

2010



SSATP Annual Report



SUB-SAHARAN AFRICA TRANSPORT POLICY PROGRAM



SSATP Annual Report 2010

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January – December 2010



Sub-Saharan Africa Transport Policy Program

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.

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The SSATP is a partnership of

- 36 SSA countries
- 8 regional economic communities
- 2 African institutions: *UNECA, AU/NEPAD*
- 8 donors: *European Commission (main donor), Austria, Norway, Sweden, United Kingdom, Islamic Development Bank, African Development Bank, and World Bank (host)*
- Numerous public and private state and regional organizations

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Abbreviations

ADA	Austrian Development Agency
AFCAP	Africa Community Access Programme
AfDB	African Development Bank
AGA	Annual General Assembly
AGEPAR	Association of African Road Managers and Partners
AGM	Annual General Meeting
ALCO	Abidjan-Lagos Corridor Organization
AMU	Arab Maghreb Union
ARMFA	African Road Maintenance Funds Association
ARTA	African Rural Transport Association
ASANRA	Association of Southern African National Road Agencies
ATPC	Africa Trade Policy Center
AU	African Union
AUC	African Union Commission
BC	Border Committee
BRT	Bus Rapid Transit
CA	Constituent Assembly
CAADP	Comprehensive African Agriculture Development Program
CCTFA	Central Corridor Transit Transport Facilitation Agency
CEN-SAD	Community of Sahel-Saharan States
CICOS	<i>Commission Internationale du Bassin Congo-Oubangui-Sangha</i>
CN	Concept note
CODATU	<i>Coopération pour le développement et l'amélioration des transports urbains</i>
DfID	Department for International Development (United Kingdom)
DP2	SSATP Second Development Plan
DRC	Democratic Republic of Congo
EAC	East African Community
EC	European Commission
ESA	Eastern and Southern Africa
EU	European Union
FAO	Food and Agriculture Organization
FESARTA	Federation of East and Southern Africa Transporters Associations
FIA	<i>Fédération internationale de l'automobile</i>
GAI	Governance and Integrity

GRSF	Global Road Safety Facility
gTKP	global Knowledge Transport Partnership
HDM	Highway Development and Management Model
IFRTD	International Forum for Rural Transport and Development
IITA	International Institute for Tropical Agriculture
ILO	International Labor Organisation
IsDB	Islamic Development Bank
JICA	Japan International Cooperation Agency
KTA	Kenya Transporters Association
LTDP	SSATP First Long Term Development Plan 2004-2007
MDG	Millennium Development Goal
MDTF	Multi-Donor Trust Fund
MoU	Memorandum of Understanding
NEPAD	New Partnership for Africa's Development
NRI	Natural Resource Institute
NSA	North Star Alliance
NTS	National transport strategy
OSBP	One-Stop Border Post
PGPTS	Pro-Growth, Pro-Poor Transport Strategy
PPIAF	Public-Private Infrastructure Advisory Facility
PPP	Public-Private Partnership
PRS	Poverty Reduction Strategy
PRTSR	Poverty Reduction & Transport Strategy Review
REC	Regional Economic Community
REC-TCC	Regional Economic Community–Transport Coordination Committee
RMF	Road Management and Financing
RONET	Road Network Evaluation Tools
RS	Road safety
SADC	Southern Africa Development Community
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
SSA	Sub-Saharan Africa
SSATP	Sub-Saharan Africa Transport Policy Program
TCC	Transport Coordination Committee
TMEA	Trademark East Africa
TSDMS	Transport Sector Data Management System
TTCA	Northern Corridor Transit Transport Coordination Authority
UATP	African Association of Public Transport
UATP	<i>Union africaine des transports publics</i>
UEMOA	West African Economic and Monetary Union
UITP	International Association of Public Transport
UNCTAD	United Nations Conference on Trade and Transport
UNECA	United Nations Economic Commission for Africa
USAID	United States Agency for International Development

Message from the SSATP Interim Board Chairperson

In 2010, SSATP moved forward with the implementation of the Second Development Plan (DP2), originally adopted in 2007, and refined through consultation with SSATP's member countries and partner organizations at the SSATP Annual Meeting 2009 in Lilongwe. Although the full funding originally envisaged for DP2 is not yet available, the financing partners have made sure that sufficient funding is available for most of the tasks in the development plan, with the European Commission as the main contributor. On behalf of the Board, I would like to thank all of the financing partners for their continued support and commitment to the SSATP.

The current work program is organized into three themes. The first theme focuses on transport sector strategy and in particular the adoption of Pro-Growth, Pro-Poor Transport Sector Strategies (PGPTS). During 2010, impact studies were carried out to assess the effectiveness of earlier Poverty Reduction and Transport Strategy Review (PRTSR) interventions, and a start was made applying the latest PGPTS approach in a synchronized manner with national transport strategy updates so as to better foster the adoption of improvements.

The second theme of DP2 focuses on more operational issues in transport sector management, and progress has been made with studies and workshops on financing and management of roads, rural transport and urban transport. Regional associations will have an important role in supporting and sustaining improvement in the management of transport, and SSATP is working with such associations where appropriate.

Regional integration through the proper functioning of transit corridors is the third theme of DP2. SSATP supports the Regional Economic Communities Transport Coordination Committee (RECTCC), which has proved very effective at bringing together all of the organizations involved in operating and developing transit corridors in sub-Saharan Africa, and which reviews and refines the SSATP work program for this theme. Activities during 2010 included a review of legal instruments and further work on transport corridor observatories.

A series of activities on cross cutting issues have also been initiated, including climate change, governance, road safety, HIV/AIDS, Gender, and Transport Sector Data Management.

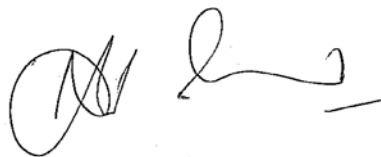
The implementation of improvements in transport sector policy is critically dependent upon local activities in each SSATP member country. Throughout 2010 there has been increasing emphasis on

working more closely with SSATP's National Coordinators, including a meeting of National Coordinators in May, a series of three sub-regional meetings in September, and a meeting immediately before the Annual Meeting in October. These meetings have helped determine how the role of the National Coordinators can be strengthened during the remainder of DP2.

The SSATP Annual Meeting is crucial to the success of the Program, and is a key requirement of the SSATP governance structure so as to help ensure that it remains an Africa led Program through consultation afforded at such meetings with all member countries and partners. The SSATP Annual Meeting 2010, under the theme "Moving Africa Forward: Transport Policies for Growth and Integration", was held in Kampala, Uganda, from October 18 to October 21. In addition to technical presentations on transport topics and facilitated discussions on each part of the work program, a Ministers' round table discussion was held in Kampala which reaffirmed support from SSATP member governments and made recommendations to guide the Program. SSATP is very grateful to the Government of Uganda for hosting this important meeting.

SSATP is going through a period of changes, and some administrative issues have showed progress in 2010, in particular synchronization of the Program's task leadership needs with the provision of resources. The SSATP Board has been monitoring this situation closely, and changes in the organization and management of tasks have been made to help improve progress.

I would like to take this opportunity to thank SSATP's member countries and their National Coordinators, the Regional Economic Communities and other partner organizations, my fellow Board members, the Program Management Team, the Africa Sustainable Development Department and its Transport Unit for their continued dedication to supporting the success of SSATP.

A handwritten signature in black ink, consisting of a large, stylized initial 'S' followed by a series of loops and a horizontal line at the end.

Supee Teravaninthorn

Interim Chairperson, SSATP Board

Theme 1

Transport Sector Strategies

Comprehensive Pro-Poor and Pro-Growth Transport Strategies (PGPTS)

Background

The overarching objective of Theme 1 is to deepen stakeholder buy-in on pro-poor and pro-growth transport policy choices and to enhance policy development processes. The thematic work is underpinned by the 2009 guidance note¹, also referred to as the framework, which defines pro-growth, pro-poor transport strategy (PGPTS) and identifies the principal elements for consideration in the development of such a strategy. The framework had concluded that transport strategies had not been successful in delivering adequate access for the rural and urban poor. The theme therefore seeks to improve on sector strategies by piloting the framework recommendations and reviewing past transport sector policy performance with a view to introducing improvements where necessary. In order to buttress the thematic outputs, activities addressing key cross cutting issues as well as the enhancement of national coordination roles are included.

¹ Tesfamichael Nahusenay Mitiku, *A Framework for a Pro-Growth, Pro-Poor Transport Strategy*, SSATP Working Paper No 89, Washington D.C, October 2009.

The latter activity is indeed considered pivotal to the success of the entire program because it creates the essential interface between the program and its stakeholders. The following section highlights the accomplishments during the reporting period.

Application of the PGPTS

The first pilot on Pro Poor Pro Growth Transport Sector Strategy Review (PGPTS) started in 2010 in Burkina Faso and is to be completed in 2012. Whereas such an activity would have typically been carried out directly by SSATP, Burkina Faso PGPTS pilot was the first country executed work of its kind. The review followed a participatory approach in line with the Guidance Note, bringing together stakeholders at both district and regional levels, under the supervision of Steering Committees. Validation of the report on phase 1 of the study took place on August 26, 2010. Due to internal delays, the final stakeholder workshop to discuss the study findings could not take place. Similar studies planned for Sierra Leone and Zambia did not take place mainly due to lack of adequate resources and activity timing.

Commencement of the Sierra Leone study could not proceed due to the consultancy proposal far exceeding the available budget. In Zambia, government did not start the planned review of its transport sector policy. Consultations were ongoing to determine which alternative member countries could be considered for the pilot application of the PGPTS.

The principal focus of the pilot studies was to initiate the development of pro-growth, pro-poor transport strategies through a structured participatory process in the formulation and updating of the national transport strategy by prompting the participation of private and public sector role players, and facilitating the engagement of grass root level stakeholders in its development.

Furthermore the pilots aimed to assess whether the sector level and specialized task management institutions had sound systems and operational procedures. An in depth assessment of human resource demand had to be mapped out and a clear short and long term strategy addressing the core manpower problems developed. The sector management strategy would provide solutions to the implementation capacity problems that often cripple the realization of sectoral programs and projects.

Application and impact review of PRTSR

The Application and Impact Review of the PRTSR, also referred to as the AIR study, was conducted from April to June 2010 in five Francophone countries (Benin, Burkina Faso, Cameroun, Burundi and Mali). The review of five Anglophone countries (Kenya, Malawi, Rwanda, Swaziland and Uganda) started in June and was completed in August 2010. The report was submitted in September 2010 and summary findings were presented at the 2010 Annual Meeting.

This report assessed the application of PRTSR recommendations in the formulation of the national transport strategies.

The PRTSR was a flagship initiative of SSATP's Long Term Development Plan that sought to create shared understanding by a broad range of stakeholders on how to improve national strategies in order to optimize the contribution of transport towards poverty reduction. The central purpose of the AIR study was to establish process ownership, participation, and impact on national transport and poverty reduction strategies, as well as strategy implementation.

The other crucial focus of the AIR was to evaluate the benefits derived from the PRTSR exercises and the constraints encountered. This information would assist in establishing national transport strategies improvements in order to optimize the contribution of transport to economic growth and poverty reduction, and in supporting national stakeholders to develop and implement appropriate transport strategies.

The review process involved a Steering Committee of six members, about thirty stakeholder representatives and four stakeholder workshops. A critical measure of its success was the adoption of the final report containing key recommendations and action plans.

The choice of the Steering Committee composition was based on the PRTSR plan. All the sectors (public, private and civil society) were represented, although the public sector dominated. Women were also well represented in the Steering Committee.

The recommendations and accompanying action plans of the PRTSR have to a large extent been integrated in the poverty reduction strategies and national transport strategies (NTS) of most countries as shown in the table on Relevance of the PRTSR process in relation to NTS and PRS.

Summary of findings of the AIR study on poverty reduction and transport strategies

The AIR essentially assessed the extent to which the poverty reduction strategies of the selected countries included national transport strategy linkages for their potential impact on poverty reduction.

The PRTS allows transportation professionals and those responsible for poverty reduction strategy development to take into account the specific Transport needs of socio-economic sectors, representatives of the vulnerable and to deal with cross cutting issues such as HIV/AIDS, security, gender, employment, environment.

The PRTS attached priority to the transportation sector, at least in countries where recommendations are incorporated in policy and strategies documents.

There was political commitment at the highest transport sector authorities and within the structures responsible for developing and monitoring the strategy on poverty reduction.

The strategies for the transport sector take into full account the goals and priorities of the poverty reduction strategy – further evidence that the PRTSR recommendations have been to a large extent integrated into the PRS.

The contribution of transport to other sectors should be better articulated.

Indicators for transport contribution to poverty reduction and Millennium Development Goals (MDGs) must be defined and included in the poverty reduction strategy (PRS) of member countries;

PRS in turn must clearly define the access and mobility needs of vulnerable groups, including children, women, the elderly, and physically challenged people;

To the largest degree possible, the PRS should address the needs of rural and urban poor, and of women and men in a balanced manner;

PRS must clearly define the objectives and priorities for transport.

Some of the factors considered critical to the PRTSR approach and which probably explain why it is regarded by stakeholders as suitable and relevant for transport policy/strategy and poverty reduction strategy review are:

- Dynamic, high-level, cross-sector Steering Group—prepared to invest time and effort;
- A strategic vision of the role of civil society and the private sector in transport strategy – with willingness by the public sector for their involvement;
- Good preparatory work is essential, including very good stakeholder analysis, and selection and preparation of documents to analyze;
- Stakeholder groups, with motivated women and men, knowledgeable in the issues and able to influence national strategies. Careful, informed choice of stakeholders is needed

- Good technical support to Steering Group, e.g. from supporting Ministries; and
- Good communication between the Steering Group and SSATP, and rapid feedback and support from SSATP, particularly concerning procurement of support services.

The AIR-PRTS review also found that five East and Southern Africa countries had moved to sector program and were at various stages of formulating and or implementing sector strategies and programs. One of the main impacts of the adoption of the outcomes of the PRTS reviews is the increasing amount of budgetary allocations that the transport sector received. For example, Kenya has been allocating relatively more to (transport) infrastructure than the other ESA countries, perhaps due to the relatively bigger size of its economy, but more importantly, it

Relevance of the PRTSR process in relation to NTS and PRS

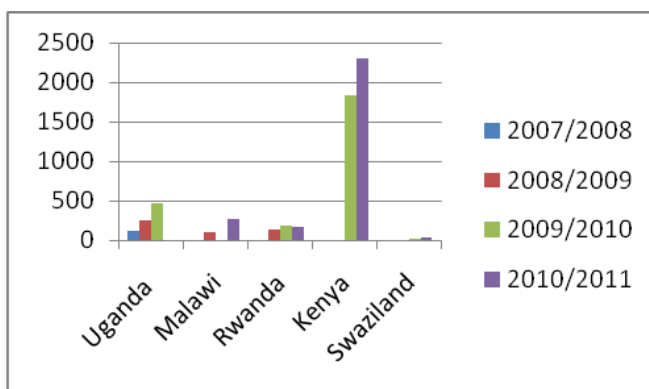
Country	Recommendations & action plan included into NTS	Recommendations & action plan included into PRS	Overall relevance
Malawi	Yes	Yes (Fully)	High
Swaziland	No	Yes (Partially)	Moderate
Uganda	Partially (in process)	Yes (Fully)	High
Rwanda	Yes (Fully)	Yes (Fully)	High
Kenya	Yes (Fully)	Yes (Fully)	High
Mali	Partially	Yes (Fully)	High
Benin	Not Yet	Not Yet	High (Govt. approval)
Burkina Faso	In progress(Pilot for PGPTS)	Yes (Fully)	High
Cameroon	Yes	Yes (Fully)	Moderate
Burundi	No	No	Partially

Source: AIR-PRTSR, 2010

had been implementing reforms that were consistent with a PGPTS.

In the case of Benin, there was a noticeable increase in budgetary allocations in the transport

Annual allocations to ministry of transport (in million dollars)



Source: AIR-PRTSR,2010

sector which had risen threefold from FCFA 47 billion (\$94 million) in 2004 to FCFA 137 billion (\$274 million) in 2010.

For Burkina Faso, there was also a considerable increase in budgetary allocations within the transport sector from FCFA 40 billion in 2001 to FCFA 135 billion in 2009 (\$80 million to \$270 million). Some of the major problems identified in the integration of the recommendations of the PRTSR review into the PRS strategy included: Slow buy-in by other sectors and donors (Benin, Uganda); Budgetary or funding gap (Swaziland, Uganda, Burundi, Cameroon); Missing supportive legislation; and Systems constraints to carry out Monitoring & Evaluation.

SSATP national coordination

Regional and sub-regional meetings for SSATP National Coordinators were held on September 6th and 7th 2010 in Entebbe, Uganda, on September 9th and 10th in Bujumbura, Burundi, on September 14th and 15th in Ouagadougou, Burkina Faso, and on October

16th and 17th in Munyonyo, Uganda before the SSATP Annual Meeting. The primary objectives of the meetings were (i) to gather and consolidate feedback on progress of each country, to be assembled into a report for each group of countries before the Annual Meeting; (ii) to provide country level input to the review of plans for the SSATP Work Program for 2011; (iii) to discuss

the details of the method of measuring performance in transport policy at country level, in preparation for assembling the Transport Policy Review; and (iv) to examine how National Coordination can be strengthened, including technology and communication needs, reporting requirements, interaction with development partners, and keeping Ministers updated.

Theme 2

Sustainable Institutional and Financial Arrangements for Road Infrastructure and Rural & Urban Transport Services

Road Management & Financing

The core of Road Management & Financing (RMF) work in recent years has been to support country efforts to bridge the gap between transport infrastructure needs and available funds, by establishing appropriate mechanisms for the efficient mobilization and management of road user charges in favor of road maintenance. A second element of its work has been the development of tools to strengthen management, planning and M&E (monitoring & evaluation) capacity at the country level, and a third dimension has been the promotion of knowledge sharing at the country level and in partnerships with three continental road associations, namely:

- African Road Maintenance Fund Association (ARMFA)
- Association of African Road Managers and Partners (AGEPAR)
- Association of Southern Africa National Road Agencies (ASANRA).

This work has led to the establishment and restructuring of second generation road funds in 30 countries and road agencies in 20 countries. The three continental road associations are being supported on an ongoing basis by SSATP

through the provision of technical assistance and staff-led knowledge sharing.

The impact of the work has been assessed through SSATP-backed analytical work and the results show a steady increase in performance, especially in countries that are implementing both financing and management reforms. Hence, the SSATP 2009 report emphasized the need to balance the focus on road infrastructure financing with additional attention to the institutional and human capabilities of implementing agencies at the country level and to develop appropriate tools to measure progress across countries in a more quantitative manner.

SSATP began to address this challenge in 2009, notably through a survey whose main objective was to identify key issues and constraints affecting the performance of road agencies in SSA. The survey revealed many instances of deviation from recommended RMI good practices, thus raising questions as to whether there has been enough benefit-sharing of the good practices achieved by some countries.

Based on this work, the RMF work program was redesigned to provide a practical framework for

broadening consultation on the results of the survey and the role of SSATP in a new partnership with continental associations that lays emphasis on increased ownership and capacity building at the country level.

In 2010, SSATP continued its collaboration with ARMFA and pursued discussions with ASANRA. The focus was to (i) build consensus on how to strengthen the capacity of ARMFA and ASANRA to play the leadership role expected of them; (ii) disseminate the results of the survey on commercialized road management in a bid to deepen understanding of good practice based on the underlying principles of commercial road management; and (iii) to provide guidance to SSATP partner countries setting up new road authorities or restructuring existing road agencies.

The first consultation took place in August 2010 at a regional roads fund conference in Arusha-Tanzania, with the objective to exchange experiences on sustainable road financing and maintenance strategies. The second was in a workshop in Johannesburg-South Africa on October 5 and 6, 2010 organized and sponsored by ASANRA to address the RMI and the difficulties of its implementation, among other issues. The ASANRA workshop also discussed specific arrangements to improve road management efficiency and results effectiveness in the road sector, and agreed on the way forward to advance efficient road management and results effectiveness in SADC countries.

The two consultations led to further revision of the RMF work program and strategy which were presented at the 2010 SSATP Annual Meeting in Kampala-Uganda. They also provided an opportunity to pursue the dissemination of the flagship Road Network Evaluation Tools (RONET) developed in 2008 as a free tool to promote road management and maintenance programming.

The RMF deliverable under DP2 is that “Effective institutional and financial arrangements are

adopted for safe, reliable, affordable and accessible road transport services and infrastructure”. The 2010 Meeting concluded that the achievement of this objective may be described as a road partially travelled. It noted that good practice examples of “Effective institutional and financial arrangements have been adopted” in some countries, but also concluded that SSATP’s second objective under RMF, which is to achieve “safe, reliable, affordable and accessible road services and infrastructure”, represents a longer term goal that needs to be addressed through a variety of mechanisms.

The meeting also endorsed lessons drawn from the afore-mentioned consultations regarding the implementation of the RMI, namely:

- Focus has been mostly on financing and institutional issues;
- The scarcity of effective advocacy tools for promoting good practice;
- Limited data to support analyses and decision making;
- The key commercial principles promoted by the RMI are not uniformly implemented even though results on the ground are better in countries practicing commercialized road management;
- The prevailing weaknesses of the regional organizations (ARMFA, AGEPAR, ANSARA) contribute to their inability to play a proactive leadership role in the promotion of efficiency and capacity building in the road sector in Sub-Saharan Africa.

Going forward, the Annual Meeting recognized that the most pressing priorities for road funds and road agencies are:

- Focus on road maintenance and management efficiency—including adequate M&E;
- Effectiveness of results on the ground;
- Organization and strengthening of the road construction industry;
- Expansion of the resource base of the Road funds in the face of growing maintenance gap.

In order to implement these priorities, the meeting recommended that:

- ASANRA, ARMFA, AGEPAR, and SSATP alike should continue their lobbying and advocacy work for the consolidation and multiplication of good practices as part of efforts to promote management efficiency and results effectiveness in the road sector;
- The quest for financing should be balanced with results on the ground in program delivery.

The implementation of these recommendations will be the centrality of RMF work in 2011 and beyond.

Rural Transport

During 2010, SSATP continued to work in partnership with other stakeholders to broaden dialogue on how to address the rural transport problems of countries in Sub-Saharan Africa in a way that would permit the sub-sector to effectively contribute to rural growth and poverty reduction. To this effect, the Framework Paper on rural transport and agriculture *Rural Transport: Improving its Contribution to Rural Growth and Poverty Reduction in Sub-Saharan Africa* was completed, circulated for internal World Bank and external peer review, and its findings and recommendations disseminated at various workshops. The framework paper was the outcome of a study carried out as a joint effort of the SSATP Program and the Agriculture and Rural Development Unit of the World Bank Africa Region in an effort to obtain the best insights from the two sectors in understanding the problem of rural access constraints to agricultural productivity and to make pertinent recommendations. The motivation was the need to ensure that World Bank, donor and country projects and programs takes into account the outputs from the SSATP advocacy work on rural transport policy and its recommendations regarding good practice on designing and implementing rural

transport projects. The study provided a stock-taking of existing approaches to rural access improvements and, based on lessons of experience, highlights both proven and promising approaches for the removal of rural access constraints to agricultural growth. Its outputs are directly relevant to country and regional bodies in SSA involved in national and local area planning, agricultural and rural development, and rural transport infrastructure investment and maintenance.

The findings and recommendations from the paper triggered a review of the SSATP work plan on rural transport to determine the extent to which it was responsive to the main issues and recommendations of the Framework Paper. The review found the work plan to be responsive to the recommendations of the paper with the caveat that its target audience should more deliberately include the agriculture and rural development community. The findings of the paper also pointed to the need for increased advocacy by SSATP for countries to develop rural transport policies that should be positioned as instruments for pro-poor growth and poverty reduction.

A major stakeholders' workshop – *Getting the Harvest to Market* – held in October 2010 was jointly organized with the Africa College at the University of Leeds and the International Institute for Tropical Agriculture (IITA) based in Ibadan, Nigeria. Participants were drawn from a diverse range of stakeholders, from the Program's usual partners such as the Africa Rural Transport Association (ARTA), Africa Community Access Programme (AFCAP), International Forum for Rural Transport and Development (IFRTD) to new ones from the agriculture and rural development sector such as IITA, the Comprehensive African Agriculture Development Program (CAADP), FAO (Food and Agriculture Organization) and regional civil society organizations.

The objective of this workshop was to promote dialogue between a range of stakeholders on food security, agriculture and rural transport. It represented one of the few occasions when such a broad range of stakeholders have come together to share ideas on the role of rural transport in increasing agricultural productivity and emerging opportunities for working together to facilitate its discharge of this role. The key recommendations from this workshop have been summarized below and were presented at the SSATP 2010 Annual Meeting. These recommendations and modalities for implementation will be further discussed during 2011 with IITA, the Africa College and CAADP in collaboration with the World Bank Africa Region Agriculture and Rural Development Unit.

The workshop's recommendations were:

- *Improving information base for Policies, Plans & Programs; translating policies into plans and programs:* There is a need for review of other sectoral policies (e.g. in agriculture) to enhance synergies with rural mobility. Equally important is to have a better understanding of the delivery and management mechanisms in agriculture and transport and the potential for bringing them together, including better information on incorporating and integrating social inclusion and gender and HIV/AIDS issues. A toolkit is also needed for rolling out of good practices, as well as quality baseline data for planning, monitoring and evaluation.
- *Research Opportunities:* These will be explored for joint multi-disciplinary research to enable a better understanding of multi-sectoral linkages, focusing on involvement of different elements of society (e.g. public sector, private sector & community organizations) in rural transport programs. Research will include small-scale, high-profile studies on key problems and bottlenecks in getting the harvest to market, and issues of management in agricul-

ture & rural transport delivery systems. Also, the role for co-op/farmer organizations in integrated agricultural production, marketing and distribution (involving transport and storage) will be assessed.

- *Resources for knowledge exchange - marshalling human and financial investments to improve knowledge:* There is need for advocacy on an approach to minimizing head loading through linking a wider set of NGOs to the effort, and also advocating the issues of rural access within national ministries. Awareness should be increased on the existing knowledge banks and repositories with better support from SSATP; links to and exchanges between CAADP and national level organizations should be strengthened around discussions on agricultural/transport policy and investments. AR-TA/SSATP should take the lead on establishing linkages between rural transport infrastructure and other multi-sectoral partners to add other information sources.

Urban Transport

Global training program for urban transport professionals: An introduction to public transport planning and regulation

In 2010, a project concept note on an urban transport capacity building and policy reform workshop to be held in Nigeria was prepared and was reviewed by the Urban Transport core team at the World Bank. Discussions were held with *Agence française de développement* (Afd), with the client, Lagos State Government, and with other stakeholders such as CODATU and UATP. A draft program was prepared and will be finalized in early 2011.

The workshop's objective is to create awareness among policy makers for urban transport reform, develop policy guidelines, and develop an investment program to address mobility constraints. The 5 1/2-day workshop is designed for

high-level policy officials and senior and middle managers of urban transport agencies at all levels of government (national, provincial/state and municipal). It is devoted to an overview of metropolitan strategic transport planning and public transport reform. Main areas to be covered in the workshop will include: comprehensive approach to urban transport planning, governance and financial issues, public transport planning and regulation, social and environmental issues, and PPP in urban transport. Its ultimate goal is to create awareness amongst policy makers to implement institutional and policy reform, as transformation of public transport is a major priority for governments in improving the quality of life of their people.

The workshop draws upon considerable resource material already developed with financing from PPIAF, South Africa Trust Fund, Transport Research Support Program (supported by DfID) and other partners. In addition to the resources already developed (especially the public transport reform toolkit, Intelligent Transport System toolkit, Comprehensive Mobility Planning, Alternative Analysis, Institutional Reform), additional resource material developed with support from SSATP will provide a teaching resource guide for the workshop.

This workshop concept is making its way around the globe; it has been delivered, in Indore (India), Bogota (Colombia), Rabat (Morocco), Manila (Philippines), Washington, D.C. and Tshwane, South Africa. It will take place in Lagos, Nigeria, in mid-2011.

Development of a toolkit and policy guidelines for public transport

A toolkit and policy guidelines to support capacity building related to the social, market, financial, and business aspects are currently under preparation. The toolkit and guidelines will also deal with other factors such as the development of public transport fare levels and structures,

subsidies and other policies. The procurement process was completed and the contract for preparation of the toolkit and policy guidelines awarded in 2010. The focus of this toolkit is to: a) provide information on institutional arrangements and policy issues related to fare levels and structures; b) support capacity development in fare system needs assessment and development of related functional specifications for fare collection processes and technologies; and c) provide an understanding of alternative fare collection approaches and technologies, their basic physical and operational characteristics, capital and operating/maintenance costs, issues and benefits related to transportation and business objectives. The draft final report for the toolkit is due July/August 2011.

Documenting international experience with BRT (Bus Rapid Transit)

The draft report on a study on “Documenting International Experience with BRT” was received in November 2010. The study identifies the key success factors and potential risks in the implementation of BRT projects for use by those implementing or planning such systems. The activity supports documenting examples of BRT implementation and subsequent operation in terms of effective institutions for planning, implementation and regulation in five cities: Lagos, Johannesburg, Delhi, Ahmedabad, and Jakarta. The focus is on identifying basis of political and public support; sound service and operations planning; stakeholder involvement during project preparation; integration with the rest of the public transport system; related initiatives in transit oriented development and innovative financing mechanisms. The selected cases are documented, with a view to providing a synthesis of lessons to identify “do’s and don’ts for successful BRT applications. This activity will also finance development of a BRT case study for delivery at the workshop described above.

Data Management

In 2010, data management activities mainly focused on piloting of the Transport Sector Data Management System (TSDMS) Guidelines. Within that context, 5 countries have been selected for pilot exercises which are being carried out in two phases: (i) Institutional assessment of data management practices in the country, and (ii) Technical support to the Ministry in the management and supervision of the implementation of a data management system. Selected countries are Burkina Faso, Cameroon, Uganda, Swaziland and Zambia. As a follow up to the mission to Swaziland in late 2009, a consultant was appointed to carry out the institutional assessment and work is ongoing.

To initiate Phase 1 in Burkina Faso and Cameroon, consultation missions were undertaken and for Zambia, several meetings were arranged with the Ministry of Communications and Transport (MCT). As a result, the recruitment process for a consultant for Zambia has been launched and the consultant is expected to be on board in the first quarter of 2011 while the process in Burkina Faso is expected to start around the same time.

With regard to Cameroon, it should be noted that an institutional assessment was previously carried out in 2007 but in view of the elapsed time, there's need to review the report and agree on a way forward.

Uganda is one of the countries assessed in 2007 and much progress has been seen in that country. The Ministry of Works and Transport (MOWT) procured the services of a consultant to implement TSDMS and SSATP has appointed a consultant to assist with supervision and to provide oversight to ensure proper TSDMS design and implementation in line with the Guidelines. The experience in Uganda will be used to modify and improve the current guidelines where necessary.

At the regional level, COMESA made a request for support on its initiative for Statistical Capacity Building specifically in the area of transport which makes up the bulk of their infrastructure statistics program. Discussions have been initiated to identify areas of collaboration.

Following failed attempts by SSATP to host a regional database, discussions on collaboration with AfDB on the AICD database were initiated and as a result, SSATP took part in the Joint AfDB/AICD Statistics Training Workshop held in Tunis in April where the issue on the long term sustainability of the AICD database was discussed and the need to build statistical capacity was identified as a potential area for collaboration. To that end, building the capacity of countries in the use of RNET was identified as one of the key areas where SSATP could contribute towards the sustainability of the database.

Further activities in data management related to regional integration were also carried out. Following a presentation on Data Management at the REC -TCC in May 2010, the committee meeting called for SSATP to develop a framework for corridor performance monitoring. The main objective of the activity is to identify the key building components of a functional Transport Observatory in order to improve performance monitoring along corridors. In response, a partnership approach was set up under Theme 3 to review and improve the Northern Corridor Observatory in collaboration with Trademark East Africa (TMEA) and support the Central and Dar Corridor activity for baseline surveys. Within this framework, discussions were initiated with the Kenya Ports Authority for a data needs assessment activity in order to identify gaps between port and corridor data collection systems.

Theme 3

Transit Transport

Improving Transit Transport along Selected Corridors

REC-TCC meeting and inter-REC activities

The Regional Economic Communities Transport Coordination Committee (REC-TCC) meeting took place on 24th and 25th May 2010 in Nairobi, Kenya. This meeting brought together the RECs, corridor authorities, transporters, financing partners and other stakeholders for knowledge exchange on current SSATP Theme 3 activities and review of plans.

The specific object of the meeting was to review progress in implementation of planned REC activities under the SSATP 2009/2010 work program and update the program taking into account trade facilitation activities undertaken by the RECs and corridor institutions.

The meeting brought together delegates representing African Development Bank (AfDB), Abidjan-Lagos Corridor Organization (ALCO), Economic Commission for Africa/Nepad and Regional Integration Division (ECA/NRID), East Africa Community (EAC), COMESA (Common Market for Eastern and Southern Africa), International Commission for the Congo-Oubangui-Sanga Basin (CICOS), Economic Community of Central African States (ECCAS), Federation of Eastern and Southern African Road Transport

Associations (FESARTA), East African Business Council (EABC), Central Corridor Secretariat, Dar Corridor Secretariat, Port Management Association of Eastern and Southern Africa (PMAESA) Secretariat, TradeMark (DfID), Programme for Infrastructure Development in Africa (PIDA-AU), Kenya Transporters Association (KTA) Secretariat, Tanzania Ports Authority, International Foundation for Automobile (FIA), Southern Africa Development Community (SADC), Northern Corridor Transit Transport Coordination Authority (NCTTCA), Maputo Corridor Logistics Initiative (MCLI), COMPETE-USAID, USAID, JICA, representatives from a number of African countries, the World Bank and SSATP.

Review of legal instruments for regional trade facilitation

The update of the Review of Africa Legal Instruments on Transport and Trade facilitation started in April 2010. A validation workshop took place in Addis Ababa from 9th to 11th November 2010. The workshop was organized jointly by UNECA and SSATP in partnership with the African Union Commission (AUC) and

with the financial support of African Trade Policy Center (ATPC).

The objectives of the workshop were: (i) to update the compendium of all relevant trade and transport facilitation legal instruments published by SSATP in 2003; the review took into account the changes that occurred in the area of trade and transport facilitation in the world and especially in Africa; (ii) to analyze the scope of the review and; and (iii) to validate the approach on the structure of the review and the way forward.

It was noted that few African countries have ratified the international trade and transport facilitation legal instruments mainly due to insufficient knowledge and awareness of the existing legal instruments among those who are expected to implement them. Also, there are very few legal instruments on trade and transport facilitation existing at the continental level. Those that exist at the sub-regional level will be mentioned in the document under review.

The first edition of the compendium did not cover air transport facilitation legal instruments and so these were not listed in the recent review. SSATP was asked to look into the possibility of including Air Transport in the compendium under preparation. Considering the involvement of AUC and UNECA, the workshop recommended that the 2011 version cover the entire continent.

The representatives of the Arab Maghreb Union (AMU) and Community of Sahel-Saharan States (CEN-SAD) submitted their trade and transport facilitation legal instruments to the consultant for this purpose. RECs and Corridor Management Institutions will provide the additional legal instruments to the consultant within the agreed timeline and are expected to evaluate the implementation of the legal instruments after the completion of the compendium. UNECA, SSATP, AUC and African Development Bank (AfDB) were asked to assist RECs and corridor management institutions in these evaluations,

including organizing training workshops with member States on dissemination and promotion of trade and transport facilitation legal instruments. In addition, the AUC, UNECA and SSATP were asked to organize a continental workshop within one year, with a view to share experiences on legal instruments' implementation by RECs and corridor management institutions. Finally, AUC and UNECA should take the necessary steps to ensure that the final compendium is translated into the four working languages of the African Union.

Support RECs in establishing and strengthening corridor management groups in target corridors

The procurement for the CICOS-Baseline survey study on the Brazzaville-Kinshasa-Bangui-Kisangani River corridor was finalized and the contract was awarded to the Consulting Firm STUDI International in September 2010. The aim of the study is to carry out a baseline survey on the establishment of an observatory of non-physical barriers along the Congo River Basin. The river is used by tankers to transport hydrocarbon products from Brazzaville to the landlocked country of Central African Republic.

The study was launched at workshops in Kinshasa, Brazzaville and Bangui in November-December 2010. The experts gathered at the beginning of December and the inception report is due for end of 2012. The aim of the workshops was to seek consensus on the methodological approach to be adopted and identify, sensitize and seek the commitment of all actors in the basin. There was strong stakeholder participation at the workshops in the three cities. The survey report is expected to be completed by mid-2011.

Support RECs in establishing and strengthening transit corridor observatories in target corridors

The Central and Dar Corridors baseline surveys started in March 2010. The aim of the surveys was to establish the causes for the main bottle-

necks and delays and gather information that would contribute to the implementation of a comprehensive Transport Observatory. COMESA, EAC and SADC are the RECs partnering on this activity and AURECON is the consultant for the project.

Alongside the REC-TCC Meeting, on 23rd May, the SSATP Program Manager, together with a small team (Regional Coordinator (E&S) and the Data Specialist) have met TradeMark East Africa Management in Nairobi, to exchange views on different activities to be carried out jointly. In this regard, TradeMark/EA has shown interest into taking charge pilot projects initiated by SSATP and related to transport Observatories along the Northern and Central Corridors.

Provide knowledge and engage with key stakeholders to develop policies and strategies to reduce transport costs

The Chairman of the SSATP Board and the Regional Coordinator for Eastern and Southern Africa represented the SSATP at the 1st Congress of the UATP (African Union of the Public Transport). During this Congress, the Chairman delivered the key note address during the opening session of the Congress and the Regional Coordinator made a brief presentation on the SSATP and the major issues facing transit corridors in Africa.

During the SSATP Annual Meeting, a parallel session dealing with current development on trade facilitation and other issues related to regional integration in Africa (Trade and transportation facilitation and intermodal transportation strategies) was held. The session featured four presentations followed by a discussion after which recommendations were adopted.

Within the framework of the project of "sustainable Development of the Economic Development of the basin of Congo Ocean Atlantic (Bangui/Kisangani-Brazzaville/Kinshasa–Matadi/Pointe Noire)", the SSATP was invited to make a presentation during the stakeholders meeting which took place on December 9-10, 2010. The presentation was delivered through video conference and focused on SSATP experience on the implementation of trade facilitation measures along major corridors in Africa.

Axle and overload Control

A study on Best Practices in Axle and Overload Control funded by SSATP was disseminated in the Eastern and Southern Africa regions and countries. The report is now translated into French and a dissemination workshop for Francophone countries is planned for May 2011 (see corresponding section on Publications, Dissemination and Meetings).

Cross-Cutting Issues

Climate Change

In 2010, SSATP made some important advances in the crosscutting areas of climate change, both on the mitigation and adaptation sides. First, SSATP began developing a strategic approach to its involvement in the issue of climate change.

Second, in cooperation with the World Bank, three studies on climate resilience in the roads sector were carried out in Ethiopia, Ghana and Mozambique, and the results presented during the 2010 SSATP Annual Meeting in Kampala, Uganda. These countries were selected based on their different ecological and climatological conditions.

Third, a session on climate change and transport was organized at the SSATP Annual Meeting. This session exposed participants with limited previous knowledge and familiarity to the importance of climate change in transport and also helped establish it as a critical issue in the formulation of transport policy moving forward.

Finally, in 2010, SSATP made strides to establish a good working relationship with the African Union to develop a common agenda on the road leading to the next round of climate change negotiations (COP17/MOP7) which will take place in Africa for the first time in December of 2011. SSATP is working with the AU secretariat to advance an agenda highlighting climate change, in anticipation of the African Transport Ministers' Conference scheduled for November 2011.

Governance in Transport

As governance and integrity (GAI) has remained of importance across the themes of SSATP activities, during 2010 SSATP followed-up on the recommendations of the Lilongwe Annual Meeting of 2009 and produced an approach paper entitled "Governance and Integrity in the Africa Transport Sector". The paper was finalized in August 2010 and synthesized the main governance issues in the sector through an assessment of international benchmarks on governance, a comprehensive list of key organizations involved in the governance reform agenda both in Africa and elsewhere, and provision of a set of recommendations for actions that could be included in the Second Development Plan (DP2).

In addition to a proposed action plan, the approach paper also offers comprehensive background information on key governance initiatives in SSA transport at the policy, institutional, procedural and human resources levels, as well as a wealth of examples of international best practices on improving governance in transport, notably in public works contracts, which can be further disseminated. The paper also provides for an understanding of where the region stands in addressing governance and integrity issues, what are the challenges, as well as guidance on additional work that can be done.

While the paper's recommended action plan to improve GAI in SSA is relatively broad and re-

quires more downstream work, it indicates clearly that an assessment of the level of governance at the sector level, as well as any improvements achieved would only be possible by developing a set of key governance indicators and periodically measuring their results through data collection. To that end, and to pursue the decision of its stakeholders, SSATP plans to focus on developing and piloting performance indicators on transport sector governance in 2011.

Road Safety

Since the publishing of the World Report on Road Traffic Injury Prevention (April 2004 by WHO & World Bank), various initiatives have been undertaken and resolutions made: in February 2007, the Accra Declaration was announced at the Africa Road Safety Conference by the Ministers responsible for Transport and Health in SSA countries; the declaration set a target to halve traffic fatalities by 2015. In November 2007, the Ouagadougou Declaration addressed the importance of road safety in trade corridors and elsewhere; in July 2009, a Call for a Decade of Action for Road Safety in Africa was launched in Dar-es-Salaam; in November 2009, the Moscow Declaration on Road Safety was adopted at the First Global Ministerial Conference on Road Safety. In March 2010, the UN General Assembly passed a resolution proclaiming a Decade of Action for Road Safety from 2011-2020 (A/64/255) sponsored by more than 90 countries.

The SSATP Second Development Plan (DP2) continued its efforts to address member countries' concerns on road safety; DP2 defines the road safety targets over four years as "road safety policy developed for the urban and rural poor (related to infrastructure and services) and mainstreamed in transport strategies" through (i) piloting road safety policy development; (ii) support to road safety institutional reforms and dialogues; and (iii) dissemination of results.

Following the June 2009 special session organized by SSATP during the GRSF workshop recommendations were made to address the importance of

consistent data collection, scaling up of road safety management capacity assessment reviews, and good practice sharing to "Showcase Africa in Road Safety". It was also decided to further enhance partnerships with GRSF and UNECA.

As part of its efforts, SSATP continued supporting GRSF in promoting the Road Safety Management Capacity Review. In Ethiopia, a consultant firm was selected and conducted a workshop in March 2010 with the participation of road and transport agencies, ministries, the Road Fund, UNECA, the World Bank country office, GRSF, and various stakeholders including NGOs and private sector groups. A report was issued on the workshop's findings. Similar studies and workshops have been completed in Nigeria, and Uganda, and are ongoing in Sierra Leone and Côte d'Ivoire.

Support to RECs and the African regional trade/transit corridors road safety initiative by Total, DFID and World Bank/GRSF also continued in 2010 as part of supporting "Showcase Africa in Road Safety". A request for a road safety expert was included in the application submitted by SSATP to Trade Facilitation Facility; the role of this expert will be to ensure that road safety policy recommendations highlighted through SSATP activities are appropriately accommodated and piloted; the expert will also design a baseline survey and supervise its timely and systematic implementation along the corridors for monitoring future impacts on road safety.

Also, discussions started in late 2010 with UNECA regarding SSATP support to the Second African Road Safety Conference scheduled in Addis Ababa in 2011 to promote the Africa Decade of Action. Regional recommendations on road safety are expected to come out of the conference. SSATP will support the conference to ensure that road safety policy recommendations and road safety targets will be addressed in line with and beyond the Accra Declaration of Road Safety, and as addressed in the Ouagadougou Declaration. The road safety issues to be addressed at the UNECA conference as a critical part of the Africa Decade of Action include strengthening of law enforcement agencies

(traffic police), training of commercial drivers, etc. A ministerial declaration will be prepared and submitted at the meeting of the ministers of transport.

HIV/AIDS Corridor Initiative

In line with ongoing project objectives, an Abidjan Lagos Corridor Organization (ALCO) delegation from West Africa toured wellness centers in the East and Southern African Road Transport Associations (FESARTA) area in 2009. It was also agreed that FESARTA would visit the ALCO region the same year; however, that trip was delayed until 2010. The ALCO visit was completed in October 2009 and the mission report submitted to SSATP is available upon request.

Prior to the FESARTA visit it was agreed that an NSA (North Star Alliance)² representative accompany FESARTA on that tour (as NSA supports FESARTA in the HIV/AIDS Initiative). The FESARTA representative was Mr. Barney Curtis, the Executive Director; and the NSA representative was Mr. Robert de Boer, the Communications Director.

The overarching objectives of the World Bank/SSATP/FESARTA project were two planned visits, one by an ALCO team to the Wellness Centers in Southern Africa, and the other by a FESARTA

² North Star Alliance, an NGO founded in 2006 and based in The Netherlands with a branch office in South Africa, has played a leading role in building a network of roadside health and learning clinics (Wellness Centres) at border crossings, ports and truck stops along transport corridors in eastern and southern Africa. The clinics are conveniently located and open during convenient hours thus granting access to truckers/patients seeking medical attention. They help public and private stakeholders reach critical mobile populations at the heart of major health and safety issues. An electronic health passport system, COMETS, links all of the centres so that treatment information can 'travel' with clients. COMETS is also used to monitor and evaluate the performance of each locally run Wellness Centre. NSA already has a partnership with FESARTA and other stakeholder groups working in SSA.

team to the ALCO region. The purposes of these two mission trips were to (i) give ALCO a glimpse of wellness centers in the FESARTA area, and (ii) give FESARTA a clearer picture of the border committees and other groups in the ALCO territory where future wellness centers could be built.

Highlights of the mission

The following is a brief summary of the ALCO and FESARTA mission findings:

Border Committees were very good "vehicles" with which to interact with the communities and to make contact with drivers and commercial sex workers. Ensuring that the border committees were chaired by high profiled persons such as mayors and directors of government institutions gave the committees immediate credibility thereby enabling them to attract various community representatives. Southern Africa did not have such committees.

The movement of traffic along the main roads and through the borders of the corridor seemed slow, due to congestion and a large percentage of old and slow vehicles. The slow movement and delays encouraged sexual behavior.

There were too many roadblocks along the main roads and at borders. Cars passed through these roadblocks easily, so it was assumed that they were meant for trucks. This adds to the high transaction costs and to the delays along the corridor.

The data collection aspect of the trip was not adequately covered due to the limited amount of time spent in the ALCO office.

Recommendations

The mission's main recommendation was to get the partnership with ALCO off the ground. This would require that North Star Alliance (NSA) and ALCO sign a memorandum of understanding (MOU) after further discussions and negotiations (see footnote). The MOU would cover the following aspects:

- Carrying out a feasibility study for the establishment of Wellness Centres along the corridor

- Establishing Wellness Centres at “hot spots” recommended by the study, i.e., where none exist, or upgrading existing IUs where they correspond with recommended hot spots
- Where deemed necessary, providing training and coaching to the management of ALCO to increase their capacity to operate the centres
- Procurement of male and female condoms where and whenever there is a shortfall and ensuring that the related distribution system is adequate
- Providing supplemental prevention, testing and treatment services as required
- Improvement in data collection, analysis and reporting

Gender & Transport

A primary consultant was recruited in June 2010 to draft the Approach paper on Mainstreaming Gender into the Sub-Saharan Africa Transport Policy Program (SSATP). A first draft of the report was presented during the Annual Meeting where representatives/participants from the as-

sembly provided feedback. The report is being revised accordingly and is expected to be completed by end of April 2011.

The report summarizing Gender inputs presented during the Annual meeting is part of the annexes to the 2010 Annual Meeting proceedings report which is available on the SSATP Website.

One of the main recommendations of the gender input program was to translate various topics discussed during the Annual Meeting and present them at forum discussions that will be held regularly (twice a month). Each participant will champion an idea that he/she will further develop and from which will emanate the skeleton of the policies that will be elaborated and transformed into a draft policy paper with the support of data that each champion will provide during the Workshop to be held in May/June 2011. The expected output of that workshop will be a coordination framework paper that would promote implementation of draft policy options for further development. The final outcome will be a document with policy recommendations to be disseminated shortly before the 2011 Annual Meeting.

Publications, Workshops and Meetings

Dissemination Works in 2010

Knowledge production as well as information sharing and dissemination of good practices in the transport sector remain a key element and a core activity of the SSATP Second Development Plan (DP2). Given the trend of rapid urbanization in African countries and the pre-occupying problem of air pollution and traffic congestion, the SSATP has increased its focus on helping improve urban mobility in African cities, and more specifically on transport services. In 2009 a “good practice” paper on the Lagos BRT (Bus Rapid Transit) scheme was released in English and French. The urban mobility component of the DP2 pursued this effort of showcasing other experiences worth sharing with member countries. The Dakar Bus Renewal Scheme falls under that effort. Other studies are on-going to document experiences with BRT schemes in different countries and specific lessons for cities in Sub-Saharan Africa. It is expected that all studies will be completed in 2011. Under the Regional Integration initiative which promotes the adoption of sound trade and transport facilitation measures along regional and inter-state corridors, guidelines were released in 2010 on vehicle overload control in Eastern and Southern Africa; the guidelines propose national and regional approaches to this very serious problem which contributes to poor road conditions and high transport costs.

Information dissemination being a long standing area of concern for SSATP, particular care was taken since the launching of the DP2 to find sus-

tainable solutions in order to improve the flow of information and more widely circulate major Program publications across Africa and amongst partners. So in addition to the usual channels of workshops, conferences or training courses, depository systems were also put in place with the regional and national coordinators.

The Dakar Bus Renewal Scheme, Before and After

This publication recounts the story of the renovation of the Dakar bus transportation system and the financial and leasing mechanism behind this successful project which started in 2002 at the initiative of the International Development Association (IDA). This scheme, a first in the Africa Region, has dramatically changed the face of the urban transport industry in Dakar. Based on its success, the Government is today prepared to further develop this leasing mechanism.

Guidelines on Vehicle Overload Control in Eastern and Southern Africa



Overloading of commercial vehicles has led to the deterioration of roads in most Sub-Saharan African countries. Unless the problem is taken seriously, there is no doubt that it will negate the benefits expected from the vast resources invested in road infra-

structure improvements. All the sub-regions in Africa are keen to identify effective solutions. As a contribution to this effort, the SSATP has worked with some of the regional economic communities, individual countries and the private sector to compile a set of guidelines. These guidelines are based on lessons learnt from experiences in Botswana, Namibia, South Africa, Zambia and Zimbabwe where good practices are emerging. This document is also available in French.

Overload Control Practices in Eastern and Southern Africa, Main Lessons learned



In this second volume, the author presents some important findings and recommendations from a survey conducted by regional economic communities, international bodies, private sector associations and country experts, all playing a central part in the success of efforts to control vehicle overload in the region. This paper is one of the most comprehensive assessments of the situation and is therefore a valuable resource for policy makers and practitioners.

Internet-based Dissemination

The SSATP website continues to be a significant channel of dissemination, yet the latest data show that due to insufficient updates, limited marketing, and aging technology, its reach is becoming limited and its potential is greatly under-utilized. At the same time, the 20% surge in the SSATP Newsletter subscriptions demonstrates the fundamentally robust demand for the latest news and information about the Transport Sector in Africa and SSATP, in particular. Following a thorough strategy review, the Program Management Team decided in December 2010, based on the recommendations from the SSATP Board and Community, to launch a full-scale website reconstruction project in 2011 to: (i) dramatically improve SSATP's Web presence and outreach /dissemination capacity, (ii) articulate SSATP's independent, multilateral identity, and (iii) estab-

lish a foundation for Web-enabled collaboration within the SSATP Professional Network.

SSATP Visibility in International Events

Under the Road Management & Financing agenda, SSATP pursued its international visibility through continental-wide consultations and the release of a new study on Commercialized Road Management. The focus was to redefine the RMF agenda under the Second Development Plan, and to reflect feedback from continental associations and professionals. In the process it also presented the findings of the study which assessed the performance of road agencies in seven countries in Sub-Sahara Africa, and pursued the dissemination of the flagship Road Network Evaluation Tools (RONET) developed in 2008 as a free tool to promote road management and maintenance programming.

The first consultation took place in August 2010 at a regional road fund conference in Arusha (Tanzania), of which objective was to exchange experiences on sustainable road financing and maintenance strategies. The second was at a workshop in Johannesburg-South Africa on October 5 and 6, 2010 organized and sponsored by ASANRA to address the shortcomings of the RMI and the difficulties of its implementation, among other issues. The ASANRA workshop also discussed specific arrangements to improve road management efficiency and results effectiveness in the road sector, and agreed on the way forward to advance efficient road management and results effectiveness in the SADC countries.

A draft RMF strategy derived from these consultations was presented at the 2010 SSATP Annual General Meeting in Kampala, and further discussed at the General Assembly Meeting of ARM-FA in November 2010.

Results of these consultations and the findings of the commercialized road management paper³ study have been reflected in a concept note which will define SSATP's new agenda for RMF in the

³ The study will soon be available on the SSATP website.

years ahead. It lays emphasis on increased advocacy and monitoring for better results in road program delivery. Feedback on the note has been sought from road professionals across Sub-Saharan Africa. Procurement of consultants will start in late 2011.

SSATP was also closely involved with its urban partner the African Association of Public Transport UATP (*Union africaine des transports publics*) who held its first African public transport congress in Dakar, Senegal in October 2010. The event held

under the theme “A sustainable public transport for a competitive African economy” was an opportunity to share good practices, innovative technologies and solutions to the growing concern of traffic congestion in African cities. SSATP provided financial and technical support on issues where its comparative advantage is recognized but mainly on the role of public transport in poverty reduction.

Summary of SSATP Workshops

<i>Events</i>	<i>When, Where and Participants</i>	<i>Objectives</i>	<i>Main Outcomes for SSATP</i>
REC-TCC Meeting	May 24-25, 2010 in Nairobi, Kenya where some 50 delegates participated including representatives of AfDB, ALCO, ECA/NRID, EAC, COMESA, CICOS, ECCAS, FESARTA, EABC, PMAESA, DfID, PIDA-AU, KTA, FIA, SADC, NCTTCA, MCLI, COMPETE-USAID, JICA, representatives from African countries, the World Bank and SSATP..	<ul style="list-style-type: none"> - Review progress on the 2010 work program in light of the strategic directions of trade and facilitation components; - Take stock of current developments in monitoring transport corridor performance; - Create a better understanding of the challenges and mechanisms to help capacity building within the RECs - Improve the interaction between RECs and country level trade facilitation committees as well as the collaboration among RECs – Formulate a preliminary work program for 2011 	<ul style="list-style-type: none"> - Identification of activities to carry forward in the 2011 work program -Support PIDA Initiative in paving the road for a better development of Africa’s infrastructure - High priority accorded to road safety and involvement of SSATP through the Decade of Action for Road safety 2011-2020. - Assess the pros and cons of observatories in place with the RECs and Corridor Observatories before setting up new ones - Development of inland waterways as an important transport dimension
National Coordination Meetings	May 27-28, 2010 in Nairobi, Kenya	<ul style="list-style-type: none"> - Consensus on role and responsibilities of national coordinators - Support required for an effective coordination - Improved visibility of national coordinators - Guideline principles for establishment or strengthening of national coordination 	<ul style="list-style-type: none"> -At the coordination level, report on activities implemented under SSATP - Support by SSATP in the organization of two regional coordination meetings per year as well as of teleconferences - Creation of a professional social network - Provision of a USB thumb drive to all coordinators
	September 6-7, 2010 in Entebbe, Uganda		
	September 9-10, 2010 in Bujumbura, Burundi		
	September 14-15, 2010 in Ouagadougou, Burkina Faso		

Program Governance

The SSATP governance structure was put in place in 2003 at the start of the first SSATP Long Term Development Plan. The main elements of this structure are described below.

The Program Manager is responsible for the day-to-day implementation of SSATP activities, taking the lead on preparing work plans and has oversight of budget planning and monitoring. The Program Manager is also responsible for liaison with donors, partner countries and regional institutions. He reports to the SSATP Board.

The Constituent Assembly comprises of representatives of the World Bank and participating donors, provides strategic guidance.

The SSATP Board comprises representatives of bilateral and multilateral donors, beneficiary countries, regional economic communities and the private sector. The Board meets regularly and is responsible for approving work plans, reviewing progress reports, monitoring Program performance and mobilizing resources.

The Annual General Assembly (AGA) is the link between the Program Management and the Board on one hand, and the close program partners, including the providers of funds, on the other hand. The AGA meets normally once a year during the annual meeting, in accordance with schedules set out in program plans adopted by program partners. It is constituted by member countries (each to be represented by a designated, senior policy maker), Regional Economic Communities; in ad-

SSATP Board Members

Hachim Koumaré, Director, UNECA, Sub-Regional Office, Yaoundé (Cameroun), representing African member states and partners, SSATP Board Chairman

Paulus Geraedts, Head of Transport Sector, Directorate General Development, European Commission, Brussels (Belgium), representing financing partners donors

Sanjivi Rajasingham, Sector Manager, Africa Transport Unit (AFTTR), The World Bank, Washington D.C (USA), representing the multilateral financial development institutions

Hosea Nyangweso, Civil Engineer, East African Community, REC-TCC Chairman

Hamallah Kaba Diakitè, Chairman, Enterprise Network, Abidjan (Côte d'Ivoire), representing the private sector

dition, relevant public and private sub-regional organizations, international and private institutions, associations and companies, as determined by the CA on the recommendation of the Board, may be members of the AGA. Non-member country representatives, and other African and international transport actors may be permitted to attend AGAs at the discretion of the CA and on the recommendation of the Board. The AGA reviews and comments on the annual reports and long term rolling development plans. Overall strategic issues are also addressed at the Annual Meeting. Decisions by the AGA are by consensus. If unanimous decisions cannot be obtained, the issue will be referred to and resolved by CA.

In 2010, the SSATP Annual Meeting was hosted by the Government of Uganda, at Speke Resort and Conference Centre, Munyonyo, close to Kampala, from 18th to 21st October 2010. The Government of Uganda offered the venue. The theme of the meeting was “Moving Africa Forward: Transport Policies for Growth and Integration.” The meeting was formally opened by The Honorable John Nansira, Minister of Works and Transport. Over 200 participants were present, including a representation of women from a multinational group of gender specialists. As usual, the meeting constituted a platform for SSATP, stakeholders and development partners to review and validate the progress of program activities as well as to address future challenges. Following topical presentations, breakout discussion group meetings covered urban and rural transport, trade and transport facilitation, professional development, management and financing strategies for transport, and climate change. Recommendations from these discussions have been incorporated into the SSATP 2011 work program.

A Ministerial Round Table was also held on the 20th of October with the participation of Ministers or their representatives from 14 of SSATP’s member countries. The ministerial statement prepared at the round table confirmed the countries’ commitment to SSATP including strengthening National Coordination, given the crucial role played by the National Coordinator present in each member country in the adoption of good policy recommendations. The ministers also suggested considering transport modes other than roads in future SSATP activities, and recommended that SSATP should work closely with African institutions to include interaction with all of Africa.

The Constituent Assembly met during the annual meeting and confirmed EC as the donors’ representative on the SSATP Board.

The proceedings of the meeting have been published in English and French on the SSATP website.

Program Management

Staffing

The DP2 sets out the following in terms of staff needs for the period 2008-2011:

Full time:

A Program Manager

3 Regional Coordinators

3 Thematic Leaders.

A Publications/website Manager

A Program Assistant

World Bank staff:

A Program Administrator

Transport Specialists

In 2010, Stephen Vincent, appointed in March 2009 for a two year term assignment, continued as the program manager for SSATP.

Because DP2 was unable to secure all the funding to recruit for all the positions, the Board decided to reduce the number of staff. Thus, the following structure was maintained in 2010:

Jean Kizito Kabanguka continued to be the Regional Coordinator for Southern and East Africa and Acting Thematic Leader for Theme 3. Yao Adzigbey continued to assume his responsibility as Regional Coordinator for West and Central Africa and as acting thematic leader for Theme 1, Transport Sector Strategies.

In the meantime, SSATP continued to benefit from the support of its former staff and team members who joined other units within the Bank.

Tshepo Kgare, seconded to SSATP in summer of 2009 by the Austrian Development Agency, continued as a Data Management Specialist

Monique Desthuis-Francis continued as the Communications Officer and Website Manager.

As funds became available, in early 2010 SSATP decided to launch the recruitment for the new thematic leader position, foreseen under the DP2 strategic framework. The recruitment was finalized in October with the appointment of Ms. **Camilla Israel Lema**, effective January 2011. In the interim, **Alain Labeau**, a former World Bank Transport Sector Program Coordinator was appointed on a part time basis as Acting Thematic Leader for Theme 2.

The World Bank has also mobilized a large group of Staff to compliment and supplement the program with the necessary skills including a program administrator, support staff and technical experts in the fields of road management, urban transport, climate change, governance, regional integration and others. A list of the full staffing including World Bank staff is provided in the table below.

Funding of staff input to DP2 by Source (%)

Name	Title *	DP2	WB	Other
Full time				
Stephen Vincent	Program Manager	100	0	0
Monique Desthuis-Francis	Communication Officer	100	0	0
Diane Pogo	Program Assistant	100	0	0
Tshepo Kgare	Data Management Specialist		0	100
Yao Adzigbey	Regional Coordinator	100	0	0
Jean Kizito Kabanguka	Regional Coordinator	100	0	0
World Bank contributory staff				
Zeina Samara	Cofinancing Officer/SSATP Program Administrator	0	80	0
George Banjo	Sr. Transport Specialist/Rural Transport Specialist	0	9	0
Kavita Sethi	Sr. Transport Economist	0	9	
Jean-Francois Marteau	Sr. Transport Specialist/Regional Integration Specialist	0	5	0
Kingson Apará	Sr. Transport Specialist/RMF Specialist	0	14	0
Tekie Sium	Cofinancing Assistant/SSATP Budget Support	0	50	0
Fang Xu	Economist/Climate Change Specialist	0	9	0
Jocelyne Do Sacramento	Operations Analyst/ HIV AIDS and Gender & Inclusion Specialist	0	12	0
Emmanuel James	Program Coordinator		2	
Yoshimichi Kawasumi	Sr. Highway Engineer/Road Safety Specialist	0	3	0
Roger Gorham	Transport Specialist/Urban and Climate Change Specialist		2	
Anca Dumitrescu	Senior Transport Specialist/Governance Specialist	0	2	0
Ajay Kumar	Lead Transport Economist/Urban Specialist	0	5	0
Marc Juhel	Sector Manager		1	
Vivien Foster	Lead Economist		1	
Consultants				
Fanny Barrett	Consultant/Procurement Support	70	0	0
Pauline de Castelneau	Consultant/Business Process	70	0	0
Alain Labeau	Consultant/Theme 2 Leader	30	0	0

The SSATP team launched the 2010 work program with a two-day team retreat in Washington DC. The objectives of this retreat were to review the 2010 work program, identify the tasks and task team leaders responsible for each task, describe the activities and their alignment with DP2 main mission objectives and assess the team capacity to perform as a highly effective team; the objectives also included establishing clear procedures on how to move forward with the 2010 Work Program to achieve rapid impact and results. Thematic leaders

presented their respective theme programs with detailed description of the activities, explained the tasks assignments, required budget, timetables and deliverables. Because of enhanced procedures in monitoring trust funded activities, Bank internal procedures on approval and processing of tasks were clearly explained in an effort to have newly instituted procedures implemented in a timely manner.

During this reporting period, the program management team welcomed Tidjani Chetima, Transport Specialist, from UNECA, as an active member of the SSATP Program Management team assisting and participating with missions and reviewing SSATP technical papers as necessary. SSATP sees in this initiative an increased collaboration with its partners at the program management level.

Mid-Term Review

Based on the DP2 framework, the board decided to launch the Mid-Term Review in 2011. To do so, a

consultant was hired in the summer of 2010 to prepare the Terms of Reference, which were finalized and validated by the General Assembly in the Kampala annual meeting of October 2010. The purpose of the review is to critically assess the Program's progress and consider options for the future. EC will cover the costs of this exercise which is expected to start in the second half of 2011 with findings to be presented and validated during the next annual meeting.

Financial Report

Financing of the Second Development Plan

Donors and contributions (2008-2011)

DP2 is supported by partners who provide either cash contributions to the Program or in-kind contributions. Donors who provide cash support are the European Commission (EC), the United Kingdom (Department for International Development, DfID), Sweden (Swedish International Development Agency, Sida), Norway, (Ministry of Foreign Affairs), the African Development Bank (AfDB), the Islamic Development Bank (IsDB), and the World Bank in terms of paying for staff travel costs as well as through its administered trust fund facilities such as the Trust Fund for Building Analytical Capacity to Mainstream Adaptation to Climate Risk in Bank Operations. Partners who provide in-kind contribution, include also the World Bank which provides staff time, and technical experts to administer the Program and lead a number of its activities, Austria (ADA), which have recruited and seconded to SSATP a Data Management Specialist for two years and UNECA, who have continued to provide in kind contribution in staff time on technical expertise.

Cash Contributions:

Total cash commitments amounted to approximately \$15.50 million equivalent, provided per the following breakdown.

Multi Donor Trust Fund:

One multi-donor trust fund account (MDTF) established by agreement with five donors and administered by the World Bank, i.e., SSATP, captures the contributions of the five donors: EC, Norway, DfID, Sida and AfDB. EC's contribution amounts to 69 percent of the total MDTF.

Single Donor Trust Funds:

In 2010 DP2 benefitted from one single Donor Trust Fund. The contributions from IsDB are managed through a single-donor account whose proceeds are earmarked specifically by the donor for the Pro-Poor Pro-Growth Transport Policy Review under Theme 1. This account which was established towards the end of the LTDP program in 2007 had an undisbursed balance of \$187,528.00 when LTDP ended. Following prior agreement with IsDB, the remaining balance was transferred to Theme 1 under DP2.

Other World Bank Trust Funded Facilities:

SSATP has the opportunity to apply to other program facilities at the Bank as long as the objectives of these facilities are aligned with the objectives of SSATP. In 2010 SSATP did not apply to any of these facilities; however a balance was carried forward from the cash contribution SSATP had applied to in 2009. SSATP had received a \$200,000 contribution from the Fund for Building Analytical Capacity to Mainstream

Adaptation to Climate Risk in Bank Operations. The last payment of \$40,000 from this TF was made in 2010.

In-kind Contributions

The Austrian Development Agency (ADA):

The Austrian Development Agency (ADA) hired a Data Management Specialist to work with SSATP for two years, to assist SSATP member countries building their data management capacity in the transport Sector of Sub-Saharan Africa, as one of the pillars to promote sound policies and measure progress particularly in the areas of regional integration, poverty reduction and economic growth. The specialist is expected to support the development of effective, fully operational data management systems that would assist decision makers in making better investment decisions. The specialist who joined SSATP in August 2009 was initially located at the Bank's Washington DC offices for a six month period of familiarization and hands-on experience and was subsequently relocated to Lusaka, Zambia in March 2010.

World Bank contribution

The World Bank, in addition to funding the SSATP program administration, which was a major task during the initiation phase of DP2, has assigned 10 transport sector specialists to the program on a part-time basis; they provided specialized technical support in the priority areas of DP2, i.e., urban mobility, rural transport, road management, climate change, transport sector policy pro-growth, pro-poor policy development, transit transport and regional integration. The World Bank also plays a vital support role to SSATP in that the program outputs and deliverables are managed through the Bank's systems and are subject to the same quality control, peer review and monitoring procedures as the projects under all other World Bank portfolios. The World Bank has also funded the travel costs of its technical staff associated with SSATP oper-

ational travel. In 2010, because of changes in the World Bank budget process, the SSATP account was not charged for time spent by Bank staff supporting the implementation of the program. Subsequently, a careful determination was carried out and based on the tasks on-going and completed during 2010, the value of the Bank's budgetary contribution to SSATP was determined to be \$406,342.

UNECA contribution

The SSATP chairman of the Board is from UNECA. UNECA also donates the time of transport professionals who provide technical advice when needed. In addition, in 2010 UNECA worked closely with SSATP on the organization of workshops.

Members and stakeholder contributions

SSATP benefits from in-kind contributions from its stakeholders and member countries in terms of their pro bono time and efforts given to the preparation and formulation of the DP2 strategic framework and implementation of SSATP activities. These include but are not limited to the time of: the National Coordinators appointed by SSATP member countries, representatives of Regional Economic Communities and TCCs along with representatives of civil societies, transport sector practitioners or private sector representatives who have particular interest in the transport sector in Sub-Saharan Africa.

2010 Receipts and Disbursements

SSATP started 2010 well funded because by the end of 2009, all SSATP financing partners had signed their administration agreements and committed to DP2 and approximately 50% of the commitments had been deposited in the Multi-Donor Trust Fund account. As a result the DP2 Multi-Donor Trust Fund was sufficiently funded for 2010 activities, putting the program in a strong financial position to commence the implementation of DP2 as well as to start plan-

ning for its second annual meeting in October 2010.

Receipts

SSATP holds its accounts in US dollars (USD) although contributions are received in different currencies.

By the end of December 2009, total receipts from donors amounted to \$7,216,457. In 2010 total receipts amounted to \$1,900,572 raising receipts, by close of business in December 2010, to \$9,117,029, representing approximately 60% of the total expected contributions. While the administration fee under LTDP was 5 percent, the administration fee under DP2 has been reduced to 2 percent. Administration fees are applied to each contribution received. In 2010, the administration fees deducted from the total receipts amounted to \$182,341. Also the undisbursed balance under the MDTF earns an investment income which is reapplied to the MDTF accounts to be used like any other receipt against SSATP eligible expenditures. In 2010, the investment income earned was \$43,771 leading to a total investment income earned under DP2 up to December 2010 of \$88,257. Table 1 shows the pledges and commitments to DP2 MDTF in the currency of partners and the USD equivalents. Table 2a shows total receipts in the DP2 MDTF account from initiation in 2008 up to the end of December 2010, and table 2b shows total receipts in 2010 only. Table 2c shows the outstanding contributions expected to be made available

to DP2 MDTF during the remaining of its life cycle.

There were no receipts into the SSATP single donor trust fund and the balance of \$187,528 (See Table 2d) in the IsDB account was not utilized as it is earmarked for pro-growth, pro-poor activities under Theme 1. Consultation on the utilization of these funds with countries interested in pursuing pro-growth, pro-poor transport strategies continued in 2010. However, to the extent possible, single donor trust funds are being phased out to promote a single pooled-account through which all donors can channel funds.

Disbursements

Although the DP2 program cycle is from 2008 to 2011, actual disbursement from DP2 only started in 2009 since first receipts were only received by the end of 2008. In 2010, total disbursements from DP2 MDTF amounted to \$2,721,648 including a \$72,162 administration fee. See Table 3 for a summary of DP2 receipts and disbursements up to December 2010.

The total 2010 program management costs amounted to \$393,159.45 representing 14 percent of the total disbursement in 2010.

SSATP 2010 Expenditures Review

A detailed review of all expenditures incurred in 2010 was conducted in January 2010. No major mischarges were reported. Where applicable, records were updated and actions to ensure compliance were taken.

Table 1. Donors pledges and commitments to DP2 MDTF account

<i>Partner</i>	<i>Currency</i>	<i>Amount in Country Currency</i>	<i>Amount in USD</i>
Swedish International Development Cooperation Agency (SIDA)	SEK	17,000,000	2,429,089
United Kingdom - Department for International Development (DFID)	GBP	750,000	1,159,738
Norway - Ministry of Foreign Affairs	NOK	2,000,000	281,714
African Development Bank (AfDB)	USD	600,000	600,000.00
EU-Commission of the European Communities	EUR	7,600,000	10,651,938
Norway - Ministry of Foreign Affairs	USD	300,000	300,000
Total			15,422,479

Table 2a. Total receipts in DP2 MDTF account, from initiation in 2008 up to December 2010

<i>Partners</i>	<i>Currency</i>	<i>Paid in contribution currency</i>	<i>Paid in USD equivalent</i>	<i>Unpaid in USD equivalent</i>
Swedish International Development Cooperation Agency (SIDA)	SEK	12,750,000	1,760,650	668,439
United Kingdom - Department for International Development (DFID)	GBP	625,000	954,725	205,013
Norway - Ministry of Foreign Affairs	NOK	2,000,000	581,714	0
African Development Bank (AfDB)	USD	400,000	400,000	200,000
EU-Commission of the European Communities	EUR	3,800,000	5,419,940	5,231,998
Total			9,117,029	6,305,450

Table 2b. Total receipts in DP2 MDTF account (USD), in 2010

<i>Donor</i>	<i>Total</i>
United Kingdom - Department for International Development (DfID)	778,600.00
African Development Bank (AfDB)	200,000.00
EU-Commission of the European Communities (EC)	0.00
Norway - Ministry of Foreign Affairs	300,000.00
Swedish International Development Cooperation Agency (SIDA)	621,972.00
Total	1,900,572.00

Table 2c. Outstanding contributions (USD)

<i>Contributions</i>	<i>USD</i>	<i>USD</i>
Total Pledged Contributions		15,422,479
Of which: Paid-In	9,117,029	
Of which Unpaid		6,305,450

Table 2d. Total balance in single donor account (USD), in 2010

<i>Single Donor Trust Fund</i>	<i>Balance</i>
Islamic Development Bank (transferred from LTDP)	187,528.00
Total Single Donor Receipts	187,528.00

Table 2e. Total World Bank contribution (USD), in 2010

Total World Bank Contribution	\$406,342
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Table 2f. Summary of DP2 receipts and disbursements (\$USD), up to December 2010

<i>Receipts & Disbursements</i>	<i>USD</i>	<i>USD</i>
Contributions Paid-In	9,117,029	
Investment Income	88,257	
Total Receipts	9,205,286	
Admin Fee USD		182,341
Disbursements		4,032,922
Total Disbursement		4,215,263
Available Balance carried over to 2011	4,990,023	

Table 3 – Details of disbursements per activity and theme (USD), in 2010

THEME/ACTIVITY	DP2	OTHER ¹	TOTAL
Theme 1: Transport Strategies and Policies			
PGPTS Preparations & Consultations for New Pilots	61,518.7		61,518.77
PGPTS Burkina-Faso - Preparation	63,484.68		63,484.68
PRTSR Application and Impact Review on Transport Strategy (from DP2)	88,027.40		88,027.40
Making Transport Climate Resilient		40,000.00	
Total Theme 1	213,030.85	40,000.00	253,030.85
Theme 2: Transport Management			
<i>Road Management</i>			
Road Management Tool Guide	6,195.55		6,195.55
Commercialization of Road Agencies	25,078.13		25,078.13
<i>Urban Transport</i>			
Documentation of BRT Experiences	45,250.90		45,250.90
Impact of Motorcycle Growth	1,250.00		1,250.00
<i>Rural Transport</i>			
Support to African Rural Transport Association			
RMF Support to Road Funds (FY12)	24,195.26		24,195.26
Rural Transport: Improving its contribution to rural growth and poverty reduction in SSA	19,051.66		19,051.66
<i>Data Management and Indicators</i>			
Transport Sector Data Management System	28,746.84		28,746.84
Total Theme 2	149,768.34		149,768.34
Theme 3: Regional Integration			
Review/Design Legal Instruments for Regional Trade and Facilitation	42,160.00		42,160.00
Support to RECs-TCC & Support to National Coordinators	473,237.51		473,237.51
Baseline Survey of the Central and Dar Corridor	72,162.55		72,162.55
Gender & Inclusion	38,629.16		38,629.16
CICOS - Baseline Survey on the River Corridor	36,180.56		36,180.56
REC HIV Aids	21,480.96		21,480.96
Total Theme 3	683,850.74		683,850.74
Core Activities			
Program Management	393,159.45		393,159.45
AGM 2009 ²	283,379.14		283,379.14
AGM 2010	790,777.83		790,777.83
Mid-Term Review	24,195.26		24,195.26
Support to External Workshops	20,026.43		20,026.43
Dissemination	143,396.84		143,396.84
Total Support Activities	1,630,739.69		1,630,739.69
Administrative fee	44,258.92		44,258.92
Total Disbursements	2,721,648.54		2,761,648.54

¹ World Bank Trust Fund for Climate Change Adaptation² Balance paid in 2010