs for such services.

Box 16: Major Publications over the LTDP Period (2004-2007)

- A Review of International Legal Instruments for the Facilitation of Transport and Trade in Sub-Saharan Africa, available in English and in French, with a CD-ROM, 2004
- The Roads Economic Decision Model, available in both English and French, with a CD-ROM, 2004
- Training of small scale contractors for rural road maintenance in Lesotho, 2004
- Building Capacity in Management and Financing in the Road Sector, also available in French, 2004
- Construction Industry Development and the Road Sector, also available in French, 2005
- Poverty and Urban Mobility in Conakry and Douala, a translation from the French, 2005
- Non-Motorized Transport in African Cities, Lessons from Experience in Kenya and Tanzania, 2005
- A Study of Institutional, Financial and Regulatory Frameworks of Urban Transport in Large Cities, 2005
- Management and Financing of Road Transport Infrastructure in Africa, published in English and French, 2005
- Strengthening Urban Transport Institutions, a Case Study of Lagos State, 2006
- Financing of Road Maintenance in Sub-Saharan Africa, Reforms and Progress towards Second Generation Road Funds, also available in French, 2006
- Port and Maritime Transport Challenges in West and Central Africa, also available in French, 2007
- RNET (Road Network Evaluation Tools) User Guide, 2007
- RNET Case Studies, 2007
- Institutional Arrangements for Transport Corridor Management in SSA, 2007
- A Methodology for Rapid Assessment of Rural Transport Services, 2007
- The Rapid Assessment of Rural Transport Services – Case Studies, 2007

Two SSATP Working Papers were also published during the year on corridor management and maritime sector in Sub-Saharan Africa. Below is the listing of SSATP papers published in 2007.

- Port and Maritime Transport Challenges in West and Central Africa, 2007, also available in French, SSATP Working Paper 84
- RNET (Road Network Evaluation Tools) User Guide, 2007, Working Paper 85-A
- RNET Case Studies, 2007, SSATP Working Paper 85-B
- Institutional Arrangements for Transport Corridor Management in SSA, 2007, SSATP Working Paper 86

- A Methodology for Rapid Assessment of Rural Transport Services, 2007, SSATP Working Paper 87-A
- The Rapid Assessment of Rural Transport Services – Case Studies, 2007, SSATP Working Paper 87-B

Launching of a SSATP e-newsletter

The year 2007 saw the launching of a SSATP e-newsletter to share current information and knowledge related to transport events and research works undertaken in SSA. The first newsletter was issued in April 2007 followed by two others in July and November.

Workshops

Summary of workshops organized by SSATP in 2007

Event	When, Where and Participants	Objectives	Outcomes
1. Pilot road Safety management training and knowledge dissemination workshop	November 28-30, 2007, in Addis Ababa, Ethiopia, in partnership with the World Bank Global Road Safety Facility (GRSF) and the UNECA. 60 participants from Burkina Faso, Cameroon, Côte d'Ivoire, Ethiopia, Ghana, Lesotho, Nigeria, Uganda and Swaziland attended, a mix of Ministry, Road Department, Safety Agency, Health, Police Enforcement and WHO representatives	(i) present new road safety management approaches promoted by the World Bank to enable countries to get an understanding of the World Bank GRSF and the support it can make available to countries for road safety activities; (ii) provide training in the management of sustainable and successful road safety outcomes; (iii) give participating countries an opportunity to share their experience and knowledge on road safety programs; and (iv) develop a road safety professional network.	Provide better understanding in the conduct of road safety management capacity reviews and the preparation of '2nd generation' road safety projects. Reinforced partnership with GRSF and ECA
2. REC-TCC Mid-Year Workshop	July 19-20, 2007, in Addis Ababa, Ethiopia. 25 participants including: representatives of: RECs, SSATP member countries, corridor management institutions, transport operators, NEPAD, AU and UNECA	<ul style="list-style-type: none"> ▪ Build consensus on the strategic directions of DP2 ▪ Review the progress of the 2007 WP ▪ Create better understanding of the challenges and mechanisms for RECs capacity building 	<ul style="list-style-type: none"> ▪ -Common objectives for RECs capacity building and improving the interaction between RECs and country stakeholders and collaboration among RECs ▪ -Pilot corridors for DP2 ▪ -Preliminary program 2008-2009
3. Stakeholders meeting and training the Trainers Workshop	11-19 October 2007, in Nairobi. Stakeholders and regional experts in rural transport	<ul style="list-style-type: none"> ▪ Achieve consensus on what should be the key rural transport agenda over the next five years ▪ Training regional experts in the delivery of training material on rural transport 	<ul style="list-style-type: none"> ▪ Identify the specific rural transport input to the achievement of the goals and objectives of the DP2 ▪ Trainers trained in delivery of the material on rural transport
4. 4 th African road safety congress	February 5-7, 2007, in Accra, Ghana. It was co-organized by the World Health Organization and the UN Economic Commission for Africa, with support from a number of agencies, notably the Swedish International Development Agency, the FIA Foundation for the Automobile and Society, the Sub-Saharan African Transport Policy Program, the World Bank, the United Kingdom's Department for International Development, and the Global Road Safety Partnership. More than 250 delegates attended the conference.	<ul style="list-style-type: none"> ▪ review progress made by African countries in improving road safety. ▪ plan implementation of the recommendations of the <i>World report on road traffic injury prevention and the African Road Safety Initiative</i>. ▪ continue preparations for the First UN Global Road Safety week. ▪ advance the development of national action plans for road safety for countries in the region. ▪ identify ways of mobilizing resources to rapidly improve road safety 	A Ministerial Roundtable discussion took place on 8 February 2007 to consider the outcome of the conference. Ministerial declaration indicating the key actions that African countries should undertake

The 2007 SSATP Annual Meeting in Ouagadougou, Burkina Faso

The SSATP 2007 Annual Meeting was hosted by the Government of Burkina Faso. It was held in Ouagadougou from November 5 to 7, 2007. A total of 270 people participated in the Annual Meeting, including 170 delegates from 35 SSA countries. Representatives of donors from the EC, AfDB, DfID, SIDA, DANIDA, AFD, JICA and the World Bank attended the meeting. In addition, the African Union, the UNECA and a number of other African institutions and regional associations were represented.

With the theme of “Fostering Sound Policies and Strategies contributing to Africa’s integration, economic growth and poverty reduction”, the meeting focused on:

- Launching the SSATP Second Development Plan (DP2)
- Removal of non-tariff barriers along transit corridors serving Africa’s landlocked countries
- Enhancing the participation of the private sector in transport service delivery
- Sharing knowledge on current transport issues

Launching of the DP2



The DP2 (2008-2011) was launched with the objective of promoting sound policies and strategies leading to provision of reliable, safe, efficient, and affordable transport. The Annual Meeting confirmed the relevance of the planned actions to fostering economic growth, poverty reduction and

achieving the millennium development goals (MDGs) in African countries. The plan was also affirmed to be an important instrument to facilitate AU/NEPAD regional integration and trade competitiveness initiatives.

The Ministerial Forum

The Meeting created a forum for African Ministers responsible for transport to debate



on impediments to transit traffic movement. Upon conclusion of the debate the ministers declared their commitment to removing obstacles along regional transit corridors serving African landlocked countries.

The Ministers from Burkina Faso, Côte d’Ivoire, Ghana, Mali and Niger, held a panel discussion during the annual meeting. The Ministers recognize the threat of delays and mal practices at check points and border post on African economies, in particular for the landlocked countries, and resolved to remove, in alliance with the key institutions, the control posts along the transit corridors and establish one-stop border posts. The Ministers considered the removal of non-tariff barriers will significantly reduce the excessive transport cost hindering trade competitiveness of landlocked countries.

They committed to take pragmatic measures to reducing road crashes and over loading of vehicles on inter-state corridors. The key outcomes from this Ministerial Forum are summarized in Box 17.

Box 17: Outcomes of the Ministerial Forum

The Ministers reaffirmed their commitment to:

- Reduce impediments to the free movement of people and goods on the Inter-State corridors within the framework of an effective regional integration by lobbying within a national consensual framework, supporting the REC efforts made in the harmonization and enforcement of national transport regulations and observing social and environmental norms as well as those pertaining to axle load;
- Support actions by, inter alia, the Regional Economic Communities and corridor management authorities, to measure performance in Inter-State road transport and transit facilitation;
- Take measures to improve cross-border trade and cross-border relationships;
- Appropriately inform the Highest National Authorities on actual progress achieved in facilitation;
- Foster and secure strong ownership, particularly among ministerial departments in charge of security, State Parliaments and Heads of Government;
- Ensure the effective enforcement of harmonized regulations mainly in regard to: i) axle load control along the main Inter-State transport corridors, and ii) standards of vehicle roadworthiness;
- Ensure strong monitoring of road safety issues along corridors and elsewhere, and the implementation of appropriate remedial measures; and
- Conduct awareness, accountability, information and training campaigns for police and other enforcement agencies, users and professionals in the transport sector and all stakeholders.

The Ministers proposed SSATP to contribute to:

- The consolidation and the extension of observatories;
- The dissemination of existing initiatives in terms of corridor monitoring and comparing performance between corridors;
- The reinforcement of sensitization actions led by RECs and corridor management structures, through the organization of high level meetings.
- The implementation of the objectives set by DP2 with regards to member states, the private sector, the civil society, and the RECs.

The Ministerial panel discussion was enriched by the experiences of monitoring initiatives of the Northern Corridor, West African Corridor and the Beit Bridge and Chirundu border posts.

Engaging the private sector

Transport operators and freight forwarders are confronted with multifaceted challenges in delivering effective and efficient transport services, including delays at ports, control points and border crossing. Transport operators and freight forwarder associations joined arms in

condemning the impediments at the 2007 SSATP annual meeting and staged their strategies to overcome the challenges pointed out in Box 18.

The private sector panel discussion held at the SSATP annual meeting benefited from the experiences shared by the West African Transporters Association and the Federation of Eastern Africa Freight Forwarding Agents

Knowledge sharing

The Annual Meeting provided a forum to share i) key knowledge and good practices generated

under the long term development plan (LTDP, 2004-2007), ii) Urban Transport, iii) the African diagnostics study and iv) the newly developed road network management tool (RONET). The forum allowed having better understanding of the key issues and strategic directions related to these topics.

The overall stakeholder assessment of the Annual Meeting was that it was a great success in meeting its stated objectives. SSATP is grateful to all the participants and the Government of Burkina Faso to its unparalleled support to the success of the meeting.

Box 18: Strategies of the Private Sector to Overcome the Challenges along Transit Corridors

Strategies of the private sector to overcome the challenges along transit corridors

- Creating competitive transport market
- Ensuring good governance
- Training of drivers and promotion of professionalism
- Advocacy to remove barriers
- Involvement of Regional Economic Communities to regularize and harmonize transit rules
- Instituting regular inter-state stakeholders consultations to fight graft

Program Governance

The governance structure of SSATP includes the Constituent Assembly, the SSATP Board and the Program Management Team (PMT). Overall strategic issues are addressed at the annual general meeting (AGM).

The Annual General Meeting (AGM)

The 2007 AGM was held on 7 November 2007, after the Ouagadougou SSATP Annual Meeting. The AGM launched SSATP's Second Development Plan (DP2), and adopted priority actions for 2008. It endorsed the 2006 report of the SSATP Board and discussed on the format of future annual meetings. The outcomes are highlighted as follows.

Launching DP2 and adoption of priority actions for 2008

The principal objective of the 2007 SSATP Annual Meeting was to launch DP2. The participants thoroughly discussed the content of the plan and committed themselves to its implementation. The AGM reviewed the priorities for the 2008 annual work program conceived within the framework of DP2, and adopted the core actions for the year.

Endorsing the 2006 report SSATP Board

The 2006 report of the SSATP Board was delivered to the AGM by the Board and received great appreciation. The AGM recognized the remarkable contribution of the Board in developing the new long term plan (DP2) fully owned by country and regional stakeholders and sensitizing donors to support the plan.

The SSATP annual meeting format

Based on the experience of the 2007 annual meeting which lasted three days, the AGM participants discussed on the future format for annual meetings and concluded that the program has to continue with the organization of concise and focused meetings. The participants also called for increased staging of work done by member countries and RECs. They also emphasized on the need to reflect on the interest of thematic stakeholders by dedicating time for thematic group work.

The Constituent Assembly (CA)

The current active financiers of the Program that form the Constituent Assembly are: European Commission, Sweden, Denmark, Norway, France, Ireland, United Kingdom, African Development Bank, Islamic Development Bank, UNECA and the World Bank.

Box 19: SSATP Board Members

- Hachim Koumaré, Director, UNECA, Sub-Regional Office, Yaoundé (Cameroon), representing African member states and partners, SSATP Board Chairman
- Bruce Thompson, Head of Transport Sector, Directorate General Development, European Commission, Brussels (Belgium), representing bilateral donors
- Sanjivi Rajasingham, Sector Manager, Africa Transport Unit (AFTTR), The World Bank, Washington D.C (USA), representing multilateral donors
- Hamallah Kaba Diakité, Chairman, Enterprise Network, Abidjan (Côte d'Ivoire), representing the private sector
- Hélène Guissou, Director, Land and Maritime Transport Division, UEMOA (Burkina Faso), representing the regional economic communities

In 2007, the CA was engaged intensively in the development of DP2. It reviewed the conceptual framework in January 2007 in Brussels and provided strategic guidance on key aspects of the plan's overall goal and priority focus areas. In Vienna in June 2007, the CA reviewed the framework proposed by SSATP country and regional stakeholders and provided suggestions on areas that needed improvement.

The attendance of CA members to the 2007 SSATP annual meeting was record high. Representatives from the EC, Sweden, Denmark, France, UK, AfDB, IsDB, UNECA and the World Bank attended the meeting. The CA members actively participated in the meetings and held a wrap-up meeting during which they reflected on the outcome of the annual meeting, the content of the DP2, and the planned actions to ensure effective implementation of the plan.

The SSATP Board

The year 2007 was a challenging and great one for the Board. Delivering a successor plan which meets the expectation of the stakeholders, providing strategic guidance for a smooth transition (from LTDP to DP2), and ensuring continued support to the Program were daunting but successfully accomplished tasks, though the latter is still work in progress.

SSATP partners are grateful to the SSATP Board for working tirelessly on the development of the DP2. The Board worked hand in hand with the SSATP Program Management Team (PMT) from conceptualization to delivery of the DP2 framework. The Board made every effort to ensure that the plan is owned by the stakeholders and that it is realistic and result oriented. The Board did remarkable work throughout the year to reach the traditional and potential donors using all opportunities. The Board promoted DP2 during the CA meetings in Brussels and Vienna, the World Bank Transport Forum in March 2007, and the Ouagadougou SSATP Annual Meeting. The Board constantly kept abreast active SSATP donors through written communications and personal contacts.

The SSATP Board engagement was not limited to the development and promotion of DP2. The Board also:

- facilitated the engagement of Islamic Development Bank (IsDB) and the African Development Bank (AfDB). As an initial support, IsDB committed \$270,000 for PRTSR analyses in five countries while AfDB availed \$100,000 to fund studies on institutional aspects of Corridor Management Committees in West Africa.
- strengthened the relationship with the African Union (AU). The AU has fully come on board and efforts are underway to build

synergy between SSATP activities and the continental activities of the AU.

- guided the production of the 2006 SSATP Annual Report and released for dissemination earlier in 2007.

The Program Management (PM)

The PMT coordinated thematic activities contained in the 2007 work program. The formulation of DP2 was one of the major tasks of the PMT this reporting year. The PMT, through the Regional Coordinators, intensified its engagement in country and REC transport policy dialogue.

The program management activities were carried out by a small, full-time team located in Washington and in Africa (Nairobi and Yaoundé), with the support of World Bank staff who dedicated part of their time. In 2007 the PMT had the structure showed in Box 20.

2007 witnessed increased decentralization with the Regional Coordinators taking full control of following up the implementation of work program activities in member countries and on

regional transport corridors.

This year there was limited procurement related activities and the handling of the ones in progress was smooth. Payments to contractual services were moving at a good pace. There was in general better communication among the countries, the Regional Coordinators and the Washington based procurement and Finance staff.

The Second Development Plan (DP2)

The formulation process of DP2

The DP2 was developed in a participatory manner engaging all program partners. Its framework benefited from the extensive exchange of views and debates on its content and implementation arrangement. Beside the internal consultations between the SSATP team and the Board, the formulation has passed through series of milestones, as presented in table 12.

Objectives and priorities of DP2

The DP2 is developed with an overall objective of fostering transport policies and strategies

Box 20: Program Management Team Members – 2007

Full time team members (Trust Fund financed)		Part time team members (Trust Fund financed)	
Zaza Ramandimbiarison	Program Manager	Arnaud Desmarchelier	Indicator
		Fanny Barrett	Procurement, Urban Transport & Road Safety
Tesfamichael Nahusenay	Deputy Program Manager	Part time team members (Bank financed)	
Yao Adzigbey	Regional Coordination (West & Central)	Tekie Sium	Finance
Charles Kunaka	Regional Coordination (East & Southern)	Zeina Samara	Finance
Mustapha Benmaamar	RMF	Kingson Apará	RMF-thematic leader
Olav Ellevset	RMF	Ajay Kumar	Urban Transport
Jonas Hermanson	Road Safety	George Banjo	Rural Transport
Monique Desthuis-Francis	Publications	Tawia Addo-Ashong	Road Safety
Mark Njore	Administration	Jean-Francois Marteau	RIT

contributing to regional integration, poverty reduction, and economic growth in Africa, through:

- developing transport strategies facilitating economic growth, poverty reduction and

and dissemination of knowledge and good practices. The Program has also won the confidence of high-level policy makers and transport and non-transport professionals for having the best convening power for transport

Table 12: Key Events/Milestones of the DP2 Formulation Process

Events/milestones	When & where	Actions & outcomes
OPR and SSATP annual meeting	November 2006, Maseru	Identification of key issues and priorities
SSATP team strategic planning meeting	January 2007, Washington	Analysis of issues and outline of core activities
Concept Note preparation by PMT	January 2007	Synthesis of issues identified by stakeholders and definition of options
CA meeting	January 2007, Brussels	Review of the concept note and identification of focus areas
Working document preparation by PMT	March 2007	Outline of program content and implementation
Donor Consultation	March 2007, Washington DC	Discussion on strategic directions and creation of better understanding of program objectives
Stakeholders workshop	April 2007, Nairobi	Synthesis of priority policy development action in member countries and RECs; determining expectations of stakeholders and defining the framework
CA meeting	June 2007, Vienna	Agreement on overall program content and implementation strategy
Consultation	September 2007, Brussels	Refining the framework for DP2
SSATP Annual Meeting	November 2007, Ouagadougou	Review of the framework and launching of DP2

- achieving the millennium goals (MDGs)
- promoting sound transport services and infrastructure management strategies improving the access of the rural and urban poor to economic opportunities and social services
- promoting the adoption of trade facilitation measures in transit transport corridors serving Africa's landlocked countries
- promoting knowledge and good practices in Road Safety, Data Management, Climate Change and Governance

In order to attain these objectives, the DP2 will undertake the core actions indicated in Box 21, which are organized under three themes.

DP2, its value

Over the last 20 years, SSATP has developed unparalleled competence in policy formulation

policy dialogue in Africa. Above all, SSATP offers the best network of practitioners, researchers, operators, civil society, and private sector, to exchange good practices and knowledge on key issues related to transport.

DP2 values emerge from the program's experience and its partners' interests. SSATP partners will live up to SSATP's values indicated in Box 23 by delivering on the priority actions conceived within the framework of DP2 that will certainly enable SSATP member countries to achieve their economic growth, poverty reduction and Africa's integration objectives.

DP2, for whom?

DP2 is a framework that allows SSATP partners to deliver transport strategies responding to the demands of priority economic and social sectors of national growth and poverty reduc

tion strategies, designed to increase productivity and production, to facilitate trade, and improve access to economic and social opportunities, targeting the rural and urban poor.

At the national level, transport as a sector targets the priority economic and social sectors and employment, while SSATP, through the DP2, serves policy makers, managers, planners, transport sector practitioners, regional associations and private and civil society actors to deliver sound transport policies and strategies facilitating growth and poverty reduction.

At the regional level, the DP2 through the Regional Economic Communities promotes transport and trade facilitation measures sup-

porting NEPAD/AU Africa's integration and trade competitiveness initiatives unleashing the transport constraints of landlocked countries and fostering economies along transit corridors, while helping countries function as a region. The DP2 will also continue promoting transport strategies supporting the achievement of the MDGs, which are well anchored in the national and regional level initiatives.

Thus, the DP2 will be serving its member countries and RECs in areas where it has exceptional experience and comparative advantage targeting the following:

- i) Africa's economy in general and the rural and urban poor in particular;

Box 21: DP2 Core Actions

Output 1 (Theme 1): Comprehensive pro-poor and pro-growth transport sector policies and strategies adopted at REC and country level

- Documenting application and impact of the PRTSR and disseminating good practices
- Supporting SSATP coordinators to pursue PRTSR reviews regularly before national PRS updates
- Review of the transport sector strategy to be responsive to PRSP and be pro-poor pro-growth and developing methodology for pro-poor pro-growth transport strategy
- Developing effective Road Safety policies, strategies and action plans , and disseminating RS good practices
- Establishing knowledge base on the impact of transport on climate change in the African context and increasing awareness on transport policies responding to climate change and disseminating the results
- Promoting sound TSDMS and establishing data repository for MDG related transport indicators

Output 2 (Theme 2): Effective institutional and financial arrangements adopted for safe, reliable, affordable and accessible road transport services and infrastructure

- Assisting regional transport associations to promote road sector reforms and rural and urban transport strategies
- Documenting and disseminating knowledge and good practices in RMF and rural and urban transport
- Promoting good practices in institutional setting and financing of road safety
- Developing and promoting the application of anti-corruption and good governance processes in the transport sector

Output 3 (Theme 3): Trade facilitation measures adopted and implemented in major regional transit corridors

- Support RECs in the process of establishing/strengthening corridor management groups and observatories
- Support RECs and corridor groups to roll-out monitoring/observatory good practices and development of corridor action plans
- Identify institutional capacity building needs to implement policies and strategies by RECs and corridor institutions; agree on measures for improvement and supporting RECs to leverage resources for implementation
- Document and disseminate good practice examples reducing the prevalence of HIV/AIDS along regional corridors by engaging private transport operators and NGOs
- Promote road safety along selected corridors in association with the REC-TCC
- Provide knowledge and engage with RECs, Transport Operators, the private sector, Freight Forwarders and port operators to develop policies and strategies reducing costs on selected corridors and disseminate options on transport logistics cost reduction including utilizing performance logistics indices

- ii) Priority economic and social sectors of the growth and poverty reduction strategies;
- iii) Country transport and poverty reduction institutions, the private sector, civil society, regional associations, RECs, AU, etc.

The first two target groups will benefit from the direct products of the transport sector, while the latter being the drivers of the Program and the users of the transport policies and strategies created through the implementation of DP2. As a core target group, DP2 seeks to maximize the role of country stakeholders, regional associations, and the AU, each operating at different scales and with slightly different priorities and niches.

The DP2 priority policy development initiatives will be piloted or tested in selected countries and regional transport corridors. To have a better coverage of the broad spectrum of the membership different set of countries have

Box 22: DP2 Values

- Identifying knowledge gap in transport policy and creating better understanding of key issues and policy options
- Meeting the interest of all beneficiaries at different level, through delivering transport policy knowledge supporting the provision of affordable, safe and reliable transport
- Creating synergy of the various transport initiatives
- Making the voice of transport and non-transport actors heard in policy development

been identified for the priority thematic piloting works. However, due to the diversity of policy issues or demands from member countries, the DP2 will support targeted interventions in non-selected countries and corridors.

The selection criteria and the candidate countries and corridors are presented in Box 23.

Box 23: Candidate Countries where Priority DP2 Activities will be Piloted

Candidate target/selected countries for theme 1

PRTSR Good practice: Countries that have mainstreamed the recommendation of the PRTS review recommendations in PRSs and national transport strategies

PGPTS: Swaziland, Mozambique DR Congo and Burkina Faso -. Countries with good potential to be involved in PGPTS development: Lesotho and Zambia

Road Safety: Burkina Faso, DR Congo, Swaziland, Cameroon, Mali, Mozambique, Uganda. And Nigeria

Data Management: Burkina Faso, DR Congo, Mozambique and Swaziland

Climate Change and Transport: Burkina Faso, DR Congo and Mozambique, Ghana, Mali and Senegal, and CICOS and Bamako-Ouagadougou-Tema corridor

Candidate target/selected countries for theme 2

RMF - Consolidating experience and drawing lessons: Ghana, Ethiopia & Tanzania, Mali and Niger

Rural Transport - Consolidating knowledge and good practice in institutional, financing, regulatory framework for rural transport services and rural access: Ethiopia, Guinea, Malawi ,Nigeria, Tanzania, Zambia, Cameroun and Burkina Faso

Urban Transport - Promoting urban transport strategies: Dakar, Douala, Kampala and Nairobi.

Documenting emerging lessons in BRT : Accra, Dar Es Salaam and Lagos

Candidate target/selected corridors theme 3

The target corridors selected during the REC-TCC meeting, July 2007 are: Central Corridor (Tanzania to Great Lakes countries), CICOS (Matadi-Pointe Noire/Brazzaville Kinshasa/Kisangani Bangui), Lomé- Ouaga- Niamey corridors as pilot corridors

Financial Report

Financing of the Long Term Development Plan (2004-2007)

The contributions to the LTDP were conducted in a form of cash contribution to SSATP administered trust funds, direct contributions to targeted activities and cost elements, and in kind contribution. The cash contributions were made based on a trust fund agreement signed between the World Bank and SSATP donors while the direct and in-kind contributions were through staff assignment, logistics support and direct financing of SSATP work program activities and selected cost elements.

During the LTDP period, SSATP received about \$16.3 million in cash and \$2.1 million in –kind and direct support (with out the in-kind contribution of member countries and RECs). The details are shown below:

1. Cash contributions to a multi-donor trust fund account (MDTF) established by an agreement between the donor partners and the World Bank in its capacity as the administrator of SSATP. This MDTF account comprises contributions from six donors (EU, Sweden, Denmark, Ireland, UK and Norway), who have agreed to finance all activities in the Program. Their contributions were pooled in one account. By 31

December 2007 this account received \$16.2 million, not including the income earned on the undisbursed funds in this account of \$325 K, which raised the total receipts of the MDTF to about \$16.3 million.

2. The program benefited from the cash contribution of two donors who had opted to earmark their contribution to specific activities within the Program. Receipts from these two donors were maintained in separate accounts referred to as “single” donor accounts. These are the Ministry of Foreign and European Affairs in France who has earmarked around \$345K towards the Urban Mobility component of the Program, and the Islamic Development Bank (IsDB) who made a net contribution of \$268K towards the PRTSR in five specific countries.
3. Direct financing:
 - a. The World Bank contribution from its own operational budget, through direct financing of part-time technical and fiduciary staff as well as paying for consultant services, workshops and other overheads as needed to assist the program with its deliverables. The

- Bank contribution over the last four years amounted to around \$2 million.
- b. The African Development Bank contributed directly to UEMOA \$100K towards the financing of a study to establish corridor management committee for West African Transit Corridors which is being implemented by UEMOA.
4. Secondment of experts: Sweden provided technical assistance to the PMT in the form of a full-time specialist in Road Safety who worked on the Program for two years.
 5. Other Trust Fund facilities and partnership in the Bank:
 - a. The Trust Fund for Statistical Capacity Building (TFSCB) has contributed \$100K. The funds were used to conduct surveys on the TSDMS in five countries (Uganda, Ethiopia, Sierra Leone, Cameroon and Niger) to serve in the design of appropriate TSDMS in those countries ; and
 - b. The Norwegian Staff Program trust Fund, which funded around three-year salaries of a full time expert in the field of Road Management and Financing.
 6. UNECA contributed through the provision of workshop venues for events organized by the SSATP, free of charge. The institution also assigns its transport professionals to provide technical advice when need be and the SSATP chairman is a high level member of its staff.
 7. Contributions of stakeholders and member countries participating and mobilizing their time and efforts, free of charge, in the preparation and the implementation of LTDP activities.

Table 13: Summary of Contributions to LTDP

LTDP Income/Receipts as of Dec. 31, 2007 in USD						
Item No.	Source	Receipt 2004	Receipt 2005	Receipt 2006	Receipt 2007	Total LTDP Receipt
1	MDTF	5,764,845.00	2,129,164.00	4,360,888.00	4,000,126.81	16,255,023.81
1.1	EU	4,760,000.00	-	2,978,640.00	2,112,800.00	9,851,440.00
1.2	Sweden	804,845.00	435,951.00	386,947.00	496,776.81	2,124,519.81
1.3	Denmark	-	835,938.00	435,301.00	-	1,271,239.00
1.4	Ireland	-	457,275.00	-	649,500.00	1,106,775.00
1.5	UK(DFID)	-	-	-	501,050.00	501,050.00
1.6	NTF (Norway)	200,000.00	400,000.00	560,000.00	240,000.00	1,400,000.00
2	FTF (French)*****	324,275.00	-	-	-	324,275.00
3	IsDB	-	-	-	268,000.00	268,000.00
4	Norwegian Staff Program	-	-	171,000.00	177,238.92	348,238.92
5	TFSCB	-	-	100,000.00	-	100,000.00
6	Investment Income*****	-	127,041.00	62,825.38	134,173.00	324,039.38
7	Single Donor Admin Fee***	16,213.75	-	-	13,400.00	29,613.75
8	MDTF Admin Fee***	-	345,022.47	209,722.38	188,006.34	742,751.19
	Sub Total TF	6,072,906.25	1,911,182.53	4,213,991.00	4,200,893.47	16,398,973.25
9	WB*	299,848.56	543,612.18	636,901.17	557,787.18	2,038,149.09
10	AfDB**	-	-	-	100,000.00	100,000.00
	Grand Total	6,372,754.81	2,454,794.71	4,850,892.17	4,858,680.65	18,537,122.34
	*WB contribution reserved for Staff Time					
	**AfDB direct contribution to SSATP work program activity					
	*** Admin Fees are the basic administration charges made by the World bank and set in the Trust Fund agreement					
	**** The French started in April 2003 with a contribution of \$429,800 and \$324,275 in 2004					
	***** Investment income for 2004 and 2005 is aggregated in the 2005 column					

LTDP Disbursement

The total disbursement during the LTDP period was about \$15.2 million. The disbursement of funds for LTDP activities reflected the work load attached to the various thematic actions. Disbursement on RTS activities (PRTSR, Road Safety, Gender and Data Management) were about 15 percent of the total LTDP disbursement, while the share of RIT, RMF and ATS was respectively 9, 7 and 6 percent. Since SSATP activities were mostly carried out and managed by in-house staff the program management cost appears to be high as in the previous years (2004-2006) the operational staff costs used to appear under the program management item leading to inflating the program

management costs above what it should have actually been. In 2007, however, these were allocated to the activities on which staff time were spent thus reflecting the appropriate activity costs. In 2007, the dichotomy of the program management cost shows that the expenditure on administrative functions and overhead costs accounts for about 16 percent of the annual expenditure, while the remaining sum is attributed to SSATP staff cost delivering policy products, annual meeting, dissemination and program level works such as mid term reviews and long-term plan development. Table 14 below, shows the level of expenditure for LTDP activities.

Table 14: LTDP Expenditure by Cost Element

Work Program Budget & Expenditure (US\$)	RTS	RMF	ATS	RIT	PM	Total
2007 Expenditure	926,278	298,783	89,511	525,077	2,097,425*	3,937,074
2006 Expenditure	613,692	202,955	317,150	482,955	3,254,976	4,871,728
2005 Expenditure	496,917	426,552	150,946	212,030	1,980,602	3,267,047
2004 Expenditure	298,337	235,893	347,905	194,361	2,093,625	3,170,121
2004-07 Expenditure	2,335,224	1,164,183	905,512	1,414,423	9,426,628	15,245,070

* PM cost include i) \$610K of annual meeting, ii) \$203K of publication and dissemination, iii) \$637K of DP2 preparation and iv) \$648K of administration related and overhead costs

2007 Receipts and Disbursements

In 2007, SSATP accounting and reporting systems were improved to allow the Program to better respond to the reporting requirements of donors. A strong framework for the financial management of SSATP was put in place and transition to the new framework was completed in July. The financial management system attributes costs to activities encapsulated in the work program. In 2007, a total of 26 ac-

tivities were undertaken and preparations and consultations on 10 additional activities initiated. These numbers do not include those associated with program management tasks and the annual meeting.

In 2007, the LTDP exhibited a strong participation among its stakeholders demonstrated in the increased number of the contributors to

the Program. In 2007, DfID, and IsDB joined the Program. Also, AfDB funded, through UEMOA, one of the SSATP activities. UNECA provided venues and workshops supports and the Government of Burkina Faso shared part of the costs of the annual meetings with SSATP. Country Coordination teams and RECs had consecrated lots of their time and efforts to prepare and implement SSATP activities. This increase in the number of partners and participants anchors the unique and effective role of SSATP, which became the main platform for transport sector strategists and policy makers in Sub-Saharan Africa to share knowledge, exchange experience and build capacity.

Receipts

Total receipts in the MDTF in 2007 amounted to \$4 million. An administration fee of \$188K

was charged on these receipts. However, during 2007, the MDTF earned an income of amount of \$135K on its undisbursed balance leading to a net receipt in the MDTF account of \$3.9 million. This amount does not include the contribution from DANIDA which was booked in January 2008, although the transfer was made in December 2007. The total receipts as of December 31, 2007 from single donors amounted to \$431K. The World Bank contribution reached its level high of \$557K. The net cash receipts, which include the MDTF account and the two single donors' accounts, amounted to \$4.3 million, not including the World Bank's contribution referred to above. Table 15 shows the summary of receipts in 2007.

Table 15: Receipts in 2007

Source	Receipts US\$
Multi-Donor Trust Fund	3,947,141.09
Denmark*	–
DfID (UK)	501,050.00
European Commission	2,112,800.00
Ireland	649,500.00
Norway	240,000.00
Sweden	496,776.81
Investment Income	135,020.62
Administration fee	(188,006.34)
Single Donor Trust Fund	431,838.92
France	–
Islamic Development Bank	268,000.00
Norwegian Staff Program	177,238.92
UNECA	
WB TFSCB	
Administration fee	(13,400.00)
Total Receipts	4,378,980.01

* Danida's contribution of \$489,144 was booked in January 2008

Disbursements

In 2007, the total LTDP disbursement amounted to \$4.7 million, comprising of \$3.9 million from MDTF and single donors, and \$767K of World Bank's contribution and disbursement from other trust fund facilities within the World Bank (NSP-TF & TFSCB).

2007 saw the preparation of the Second Development Plan with a total cost of \$644K. Program Management costs amounted to about \$769K (\$570K of overall coordination and administration related costs and \$199K of over-

heads) representing around 16 percent of the total program disbursement in 2007.

In 2007 the AfDB has provided support, equivalent to \$100K to a trade facilitation project conceived under the SSATP WP. This amount was not calculated as a receipt since it was directly paid to the beneficiary and did not go through the regular accounting system of SSATP. However it was recorded as a direct contribution to the program. Table 16 shows the total disbursement for 2007 of \$4.7 million detailed by activity and source of financing.

Table 16: Disbursements by Activity (\$US)

Program Activities during reporting period	MDTF	World Bank	Other Partnerships	Disbursements Jan to Dec 07
ATS-National & rural transports services study	-	-	-	-
ATS-Advocacy: Large cities study/UM Discussion group	-	37,494.17	-	37,494.17
ATS-Establishment of Urban Transport Database	-	-	-	-
ATS-Support to Urban Transport Policy Development	-	-	-	-
ATS-Dakar Bus financing	-	30,440.00	-	30,440.00
ATS-Impact of motorcycle growth in Africa	-	-	-	-
ATS-Support to ARTA	89,511.05	46,063.16	-	135,574.21
ATS-Technical note on good practices/data analysis	-	-	-	-
RIT-Chirundu and Beit bridge Observatory	70,168.00	-	-	70,168.00
RIT-Guidelines on Axle Load Control	-	-	-	-
RIT-North South Corridor Legal Arrangement	30,033.60	3,407.04	-	33,400.00
RIT-Northern Corridor Observatory	70,765.73	-	-	70,765.73
RIT-Support to REC-TCC	156,713.36	12,857.04	-	169,570.40
RIT-UEMOA Corridor Observatories	78,411.42	-	-	78,411.42
RIT-UEMOA Establishment of Corridor Mgmt Committee	-	-	-	-
RIT-Update of Northern Corridor Treaty	41,984.82	-	-	41,984.82
RMF-Development of RONET	28,847.06	23,011.20	-	51,858.26
RMF-Framework for improved empirical data	-	-	-	-
RMF-Review of Road Funds in Africa	56,109.87	7,569.65	60,316.60	123,996.12
RMF-Training needs assessment	-	-	-	-
RMF-Road Management Tools Guide	40,353.87	-	40,211.07	80,564.94
RMF-Support Country formulation/Implementation	-	-	-	-
RMF-Support to ARMFA	80,412.07	3,990.50	40,211.07	124,613.64
RMF-Support to ASANRA	16,704.00	-	20,105.54	36,809.54
RMF-Update of Legislation CD-Rom	-	-	-	-
RS-Road Safety Policy Development	155,715.37	156,454.91	-	312,170.28
RS-SSATP/SIDA (Africa Road Safety Congress)	117,578.99	1,485.12	-	119,064.11
RS-Support African Road Safety Practitioners Network	-	-	-	-
RTS-PRTSR-Implementation of Action Plans	-	-	-	-
RTS-PRTSR Burkina Faso	45,809.06	-	-	45,809.06
RTS-PRTSR Burundi	68,222.56	-	-	68,222.56
RTS-PRTSR Central African Republic	92,425.86	-	-	92,425.86
RTS-PRTSR Ethiopia	74,924.73	-	-	74,924.73
RTS-Indicators Transport Performance	41,550.26	9,565.18	49,548.87	100,664.31
RTS-PRTSR Zambia	17,690.32	-	-	17,690.32
RTS-PRTSR Gambia	14,685.60	-	-	14,685.60
RTS-PRTSR Kenya	23,773.79	-	-	23,773.79
RTS-PRTSR Niger	56,144.46	-	-	56,144.46

Program Activities during reporting period	MDTF	World Bank	Other Partnerships	Disbursements Jan to Dec 07
RTS-PRTSR Swaziland	32,962.64	-	-	34,167.12
RTS-PRTSR Benin	-	-	-	-
RTS-PRTSR Mozambique	-	-	-	-
RTS-PRTSR Chad	-	-	-	-
RTS-Support to SSATP Coordination Function	107,794.61	-	-	107,794.61
Preparation of DP2	637,599.64	6,610.00	-	644,209.64
Program Management	448,002.55	122,508.55	-	570,511.10
Field benefits	230,356.28	-	-	230,356.28
Indirect or overheads	199,569.10	-	-	199,569.10
Annual Meetings (Burkina Faso)	538,690.65	71,814.23	-	610,504.88
Annual Meetings (Lesotho)	71,068.05	-	-	71,068.05
Dissemination	202,495.14	24,516.43	-	227,011.57
Total disbursement	3,937,074.51	557,787.18	210,393.15	4,706,459.32

The Current Transport Sector Development Environment

The majority of countries across Africa are investing large resources in the transport sector. The investments are complemented by several regional, continental and international initiatives that are shaping the transport sector development environment across the continent. The majority of the bi- and multilateral players are SSATP partners, making their activities of special significance to the general development of the transport sector. The recent successful replenishments of ADF 11 (African Development Bank), IDA 15 (World Bank) and EDF 10 (European Union) have important implications on the flow of resources to transport and other sectors. Some of the significant developments over the report period include the following institutions.

The African Development Bank

The African Development Bank (AfDB) has recently started implementing a new strategic plan over a four-year period (2007-2010), where the transport sector will focus on:

- i) Financing regional transport corridors;
- ii) Financing of greenfield road projects;
- iii) Increase infrastructure asset base at the national level by financing road rehabilitation projects and putting emphasis on maintenance and attendant capacity building;

- iv) Development of PPP projects especially in connection with the extractive industries in Regional Member Countries (RMC) for the development of transport infrastructure; and
- v) Development of multisector projects.

Of direct relevance to the work of SSATP is the AfDB investment in various corridors where the Program is involved, including the Tema-Ouagadougou-Bamako, extending the Northern Corridor in East Africa to Ethiopia, undertaking a feasibility study on a key bridge on the North-South Corridor in Southern Africa and a comprehensive support (together with the World Bank) to the East Africa Trade and Transport Facilitation Project. It is also supporting various railway rehabilitation and extension projects in East and West Africa.

The AfDB also supports capacity building on the continent through the NEPAD Infrastructure Project Preparation Facility (IPPF). The facility seeks to provide support in response to well defined roles, responsibilities, and well prepared infrastructure delivery plans from RECs and other regional players.

The World Bank

Together with the AfDB and the European Union, the World Bank is one of the largest actors in the transport sector in Africa. Its activities

encompass investments in national and regional infrastructure, supporting sector reforms, and developing knowledge on the transport sector.

The World Bank strategy for Africa is anchored in the Africa Action Plan (AAP) which was launched in 2005. Through the AAP, the World Bank works in partnership with other development partners to undertake a set of concrete results-oriented actions to assist African countries to meet as many MDGs as possible. The AAP provides a structure capable of managing the significant increase in resources available to Africa in the IDA-14 and 15. Two areas of interest to SSATP stakeholders are part of the set of eight that the AAP focuses on: strengthening the African private sector as well as expanding and upgrading road networks and transit corridors. Implementation of the AAP, especially during the IDA 15 period, will therefore have significant impacts on the flow of resources to the transport sector.

IDA was recently replenished with increased resources to enable the World Bank to help the world's poorest countries adapt to the negative impacts of climate change, and promote regional integration and cooperation, for which there is a growing demand, especially in Sub-Saharan Africa.

In addition to the direct investment in infrastructure and institutional development in which the World Bank is engaged, it also undertakes the development of knowledge which is of great importance to progress. Among several such recent products, the World Bank has concluded two significant pieces of work of high importance to the transport sector in Africa, the Africa Infrastructure Country Diagnostic (AICD) study and the Transport Cost study. The AICD covers fiscal costs, investment needs and sector performance indicators in 24 countries in Sub-Sahara and provides a set of

baseline unit cost data against which future improvements in infrastructure services can be measured, to subsequently monitor results achieved from current increases in financial flows. The set of baseline data is also expected to enable the provision of a more solid and empirical foundation for prioritizing investments and designing policy reforms in the infrastructure sectors in Africa.

The other major work is the Transport Cost study, which identifies, examines, and quantifies the factors behind Africa's high prices of road transport, with an objective to helping policy-makers adopt appropriate actions to reduce transport prices to domestic and international trade. The study is an eye opener as it challenges most previous assumptions on the contributory factors to transport prices in Africa with important implications on interventions required to improve transport on the continent.

The European Union

The EU–Africa Partnership on Infrastructure is the framework for EU's support to the transport sector. On 24 October 2008, the European Commission and the African Union Commission (AUC) launched the EU-Africa Partnership on Infrastructure. Several development programs, agencies and countries, including the RECs, the AfDB, the World Bank, UNECA and the SSATP took part at the launching which was held at the AU headquarters in Addis Ababa, Ethiopia.

The Partnership will:

- focus on continental, trans-boundary, regional missing links and national infrastructure in transport, water and sanitation, energy, and ICT sectors that secure interconnectivity across the continent and its regions. The transport work will mainly focus on the trans-African corridors;

- have access to the resources available through the EU-Africa Infrastructure Trust Fund. The newly created Trust Fund facilitates the blending of EC grant resources and those from EU member countries, or loans from the European Investment Bank and other development financiers. This Trust Fund, launched in 2007, has started receiving considerable financial pledges of support from a growing number of EU member states giving much needed traction to the Partnership; and
- work with other stakeholders, especially the AfDB. There is therefore a need to harmonize the various continental initiatives on infrastructure.

The two Commissions created a Steering Committee for the Partnership. This Committee will physically meet once a year, provides policy guidance on the Partnership and facilitates coherence and consistency of the various strategic plans. It will be coordinated by the Department of Energy and Infrastructure in the AUC.

The launch of the Partnership was significant to SSATP work in two respects. Firstly, it emphasized the importance of sound road management and financing as the basis for sustainable deliverables of road infrastructure, and secondly, it recognized that trade facilitation measures were critical to realizing the transport and integration objectives of the Partnership. Both are areas where the SSATP has been involved for considerable periods of time and where it has developed guiding principles and approaches. The SSATP has been instrumental in road sector reforms that have taken root in numerous countries, and it has also been actively working to improve the performance of regional transport corridors, including designing systems for monitoring such performance. The work of the SSATP under DP2 will there-

fore make a direct contribution to the realization of the objectives of the Partnership.

In addition to the SSATP contribution to this new Partnership, the Program took part in July in discussions on the NEPAD Medium and Long Term Strategic Framework where it was recognized to take the lead on trade and transport facilitation activities, using the REC-TCC. The year was therefore significant as the SSATP became the main champion for improving transit facilitation in SSA.

The Infrastructure Consortium for Africa

The above multilateral actors and other partners are also involved in other continental initiatives including the Infrastructure Consortium for Africa (ICA), which facilitates infrastructure investment. The ICA established in 2005 addresses national and regional constraints to infrastructure development through the sharing of information, project development and good practices. It is not a financing agency but it acts as a platform to catalyze donor and private sector financing of infrastructure projects and programs in Africa. Its work program covers:

- Capacity & institutional strengthening
- Advocacy
- Analytical work in support of ICA activities
- Cooperation in project preparation
- Enhancing donor coordination

The ICA has also decided to increase the number of joint-financing opportunities by playing a greater role in bringing China, India, the Arab partners and the private sector into regional infrastructure projects. This is critical to the scaling up agenda and information sharing is an important first step.

The New Partnership for Africa's Development (NEPAD)

In 2007, NEPAD started preparing a Medium to Long Term Strategic Framework (MLTSF)

in which transport is one of the major sectors covered. As the African Union has also been proposing developing Master Plans, in October 2007 a major decision was made to merge the NEPAD MLTSF with the latter meaning the continent will have unified infrastructure development strategies. This enhanced initiative is being coordinated by the African Union Commission. Preparation of the new framework will be as inclusive as possible and will be informed by the AICD, sub-regional master plans and existing growth diagnostic studies.

The UN MDG Africa Working Group

As part of the initiative of the UN Secretary General to refocus attention on the achievement of the Millennium Development Goals (MDGs), the AfDB, the EC, the World Bank and the ICA Secretariat all support the work of the Infrastructure and Trade Facilitation Thematic Working Group. The UN Secretary General and the President of the General Assembly

of the UN plan to convene a high-level meeting on the MDGs in September 2008. In 2005, the SSATP defined transport sector indicators to contribute to the drive towards achieving the MDGs.

The Bilateral Donors

All the SSATP bilateral donors as well as several other countries support various investment and sector reform programs in the transport sector. However, through improved coordination, the support is increasingly specialized such that donors are focusing their energies on activities where they have comparative advantage. For example, some donors now focus on road safety, axle load management, rural roads, agriculture, trade facilitation, urban transport, etc. The SSATP continues to engage with these donors either at Program level or on specific activities so as to benefit mutual clients from the potential synergies.

Country and Regional Economic Community Pages

This section portrays major policy development activities and notable achievements in the sector of member countries, in particular, those supporting growth and poverty reduction.

Table 17: Snapshot of Policy Development Activities and Results in 2007

Thematic activity	Activities and Results
Transport Strategies	
Poverty reduction and transport strategy review (PRTSR)	<ol style="list-style-type: none"> 1. Review completed in 18 countries including 4 new countries in 2007 (Burkina Faso, Central African Republic, Ethiopia, Gambia) 2. Lobbying for implementation of recommendations and action plan in 9 countries (Burkina Faso, CAR, Mali, Senegal, Uganda, Lesotho, Malawi, Rwanda, Swaziland, Ethiopia and Zambia) 3. Reviews ongoing in Cape Verde, Burundi and Niger 4. Burundi, Mozambique and Benin are undertaking preparatory steps
Indicators	<ol style="list-style-type: none"> 1. Transport indicator Initiative Interim Review for 3-cycle data collection undertaken five countries 2. Data collection in progress in Douala, Yaoundé, Malawi, Niger
Transport sector policy development	<ol style="list-style-type: none"> 1. Transport sector policy document completed through participatory approach in Mali, Malawi, DRC. Only Lesotho did it last year 2. Niger, Benin, Central Africa, Senegal Uganda, Tanzania, Burkina Faso & Cameroon undertaking preparatory steps to draft policy document 3. Ethiopia started developing transport master plan and Zimbabwe finalized first ever national transport policy.
Transport master plan	<ol style="list-style-type: none"> 1. Malawi, DRC & Mali drafting transport investment plan or National Transport Policy implementation strategy
Road Management & Financing	
Management	<ol style="list-style-type: none"> 1. New road agencies established in Madagascar, Gambia, Uganda and Zambia 2. Restructuring of road agencies of Senegal, Zambia, Malawi and Sierra Leone 3. New road agencies under preparation in Ghana, Kenya and Swaziland 4. PAM & RED in preparing estimates of road maintenance requirements
Financing	<ol style="list-style-type: none"> 1. New road funds established in Senegal, DRC, and Burkina 2. Restructuring of road funds of Gabon, Benin, Madagascar, Niger, RCA, Malawi, Zambia and Sierra Leone
Transport Services	
Urban mobility	<ol style="list-style-type: none"> 1. Follow up large cities institutional, financing and normalization study (Cameroon)

	<ul style="list-style-type: none"> 2. Planning exercise to address the issues of urban mobility is underway (Swaziland) 3. Providing suitable road infrastructure, foot paths, bridges and crossings and influencing the provision of services by the private sector to routes that cut down walking distances (Tanzania)
Rural mobility	<ul style="list-style-type: none"> 1. Preparation of National Rural Transport Strategy (Côte d'Ivoire) 2. Development of rural transport services strategy (Cameroon) 3. Preparation and approval of strategy (Uganda) 4. Improvement of community access roads (Swaziland) 5. Enhancing the capacity of local governments at village, ward, and district levels to effectively coordinate rural transport infrastructure and services (Tanzania) 6. Use of IMT (bicycles, ambulances and ox-cart created in Uganda)
Regional Transport	
Interstate corridors	<ul style="list-style-type: none"> 1. Kenya-Uganda railways concessioning commenced March 2006 2. Setting up efficient baseline monitoring Tool in selected corridors (UEMOA Observatories established and Northern Corridor observatory and database developed)
Transit corridors	<ul style="list-style-type: none"> 1. NCTTA Agreement reviewed & adopted. Ratification initiated in member countries. 2. Follow up transit corridor activities (Cameroon and Central African Republic) Regional Transport facilitation program launched January 2008 3. Monitoring completed at Chirunu border post, where legislation for a one-stop border post was adopted in the two countries Zambia and Zimbabwe.
Cross-cutting issues	
Gender	<ul style="list-style-type: none"> 1. All countries mainstreaming gender into the road transport & addressing gender issues in transport through the PRTSR
Employment generation	<ul style="list-style-type: none"> 1. Labor-based methods application in Uganda, Ghana, Zambia. Labor & Employment Act in Zambia
Road safety	<ul style="list-style-type: none"> 1. Road Safety units established in Senegal, Mali, Ghana, Nigeria, Burkina Faso, Benin, Togo, Uganda, Zambia & Malawi 2. An international road safety congress held in Accra in February 2007 attended by participants from 20 SSATP member countries 3. Road safety survey was undertaken in 15 countries in 2006 4. Detailed surveys and studies are ongoing in Cameroon, Uganda and Kenya
HIV/AIDS	<ul style="list-style-type: none"> 1. HIV policies developed in 10 countries 2. HIV/AIDS Transport strategy was developed with support from ILO and NERCHA focusing on haulers along transit corridors 3. PRTSR reviews have included actions and recommendations to limit the spread
Dissemination	
	<ul style="list-style-type: none"> 1. Website created in Niger and transport bulletin printed annually in Tanzania 2. SSATP coordination Newsletter (Malawi)

Central African Republic

For SSATP/CAR coordinators, the year 2007 was marked by: (i) the official launch of the transport strategy and policy review process in the Central African Republic (Poverty Reduction and Transport Strategy Review, PRTSR); (ii) the promotion of transport policy, and oversight and outreach for various road and river projects and neighborhood sanitation schemes in the capital; (iii) the participation of a Central African delegation in the proceedings of the General Assembly.

The workshop sessions on the PRTSR process, in which all stakeholders participated, culminated in the following main recommendations: (i) updating of the Transport Sector Program (sector policy paper), for which financing is sought; (ii) attention to certain forgotten points in the Poverty Reduction Strategy Paper (PRSP) at the upcoming reviews, particularly issues related to transport services in the different modes of transport found in Central Africa (road, river, air); (iii) NGO and civil society participation in development of the Transport Sector Program.

Several projects to improve transport conditions inside the country were completed during the last year. In particular:

(i) In the area of river transport, passenger barges were built and placed in operation, and the number of cargo barges was increased. These new investments help facilitate service to the neighboring countries of the DRC and Congo-Brazzaville. There is also a need to lay plans for passenger and cargo barges to reduce

the isolation of the country's hinterland, in place of the small boats that exist today. This would help improve river safety.



A newly rehabilitated gravel road in CAR

(ii) With respect to roads and bridges, sections of a number of roads were rehabilitated: Nola/Bayanga/Berbérati with FED/Stabex coffee financing; Sibus/Grimari; Bossembélé/Bossangoa (148 km); Garamboulai/Baoro (220 km); Bambari/Alindao/Kongbo/Mobaye (220 km); Sibus/Dékoua (153 km) with financing from the Road Maintenance Fund.

Sanitation projects were undertaken by the Government in certain neighborhoods of Bangui with support from the EU. The objective was to rid unhealthy neighborhoods of consequences of flooding during the rainy season.

The standardization of vehicle documents within CEMAC led the Government to move forward in 2007 with initiatives to change vehicle registration papers and driver's licenses. The new plates carry a bar code showing the vehicle's characteristics, and the new papers are supposed to be impossible to forge.

Nigeria and RTTP

Nigeria through participation in the Rural Travel and Transport Program (RTTP) of the SSATP initiated the development of the Rural Travel and Transport (RTT) Policy for Nigeria in collaboration with the World Bank and national stakeholders. The draft final RTT, finalized through a rigorous participatory process and endorsed by the National Council on Transport in 2005 is now an integral part of the National Transport Policy.

The RTTP was embraced by the country as one of the tools for the poverty alleviation program of the Federal Government and has a developmental objective of contributing to the improvement in the quality of rural life and reducing the level of poverty in ensuring all year round accessibility and mobility in the rural areas.

In order to ensure compliance with the guidelines recommended by the SSATP for participation in the RTTP, the Country religiously followed three-stage RTTP evolution process that included a sector diagnostic stage, policy development stage before arriving at the present Policy Implementation Stage with the emergence of the Rural Access and Mobility Project (RAMP).

RAMP emerged as an implementation strategy option for the development of rural transport infrastructure under the RTTP and is guided by the RTT Policy within the context of the National Integrated Rural Development Policy and its implementation document, the Rural Development Sector Strategy. RAMP is a major rural transport intervention project and is being funded by the Federal Government in collaboration with State Governments and devel-

opment partners (World Bank and the African Development Bank).

RAMP is being implemented as a pilot project in selected States, while the RTTP, a more comprehensive program of the Federal Government, is designed to take RAMP to all 36 States of the Federation and Federal Capital Territory, Abuja.

RAMP specific development objectives

- a. Providing improved all-weather access road networks in selected and prioritized rural development areas,
- b. Rehabilitation/ upgrading and repair of selected prioritized river crossings throughout the State, and
- c. Supporting the institutional reform in the transport sector to streamline and improve the management of the state-wide road network, and to sustain coordination of the national rural travel and transport program.

Project design

The main focus is to improve rural roads especially gravel and earth roads leading to and servicing areas with agricultural and other rural development potentials. The intervention areas are prioritized according to current and future development potentials. Participating states are expected to select the road linkages to be developed by the project in accordance with the agreed Terms of Reference and contribute counterpart/parallel funds to be agreed with the development partners.

Project Implementation

In 2006, the Federal Government adopted the National Policy on Rural Travel and Transport,

which recognizes that transport is central to the development of a society and that improving rural mobility and easing the transport burden must constitute a significant part of the county's poverty eradication program. The overall objective of the policy is to develop an adequate, safe, environmentally sound and economically efficient rural travel and transport system. The Government, under the Federal Ministry of Agriculture and Water Resources (FMAWR), has commenced the implementation of the policy through the Rural Travel and Transport Program (RTTP). The program is further supported by the various rural access and mobility projects to be implemented at the state level. This RAMP is part of the RTTP. Under this arrangement, the role of the Federal Government is to coordinate, support the States and ensure the implementation of the policy while the responsibility for implementation of the projects rests with the States, the ultimate goal is to give the Local Government Areas (LGAs) the needed capacity to implement such projects in the future. Key stakeholders have to be consulted on the choice and implementation of interventions. Nigeria's federal constitution assigns independent responsibilities for roads to all three levels of government – the 774 LGAs, the 36 States and the Federal Government. Each State is responsible for planning, budgeting, financing and executing construction and maintenance of the roads under its jurisdiction.

The Federal Project Management Unit (FPMU) of the Federal Ministry of Agriculture and Water Resources (FMAWR) has its main focus on the overall RAMP coordination, monitoring and evaluation while implementation will be managed exclusively at the State level through the State Project Implementation Units (SPIU) supervised by the State Project Management Committee (SPMC). The identification of intervention Projects areas and de-

velopment of design, and bidding documents, contract award and contract supervision will be handled by the SPIUs.

Implementation Arrangements: National and State requirements

The FPMU in FMAWR is responsible for the implementation of the policy through the Rural Travel and Transport Program (RTTP). Most of the RAMP activities will be implemented at State and Local Government levels through the State Project Implementation Units (SPIUs) supervised by the State Project Management Committee (SPMC) with the FPMU focusing on initial project identification (in conjunction with the States) and then project coordination, monitoring and evaluation. This will ensure national implementation review and amendment of the overall RTTP to enable efficient improvement of rural access and mobility. Effective coordination is critical as the RAMP-Projects will be guided by and will be supporting the implementation of Rural Travel and Transport Policy which represents an overall policy framework for introduction of better, safer, sustainable and comprehensive rural transport throughout the country

Components

RAMP includes three main components:

Rehabilitation & Maintenance of Transport Infrastructure: This will support the rehabilitation and maintenance of critical links of the rural (state, local government and access) road network and other transport infrastructure in the selected geographical areas in support of State development initiatives. The planned interventions will be undertaken with longer-term asset management through performance and output-based road contracts (OPRC) for the identified road networks as well as specific works contracts for the rehabilitation, replacement or provision of culverts and bridges

to improve rural access outside the selected road networks.

Institutional Strengthening and Capacity

Building: This focuses on

- Strengthening road management, planning, programming, procuring and supervising road contract skills, both on state and local government levels, through on the job training, specific training and technical assistance;
- Promotion of the implementation of RTTP I to empower local governments and communities to participate in the management and provision of rural transport infrastructure and services; and
- Capacity building in the implementation of multidisciplinary infrastructure projects.

Rural mobility improvements: This focuses on the identification and support of different options of intermediate means of transportation (IMT) involving both the private sector and community-based organizations. In addition, it will provide advice and support rural enterprise to improve livelihood.

Selection of states to participate in RAMP

The process for the selection of states to participate in RAMP ensures adherence to geopolitical balance and generally based on the following:

- i. Criteria worked out by the government and the development partners (economic criteria with emphasis on rural population, agricultural potentials).
- ii. Result of annual State Bench Marking Exercise conducted by the National Planning Commission (NPC), to ascertain level of the states' commitment to good governance. Under such OPRC arrangement, the contractor will be responsible for providing all roads at a certain level of service, e.g. minimum travel

ance with respect to the implementation of their SEEDS (State Economic Empowerment and Development Strategy) document.

- iii. States that demonstrate willingness for financial support to the project through submission of a Letter of financial Commitment to the RAMP, FPMU.

Accordingly the council is to urge the states to embrace the reforms in the rural transport sub sector as well demonstrate their commitment to partner with the Federal Government in bringing RAMP to all State through their financial commitment and participation in the annual SEEDS Bench Mark Exercise.

States currently participating in RAMP

Six States namely Kaduna, Enugu and Osun sponsored by the World Bank, and Cross River, Adamawa sponsored by the AFRICAN Development Bank, have been selected to participate in the donor funded pilot project. Niger State has recently been selected as the sixth State and has been recommended for World Bank sponsorship bringing the status to one State per each of the six geopolitical zone. Each pilot project has a duration of about four years.

Kaduna State RAMP

The RAMP preparation in Kaduna has been appraised and negotiated. The project is to cost \$72 million covering 427 Km of rural roads selected from 8 Local Government Areas (LGAs), which are among the top prioritized intervention areas and about 132 river crossings spread across the entire State within the purview of the project. The improvement and maintenance of the roads in the intervention areas will be through long term OPRC packages. speed, maintaining road widths and open drainage channels and structures for the duration of the contract period. He would be paid

based on his performance in achieving these service levels and not on inputs including individual maintenance and rehabilitation activities completed.

Project status

World Bank sponsored States:

- i) Kaduna – Board date in March 2008
- ii) Enugu – Project Identification

iii) Osun – Project Identification

iv) Niger – Pre- Identification

ADB sponsored States:

i) Cross River – Loan Agreement signed and State has a budget envelop of about USD 54m for the rehabilitation of about 474 km of rural roads. Effectiveness is in March 2008.

ii) Adamawa - Pre-identification

Nigeria and the Federal Road Safety Commission

The Federal Road Safety Commission (FRSC), the Lead Agency in road traffic administration and safety management in Nigeria organized an international conference on road safety in Africa as part of a series of activities to celebrate two decades of meritorious service to humanity. The conference was held at the Abuja Sheraton Hotel and Towers from 18th to 19th February 2008 with the theme “Road Safety Management in Africa: Vision 2020”. The conference provided the Commission with the opportunity to take stock of its past activities and to chart a course for the future.

The main objectives of the conference were clearly stated in the executive summary which is reiterated as follows:

- a. To highlight the social and economic implications of road traffic crashes, in order to appreciate and drastically reduce road traffic injuries, as such raise awareness and resources for road safety improvement in Africa.
- b. To review the current road safety management practices in developing countries, Africa and Nigeria in particular. The conference will review progress made so far by African countries in improving road safety; with concurrent knowledge sharing from best practices of other participating developed countries.
- c. To appraise for implementation the recommendations of the World Report on road traffic injury prevention and the African Road Safety Initiative.
- d. To advance the development of National action plans for Road Safety activities in African countries and identify ways to mobilize resources for rapid improvement in road safety.

Abuja plan of action

The conference identified certain problems militating against the maintenance of safety on our roads. These include:

- a. Engineering (traffic signs, road markings, traffic signals, lane markings, etc.).
- b. Infrastructure (poor road maintenance)
- c. Health (accident trauma, drugged and drunk driving, lack of paramedic intervention).
- d. Inadequate government and alternative funding.
- e. Capacity building including lack of professionalism and inadequate training
- f. Poor and inadequate use of stakeholders
- g. Lack of integrated transport system.
- h. Vulnerability of road users.
- i. Inadequate investment in transport infrastructure.
- j. Road traffic injuries is a major public health problem in African countries, post-crash care require an approach with a comprehensive national trauma care system. This is to be executed by the lead agency in collaboration with all stakeholders.

In view of the foregoing the conference resolved as follows:

- a. Road safety is a shared responsibility requiring inter-agency, inter-governmental and international collaboration.
- b. Governments and related agencies should create a reliable database and employ technology to promote effective road safety management.

- c. African countries should adopt the lead agency model as employed in Nigeria to manage road safety.
- d. Governments should provide a regulatory framework for road transportation.
- e. Governments should involve safety experts in the design and construction of transport infrastructure.
- f. African governments should invest in education and integrate road safety into the curriculum of their educational institutions. They should also strengthen their public enlightenment campaigns on road safety practices to foster safety conscious attitudes in road users.
- g. Governments should seek to establish road safety colleges to enhance the capacity and competence of road safety officials and to ensure national standards.
- h. African governments should allocate adequate funds in their national budgets to the development of road safety infrastructure.
- i. Governments should adopt appropriate road safety strategies and promote exchange of good practice.
- j. Road safety should be integrated into the development strategies of African nations.
- k. African governments should integrate safe road design concepts into their road transport infrastructure projects.
- l. The volunteer culture in traffic safety management should be promoted across Africa.
- m. Governments should muster the necessary political will to enforce road safety legislation meeting international best practice.
- n. African governments should promote the development of integrated and co-ordinated multi-modal transport systems.
- o. Governments should establish paramedic-training institutions and train-the-trainer programs to enhance the capacity of road safety officers to assist road accident victims.
- p. Some of the practices in the airline industry such as the maintenance of passenger manifests, payment of insurance benefits/compensation to accident victims should be incorporated into the road transport industry in Africa.
- q. Governments should develop the necessary framework for more effective enforcement of traffic rules and regulations. This should include legislation establishing permissible levels of blood alcohol concentration.
- r. The capacity of the FRSC and similar agencies to provide first aid to accident victims should be enhanced.
- s. The FRSC and similar agencies should play advisory roles to governments in the development of transport infrastructure.
- t. This action plan should be made available to all governments and inter-governmental organizations in Africa.

Rwanda Transport Sector Key Achievement in 2007

The mission of the transport sector in Rwanda is to contribute to the economic development and poverty reduction, through development program and projects, financed by the Government, the development partners, and other local initiatives.

The transport sector activities were focusing the following objectives that constitute the key pillars of the sector policy.

Strengthened institutional framework and increased implementation capacity

Implement public service reforms in the transport sector: the process started in 2004, focused on creating more efficient transport infrastructure structures and staff. It concerns the central administration, the executing agencies and the decentralized administration at districts level.

Capacity building through training programs in Rwanda, in partnership with international and national higher learning institutions involving ministry and districts technical staff. The partner institutions were indentified to train staff from the key transport sector agencies at MSc Degree in transport economy, planning... Technical short courses will also be offered.

Reduced transport costs for domestic products and internationally tradable goods

Transport facilitation (simplified border crossing procedures) through the One-Stop Border Post (OSBP) Program institutionalization: construction of OSBP at Nemba border post with Burundi, consultations on going with Uganda for the development of OSBP at Gatuna border post, and with Tanzania at Rusumo border post.

Utilization of modern and efficient equipment to facilitate transit transport:

- a. procurement process for the acquisition of cargo scanners at final stage
- b. consultations on going with Uganda and Kenya for the acquisition of a regional electronic cargo tracking system along transport corridors,
- c. consultations on going with Uganda, Tanzania and Kenya IT interconnection between regional Revenue Authorities (implementation process underway),
- d. Strategic studies identified for the development of alternative transport modes to ensure effectiveness and to curb transport costs: Terms of Reference are under discussion with the development partners.

Railway:

- a. Isaka- Kigali- Bujumbura railway Project: Feasibility study ongoing to be completed between June and August 08, immediately followed by detailed technical studies (10 month time).
- b. Participation in the design of the EAC Railways Masterplan, in the context of the Regional integration.
- c. Isaka Dry Port feasibility study: procurement process at an advanced stage for the recruitment of the consultant.

Oil pipeline: consultations on going with Uganda and Kenya for the participation in the development of the Eldoret-Kampala-Kigali pipeline project

Air Transport:

- a. Bugesera International Airport: Feasibility study completed, Technical studies to follow by mid 2008 (Consulting Engineer under procurement).

- b. Other airports and aerodromes: technical studies to be launched for the extension/rehabilitation of Kamembe and Gisenyi airdromes.

Improve the road network condition:

- a. Routine maintenance contracts have been implemented over the paved road network.
- b. Multiyear's (3 years) maintenance contracts approach has been introduced on some paved roads, to be extended to the entire classified road network over the next years.
- c. Earth roads Program (22 roads, 870 km, over a 3-year period) has been adopted by the Government: currently under implementation.
- d. The paved road network has been rehabilitated: 112 km of road rehabilitation are currently on going.
- e. The paved road network has been extended: 60 km of new construction have been completed.

Assure quality and durability of rural, urban and international transport network

Strategic planning and quality control

- a. A **maintenance strategy** focused on efficiency and results oriented multi-annual programming: final draft available, valida-

tion workshop held in December 2007; to be adopted by the Cabinet.

- b. Develop the Transport Master Plan. A procurement process is ongoing for the recruitment of an international consultant, under World Bank financing.

Improve safety for goods and passengers on the principle modes of transport

Road network protection:

- a. Axle load control has already started, to be extended to the entire paved network: overloaded vehicles to be avoided.
- b. Establishment of a transport database: traffic counts campaign initiated in 2007, to be extended to the entire classified network.
- c. Introduce regulatory measures of dissuasion to enhance transport safety: driving regulations are being reviewed; Vehicles Technical Inspection Centre currently operational
- d. Weighbridges set up at border posts: to be operational by April 2008, software acquisition in process

Road safety education and sensitization campaigns accessible to all: Media campaigns on road safety issues regularly organized on radio, television and newspapers.

A Study of the Establishment of a Corridor Regulatory and Legislative Framework in Member Countries of ECCAS

The Economic Community of Central African States (ECCAS) is an economic space that encompasses Angola, Burundi, Cameroon, the Central African Republic (CAR), Chad, Congo, the Democratic Republic of Congo (DRC), Equatorial Guinea, Gabon, Rwanda, and Sao Tomé and Príncipe. By means of the Brazzaville Treaty of October 18, 1983, these 11 countries established a common economic space, the aim of which is “to promote and strengthen harmonious cooperation, and balanced and self-sustained development in all fields of economic and social activity, particularly in the fields of industry, transport and communications, energy, agriculture, natural resources, trade, customs, monetary and financial matters, human resources, tourism, education, further training, culture, science and technology and the movement of persons, in order to achieve collective self-reliance, raise the standard of living of its peoples, increase and maintain economic stability, foster close and peaceful relations between Member States and contribute to the progress and development of the African continent.” Unfortunately, these lofty goals have never been achieved.

In fact, due to the inadequacy of transport infrastructure and the low complementarity between the economies of member countries, intra-Community trade remains very slight and in some cases nonexistent, accounting for less than 3 percent of the total volume of imports and roughly 5 percent of exports. Current demand for transport services to handle Community trade over existing routes between

countries of the sub-region is therefore very low. The transport sector accounts for just 5 to 10 percent of GDP in the sub-region. On the other hand, direct investment in overall transport supply and management consume quite a significant portion of each government’s public investment budget, ranging between 25 and 40 percent of the budget, depending on the country. All the national budgets treat this as a priority. However, overall transport supply remains very inadequate, outdated, and non-competitive. Within the sub-region, transport costs remain very high. For landlocked countries in particular, transport costs may run as high as 40 or even 70 percent of the consumer price because of the many physical and non-physical obstacles encountered in the transport of goods in transit.

These obstacles prevent the sub-region’s transit corridors from running smoothly, which in turn encumbers real-time movements of goods and logically hinders rapid development of a true industry of reliable transport in the sub-region. These institutional, organizational, and structural blockages are in some cases the result of a diversity of programs, laws, and regulations and contradictory and burdensome procedures that strongly penalize transport activities. Accordingly, ECCAS has initiated a baseline study for the purpose of proposing a suitable framework for facilitating transport industry investment promotion.

Furthermore, the public/private partnership for transport infrastructure financing also remains relatively embryonic, largely unstructured, and generally ineffective. Joint analysis

of overall transport supply and the procedures used at this time points to the necessity of proposals revolving around two major options: a minimalist option and an evolutionary option. The former focuses on the rehabilitation and full development of critical routes selected on the basis of previously established, consensual criteria. The second option focuses on a new principle, based on the reconstruction and upgrading of transport infrastructure to meet the standards and requirements of globalization.

To that end, a Community-wide transport policy should first be adopted, and an investment charter established as well. In time, this will drive a new dynamic for transport industry investment promotion in ECCAS countries inasmuch as such a policy requires the development and adoption of a reference document, which could be in the form of a “white paper on Community transport policy in the ECCAS zone.” This document will not only permit the consolidation and harmonization of procedures, but will also provide a strategic framework for transport industry development in the sub-region. It should also facilitate improved channeling of investments in this vital sector of the economy. Such a partnership will entail new trigger mechanisms which are essential for setting in place a sound, modern infrastructure.

In reality, it has been amply noted that not one of the governments of the sub-region is in a position to release necessary and indispensable funding, nor is capable of undertaking large modern infrastructure projects that meet speed, safety, and cost-effectiveness standards. In more than two decades, Central Africa has not witnessed any large-scale work projects aimed at modernizing its transport systems. And, in the face of globalization, there is a need to call upon the private sector, which is better able to satisfy existing and potential demand. The world possesses floating capital in search

of reliable projects and this capital needs to be tapped to bring the transport sector in Central Africa out of its state of lethargy.

From an organizational perspective, a useful model can be found in the practices observed in the North Corridor and the development of an ECCAS High Authority for Corridor Coordination. This entity will be made up of a Permanent Secretariat and National Transit Facilitation Committees for transit operations. The National Committees will need to work in close collaboration with freight management organizations, which should be included at the operational level. This means that, depending on how operational, functional, and effective these freight management entities are, they could take care of the daily management and real-time tracking of cargo.

They will thus be responsible, depending on their level of structure and management, for fully and appropriately playing a watchdog role in these corridors. Effective and inescapable synergy will develop at this level between the various entities set up in this way. In relation to the National Transit Facilitation Committees, these freight management organizations that also play a watchdog role will be in a position to identify and correct all the bad practices encountered along the transit corridors. In addition, organizing the transport of goods in transit requires facilitation instruments that are light, easy to use, and understandable to all.

For that reason, it is no longer useful today to adopt the TIPAC, TIR, or TIA carnet models but rather the current transit document model which appears more effective. In fact, the transit document system that is currently in effect in Corridor 1 of the CEMAC zone could be adopted as a facilitation instrument and as the sole valid customs document for the transport of goods in transit. This option requires that the system of guarantees be better organized,

which could be done by a socio-professional organization representing forwarding agents and road haulers and, to the greatest extent possible, freight management organizations or, alternatively, it could be done by CICOS. This will have the advantage of eliminating bank guarantees, the financial costs of which discourage investors in the transport sector.

The duly guaranteed transit document will serve as the sole customs document, to be filled out on the basis of the International Vehicle Letter (*Lettre de Voiture Internationale*, LVI) required for all cargo transport in the zone. To accomplish this, there is a need for substantial restructuring and modeling of the management systems and methods of the socio-professional organizations expected to play a role of guarantor. This requires capacity-building and the introduction of a more highly structured managerial model. The substitution and formation of this structure will provide a new thrust to the transport of goods in transit and could even result in substantial emulation by economic operators in this sector. At the same time, these entities will need to acquire real-time cargo control instruments and resources (radio, mobile telephone, automated tracking system, trackers, GPS, etc.). Such a structure will be less cumbersome and will perform better if transport infrastructure is modernized and made more competitive. In any event, a preliminary study would first be necessary to define the problem more clearly and to better organize the system.

Finally, the analysis performed has clearly shown that Central Africa, in comparison to the rest of the world, is substantially behind the times in terms of reliable and competitive transport investment and infrastructure. The distance/travel time ratios in the sub-region are the lowest in the world. The inadequate transport infrastructure in Central Africa constitutes the single greatest physical obstacle to traffic

integration and flow. If nothing is done to address this physical obstacle, then all the facilitation measures and instruments adopted will serve no real purpose. The transport infrastructure must be upgraded to make the transport system more competitive and efficient; otherwise, it will be impossible to meet the requirements of globalization.

There is thus a need for profound change and redirection of transport policies regarding investment in the transport sector. This change should begin by redefining the route selection criteria in order to make the transport system (all modes combined) more modern and better adapted to world requirements of the 21st Century. There is first of all a need to embrace the strategic option of rebuilding more effective routes to connect all the major cities and capitals of countries in the sub-region. These surface transport systems should include quality road transport, interconnected high-speed rail systems, and large-scale river and lake transport using more modern ships and other watercraft. This criterion requires the redefinition and reconstruction of new, more operational and more reliable layouts to guarantee nonstop movement and free flow in the transport of cargo, goods, persons, and services in the sub-region. Success will hinge on the following conditions:

1. Each member country must accept and integrate the principle of encouraging the involvement of private capital in the effort to develop community infrastructure. This means setting up long-term (25-50 years), renewable, build-operate-and-transfer (BOT) contracts with very specific terms and conditions. Such contracts give the private sector latitude to build quality infrastructure and manage it.
2. Social peace must be maintained in all member countries, and there must be a total

cessation of hostilities and organized crime in certain countries of the sub-region.

3. Investments and private capital need to be safe and secure.

In a more moderate context, the ECCAS General Secretariat will need to examine carefully, under the minimalist option, the idea of establishing an ECCAS Integrated Community Transport Systems Maintenance Fund to overcome the physical obstacles analyzed above and solve the problem of the poor condition of transport infrastructure. This fund could be

modeled on existing road funds. It offers the advantages of guaranteeing the sustainability of rehabilitated investments and addressing the entire range of transport infrastructure (all modes combined) through a financing mechanism capable of defining quotas and levels of intervention.

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Learning and Knowledge Sharing

This year's report presents articles from SSATP partners on topics related to transport development, specifically on transit transport corridor management and intermediate means of

transport (IMT). The articles are contributed by the World Bank staff and a professional from a SSATP member country.

The Cost of Being Landlocked: The Need for a New Conceptual Framework

Despite international awareness of the challenges faced by landlocked developing countries (LLDCs)⁴, and national efforts over the last decades supported by donors and international institutions, many LLDCs⁵ are still negatively hampered by their geographic characteristic and in most cases improvements have been dismal.

This article tries to explain why donors' initiatives have so far brought limited results on the ground. It underlines the need for a new conceptual approach and provides new analytical tools to help assess the critical constraints faced by LLDCs.

⁴ Landlocked countries are defined as countries without direct territorial access to sea.

⁵ As of 2007, there were 32 landlocked developing countries of which more than half is classified as Least Developed Countries (LDCs), mainly dispersed amongst four continents: 15 in Africa, 12 in Asia, 2 in Latin America and 2 in Central and Eastern Europe.

The Current Paradigm

A consensus on the solutions to tackle the circumstances of being landlocked was reached as far back as 1921⁶. Since then, initiatives have mostly centered on two core sets of measures: (i) setting up legal frameworks to establish the freedom of transit; and (ii) supporting large investments in transport infrastructure.

The right to freedom of transit for landlocked countries has been enshrined in various bilateral, regional, and multilateral treaties, such as Article V of GATT or the 1958 Geneva Convention on High Seas (further developed in the 1982 Montego Bay Convention). In addition, many international agencies have addressed the challenges of LLDCs, including the United Nations's 2003 Almaty Ministerial Conference.

⁶ The first seminal document for landlocked countries was the Convention and Statute on Freedom of Transit signed in 1921 in Barcelona.

The Almaty Agenda was then designed to ensure the recognition of freedom of transit in international agreements; the development of transport infrastructure; and the encouragement of transnational cooperation.

Many additional (often overlapping) multilateral and bilateral agreements for transit facilitation have been introduced and endorsed by transit and landlocked countries to define transit transport environment and each party's responsibility. More than a hundred of such agreements exist in Sub-Saharan Africa alone⁷.

LLDCs continue to face high transaction cost, trade less, and grow slowly

However, transport infrastructure development requires not only a large initial investment, but also substantial recurrent expenditures to maintain the existing infrastructure in a reliable condition. Despite numerous initiatives and donors' efforts to provide corrective measures to mitigate the cost of being landlocked, LLDCs continue to suffer from their geography with much higher transaction costs than coastal developing countries and, therefore, more limited trade flows and typically slower economic growth.

Variants of the new economic geography, new trade theory, neoclassical and endogenous growth theories have been applied to highlight the nexus between geographic location, trade and economic growth. The literature concludes that: (1) landlocked countries trade less vis-a-vis coastal countries⁸ (up to 50 percent less than coastal countries)⁹; (2) landlocked countries experience weaker growth than maritime countries¹⁰ (being landlocked reduces average

growth by about 1.5 percentage points)¹¹; and (3) on average landlocked countries had longer recourse to IMF-supported programs than coastal countries.

In today's global economy, access to international markets is critical to building a diversified economy and reducing poverty. However, LLDCs have many hurdles in reaching international markets. Typically, the cost of inland transportation of over 1,000 miles (1,600 km) amount to the cost of 6,000 miles of sea transport (10,000 km).

Unpredictability is more crucial than inflated transport prices

Recent empirical data highlight that most problems related to the cost of being landlocked derive not from higher costs as such but from delays on roads and the impact of delays and logistics. Unpredictability appears more crucial than inflated transport prices. Consequently, donors have to change the focus of their interventions or else the current advocated measures could lead to the same disappointing results.

The global marketplace requires product inputs from many locations. Transit inventory costs include container rentals, deposit costs or demurrage charges, terminal and storage facilities. Estimates indicate that every day spent in transit adds 0.8 percent to the cost of goods. Fafchamps et al (2000) show that the incidence of delayed deliveries has a strong positive effect on inventory holdings. Based on a sample of firms, the authors find that Zimbabwean firms hedge delivery risk by building input inventories. In developing countries, safety stocks due to uncertain transport delivery can even reach one year of expected sales.

Likewise, uncertainty in delivery schedules negatively affects businesses both on the export

⁷ Grosdidier de Matons, *Facilitation of Transport and Trade in SSA: A Review of International Legal Instruments*, SSATP Working Paper N0 73 (2004).

⁸ Irwin and Tervio (2002).

⁹ Limao and Venables (2001).

¹⁰ Bloom and Williamson (1997).

¹¹ MacKellar et al (2002).

side (unreliability for clients) and on the import side (need to increase inventories to cater for uncertainty). In the case of Africa, calculations have shown that uncertainty in delivery schedules can have an even higher impact on businesses than long transit time.

Higher delays in ports hurt more than delays inland

Surprisingly, and as shown in the following table giving examples of transit time in days in Africa, the bulk of these delays occur in ports:

The same is also true for the uncertainty factor, which is evenly split along the logistics chain in proportion to the time spent. In this context, delays due to port uncertainty can account for as much as 75 percent of the delay/uncertainty associated with shipments. Bad roads and roadblocks add to the hurdles, but often in a limited way.

lengthy clearance systems and poor market organization. While initiation of transit at every corridor should take less time than the final clearance, factual observation points to the contrary. Goods traveling to landlocked countries deal with the time equivalent of three clearance processes (or more), while non-landlocked transit countries face only one.

This phenomenon, which is partly explained by the importance of Customs revenue in a developing country's budget, amplifies the uncertainty on the transit time.

...but also widespread rent seeking activities

Transit regime often adds major complications, and companies are often sanctioned under unclear rules that fuel corruption at the border. Importers and exporters are discouraged from shipping products through a transit country, which results in governments being

	Port	Transit country A	Dry port Border	Transit country B	Clearance	Total time
Douala-Ndjaména	24	4		8	3	39
Mombasa Kampala	13	4	1	1	2	21
Dar es Salaam-Kampala	17	5	2	1	2	27

The economics of transit partly explain the cost of being landlocked...

Transit regimes are systems of national and international transit designed to protect each country's customs against tax evasion. Using these systems, landlocked countries can trade beyond their immediate neighbors, while preventing goods from being diverted without paying duties.

Although many countries are impacted by high transport cost and port delays, LLDCs are at a particular disadvantage because of multiple,

deprived of potential tariff revenues and customers denied access to affordable products.

Transit administrative costs and overhead expenditures (such as illegal facilitation, procedural fees, and mandatory transit services) play a major role in the overall political economy of transit. Furthermore, the inefficiency of transit regimes tends to perpetuate low service quality and informal activities, especially in environments characterized by poor governance and weak business practices. Certain traders and service operators then take advantage of these

deficient transit systems to embark on rent-seeking behaviors.

Such systems are also unable to adjust to global logistics networks and to efficiently link to the international market. The few operators that can work in this environment would usually try to take advantage of the others' inefficiencies to charge extremely high overheads.

Transport share and freight allocation procedures are also an important consideration. In many trade corridors, freight allocation is controlled by a market organization (cartel or syndicate). In this system, the regulator adjusts the price so that the fixed cost is recovered, irrespective of the number of kilometers traveled per month.

Because of uncertainty and the low quality of service provided, freight forwarders tend to increase the rates charged in many LLDCs. The magnitude of transit overhead becomes very significant at each corridor, therefore impacting logistics costs at four levels (direct cost, overheads, delays and uncertainty). In addition, there are limited incentives for agencies and operators to be transparent.

Overall, high transaction costs for companies in LLDCs derive from delays, logistics unpredictability, inefficient transit regimes and excessive overheads

The Need for a New Conceptual Approach and New Tools

Removing unnecessary transit overhead costs would create large gains for LLDCs. More efficient supply chain management would in turn lower fixed costs and improve the quality of service, thereby reducing uncertainty and delays. More trade fostered by lower costs could lead to better market shares.

Bilateral and multilateral aid organizations should explore new directions to tackle the cost

of being landlocked. Rather than supporting the signing of new agreements, there is a need for increased coherence among donors to ensure the pursuit of common objectives and the implementation of coordinated instruments.

A major reduction of transaction costs in LLDCs could be achieved by focusing on the following five priorities:

- Developing comprehensive cost analysis (direct, overheads, delays, regimes) for each LLDC. This would help identify the binding constraints on competitiveness of LLDCs, including that stemming from the transit conditions in coastal countries.
- Supporting the adoption of revised transit systems in developing regions in accordance with the framework in place in global markets. Such revised transit regimes would reduce delays and remove many causes of unpredictability at departure, en route and at destination.
- Encouraging Customs modernization and reform to eliminate red tape and duplication in processes. Revised Customs procedures are highly beneficial once they are aligned with international conventions, standards, and practices.
- Fostering dialogue and effective cooperation among countries on cross-border and sub-regional cooperation issues in trade and transport (rather than pushing for new agreements).
- Supporting advanced research to better understand the optimal role of air transport (as compared to other modes) and related public investments. A strong air transport usually provides a predictable, cost-efficient linkage to global markets.

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Sion Tri-Moto Fills the Gap for Rural Women and Students in Côte d'Ivoire

Under the decentralization policy pursued by the Ivorian government since the early 2000s, local councils have been instituted and set in place, thus boosting efforts to take measures and actions locally to improve the condition of the roads and thereby reduce the isolation of rural and peri-urban areas.

Such actions by local authorities have resulted in greater mobility for area residents, especially women and students whose needs were not adequately addressed by existing means of transportation (transport of produce from the field, transport of water from well to home, travel to area markets or from depots to villages, school travel to and from home, medical evacuations, etc.).

To tackle these specific travel concerns, *Société de Moyens Intermédiaires de Transport* (SOMIT) has constructed an intermediate, multidimensional means of transportation called the SION Tri-moto. The main objective of this motor tricycle is to ease the transportation problems of students and lighten the daily work of women in rural and periurban areas.

SOMIT has handed the task of promoting this important means of poverty reduction in Côte d'Ivoire to the NGO PROSAF (Women's Advancement and Health) and in Africa to REFATE (African Women's Network for the Promotion of Transport and Trade).

National and international organizations and residents benefiting from SION MOTO services in various towns around the country unanimously agree that this is a truly useful means of transportation.

As a tangible evidence:

- i) The School Canteens Directorate of the Ministry of National Education, in collaboration with the NGO PROSAF, has supplied motor tricycles to student cooperatives in the sub-prefectures of Issia and Alépé so students will have an easier time reaching school (in the case of students who travel long distances), and so the water and food needed for meal preparation can be brought each day;



A pregnant woman transported to the hospital by motor ambulance

- ii) A number of towns in eastern central Côte d'Ivoire (Bondoukou, Tanda, Daloa, Bouaflé, and Bocanda) received a grant of CFAF 33 million to purchase motor ambulances. This grant was provided by UNFPA in collaboration with the NGO PROSAF. The vehicles have been turned over to the various health centers and are used in particular to transport pregnant women who are about to give birth. The objective of this initiative is to reduce maternal mortality and improve access to health services. To round out the grant, PROSAF has initiated training for the community manager to promote optimal use of the vehicles as well as village road maintenance;

iii) Under the Transport Sector Adjustment and Investment Project (CI-PAST-World Bank), the Rural Travel and Transport Program (RTTP) has provided SION Tri-moto tri-cycles to several villages in collaboration with the NGO PROSAF in order to facilitate travel between villages and to supply rural areas with drinking water.

In the near future, SOMIT intends to offer speedboat services to enhance the mobility of lagoon area and riverside populations.

Germaine TOURÉ

Chair of the Board of Directors of SOMIT

