SSATP
Africa Transport
Policy Program

ANNUAL REPORT 2012

SSATP ANNUAL REPORT 2012

Setting an agenda for the future:
Learning from the past

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

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

The SSATP is a partnership of

- 38 SSA countries
- 8 Regional Economic Communities
- 2 African institutions: UNECA, AU/NEPAD
- Financing partners for the Second Development Plan: European Commission (main donor), Austria, France, Norway, Sweden, United Kingdom, Islamic Development Bank, African Development Bank, and World Bank (host)
- Many public and private national and regional organizations

The SSATP gratefully acknowledges the contributions and support of its member countries and partners.

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Austrian Development Cooperation

NORWEGIAN MINISTRY OF FOREIGN AFFAIRS

TABLE OF CONTENTS

ACRONYMS

AfDB	Africa Development Bank
AFCAP	African Community Access Program
AICD	Africa Infrastructure Country Diagnostic
AIKP	Africa Infrastructure Knowledge Program of AfDB
ARMFA	African Road Maintenance Funds Association
ARTIN	Africa Regional Transport Infrastructure Network
ASANRA	African National Road Agencies
AU	Africa Union
AUC	Africa Union Commission
BRIC	Brazil, Russia, India, China countries
DP1	First Development Plan of SSATP
DP2	Second Development Plan of SSATP
GDP	Gross domestic product
ICA	Infrastructure Consortium for Africa
IRF	International Road Federation
NEPAD	New Partnership for Africa's Development
OECD	Organisation for Economic Co-operation and Development
PIDA	Program for Infrastructure Development in Africa
PPP	Public Private Partnership
REC	Regional Economic Community
RMI	Road Management Initiative
RONET	Road Network Evaluation Tool
SSATP	Sub-Saharan Africa Transport Policy
TFF	Trade Facilitation Facility
UITP	International Association of Public Transport
UNECA	United Nations Economic Community of Africa
WB	World Bank
WCO	World Customs Organization

MESSAGE FROM THE CHAIR OF THE SSATP BOARD

It is my great pleasure to report that SSATP turned a corner in 2012 and now has a strong founda-tion in place that will enable it to fully contribute to improving the efficiency of Africa's transport sector. The message from last year's Annual Report was simple and straightforward: the Program was at a crossroads and vigorous action was required. The message was understood and acted upon in an earnest fashion by SSATP's partners and management team.

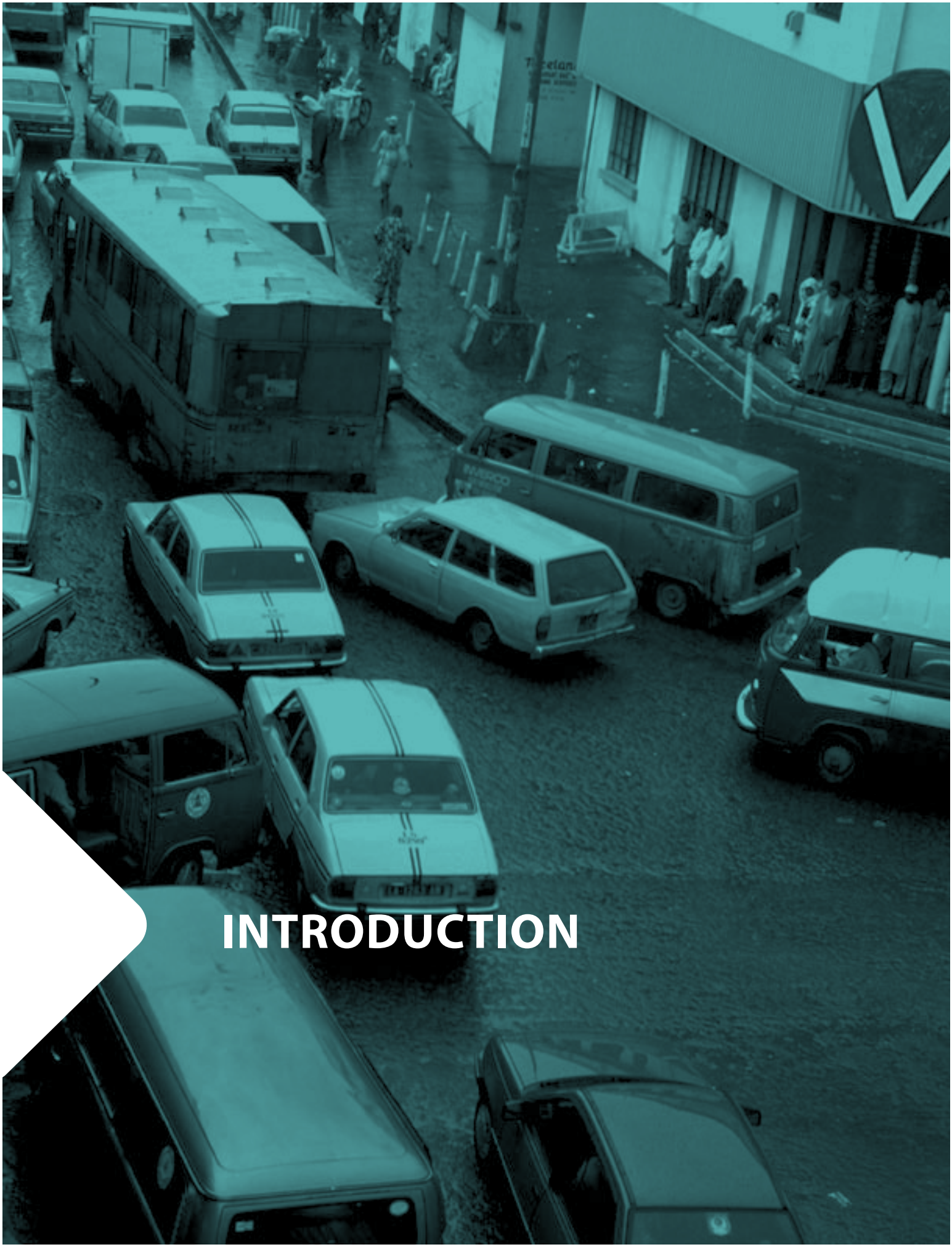
Central to the revitalization of the Program was the implementation of a set of recommendations of the SSATP mid-term review agreed by the SSATP. Measures have since been taken to increase the African ownership of the Program and to align its activities with emerging needs of the African transport sector. This, as well as working more in partnership to ensure sustainability, has strengthened the focus of the Program on results, as requested by the stakeholders. In addition to having to realign its work program, SSATP developed during the past year a solid strategic frame-work to guide its future activities, the Third Development Plan (DP3). The plan is the result of an extensive consultative process that contributed to better anchoring the Program in the African context. This plan is also consistent with the priorities of the African Union Commission's Program for the transport sector, as well as other transport related initiatives.

The year 2012 is also the year that marked the beginning of making SSATP a truly continental Program. The African Union Commission became a member of the SSATP Board, and preparations are underway to make the necessary arrangements for welcoming the countries of North Africa to join the Program.

Over the past few years, it has become ever more manifest that there is a broadly shared view that the SSATP is not only a relevant Program for Africa but also a very much needed one. This view was confirmed by African stakeholders during last year's Annual Meeting in Addis Ababa, as well as by its funding partners while endorsing the DP3 in June in Brussels—if SSATP did not exist, it would have to be created. DP3 provides a strategic framework that will coherently guide SSATP to under-take much needed policy development and related capacity building work for the benefit of Africa's transport sector for years to come. We must therefore avoid the risk of endangering the success of the Program by making sure that it will be fully funded according to the requirements of the endorsed DP3.

By committing to a fully funded DP3, we will ensure that SSATP can have a truly transformative impact on the African transport sector, lifting it to a level where it can effectively play its role as a facilitator of sustainable economic development of the African continent.

Stephen Karingi
Chairman of the SSATP Board



INTRODUCTION

The past eighteen months have been eventful for SSATP. Although SSATP is a recognized and well-established Program for policy development and capacity building of the African transport sector, new demands and changing needs of the sector put pressure on SSATP to adjust and adapt.

This was confirmed in the mid-term review of the Second Development Plan (DP2). The mid-term review recommended that the Program should resourcefully respond to emerging needs, relocate to Africa to better integrate in the African context, and strengthen ownership among all its stakeholders. While the mid-term review recommended significant adjustments, it also clearly recognized the continued relevance of the SSATP Program and recommended that a Third Development Plan (DP3) be formulated. Originally, DP2 was designed to end by June 30, 2013, but as a sign of confidence in the Program and its usefulness, SSATP's donors agreed to extend the timeframe of DP2 to the end of June 2014.

For the past eighteen months, SSATP has gone through a major transition. The Program has had to reconsider its focus and realign its activities with the new reality, while at the same time continue to implement on-going tasks and prepare a novel five-year work program. In order to fully capture the measures taken to implement the recommendations of the review and highlight SSATP's operational results, this Annual Report exceptionally covers the 18-month period from January 1, 2012 to June 30, 2013.

The report provides an overview of the main activities during this period and showcases some of the program's results that will contribute to reviving the railways in several African countries, reforming the transport sector in West Africa, and creating analytical tools for improving governance in the transport sector. It also summarizes the rationale behind DP3 and outlines key features of the plan.

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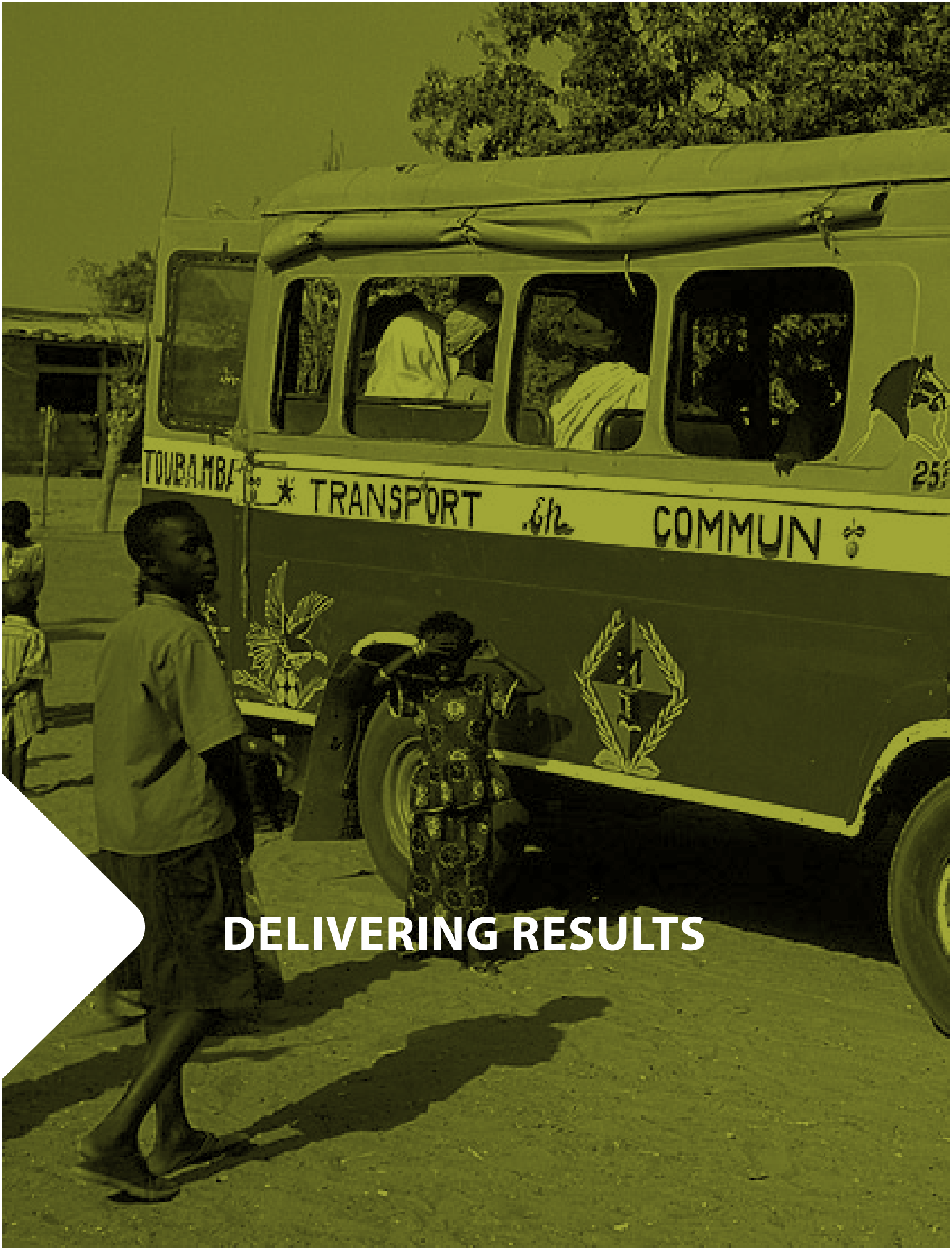

DELIVERING RESULTS

In line with the findings the SSATP mid-term review, the work program has been revised with a clear focus on achieving results. Central to the realignment has been an emphasis on the principles of sustainability and partnerships. To make sure that the outcomes of an activity will be sustained beyond the timeframe of the activity itself, a well designed planning and implementation process is key, as well as securing continued funding and making the results widely known and used. For SSATP, partnerships are a vital instrument to effectively implement its work program. In 2012, SSATP initiated steps to more actively explore and employ partnerships in order to increase its presence in Africa, extend its reach, and strengthen the ownership and sustainability of the Program. To further strengthen its local presence, SSATP assigned in 2012 two staff members to field based positions.

The following sections highlight some of SSATP's accomplishments in 2012.

A. Policy Development

To enable the African transport sector to fully unleash its potential as an enabler of growth and economic development, countries need to put in place sound policies and effective strategies. Supporting African countries to develop effective policies is a core activity for SSATP. Some of SSATP's results in the area of policy development are summarized below.

Improving Railways Performance

Considering the significant role that railways have played historically in land transportation, trade facilitation and economic and social development along with the poor performance of the sector in Africa, SSATP launched a study following a request during its 2010 Annual Meeting with the objective to identify and address the issues affecting railways performance. The study, "Rail Transport - Framework for Improving Railway Sector Performance in Sub-Saharan Africa", draws conclusions from the past 15 years of experience in railway concession in sub-Saharan Africa, and re-examines the performance of railways in light of the considerable changes in the transport and logistics industry that have affected Africa, as well as the rest of the world. Recommendations provide the framework for further decisions and the implementation of relevant policies by SSATP member countries. The study's findings are already informing the design and approach taken in World Bank railways sector projects in Tanzania, Malawi, Zambia, and Mozambique. The framework has also contributed to the preparation of the African Development Bank's diagnostic study of concessional railways in Africa.

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BOX 1. RECOMMENDATIONS FOR IMPROVING RAILWAY SECTOR PERFORMANCE

- Governments are advised to:
  - develop long-term strategic plans for the rehabilitation and development of transport infrastructure to define the role of railways in a coordinated manner
  - develop unbiased policies for land transport, including non-biased systems for charging the users for the utilization of transport infrastructures
  - be financially involved in the construction and long-term maintenance of railway infrastructure similarly to road infrastructure
  - remain involved in the ownership and financing of railway infrastructures
  - develop adequate regulatory frameworks
- Sub-Saharan countries could expand the rail market by better utilization of the regional transport corridors
- The goal of the rehabilitation of railway infrastructures is to make railways competitive when compared to road transport
- Stimulating the private sector to contribute to rail development requires implementing appropriate framework for successful public-private partnerships in the railway sector
- Strong and transparent rules need to be established for monitoring the concessions by taking advantage of lessons learned
- Compensation for passenger service must be fair
- Concessions of passenger service should be addressed separately from freight concession and be backed by guarantee instruments (partial risk guarantee)
- Better utilization of international financial support

Source: Rail Transport - Framework for Improving Railway Sector Performance in Sub-Saharan Africa

Mozambique Transit Regime

Taking advantage of a government review of the Mozambique Customs Law to facilitate the implementation of the Single Electronic Window System in Mozambique, SSATP provided support to the Maputo Corridor Logistics Initiative—an advocacy group of private users, logistics service providers and public agencies of the Maputo Corridor—on a set of recommendations for addressing areas of the legislation that were negatively affecting the efficiency of the corridor. The Maputo Corridor primarily serves its close South Africa hinterland. Passing through Mozambique, however, implies a customs transit regime. The constraints of transiting an international border, compounded with comparatively low volumes and the imbalance in trade, constitute an obstacle for developing traffic along the corridor. The key recommendations for changes to the Mozambican transit regime comprise five universal components of a transit regime: customs transit regulations, bonds, manifests, transit process authorization, and stakeholder engagement. These recommendations were well received by the government and incorporated into the revised legislation, which was approved by Parliament in October 2012. As the legislation is applicable to the whole country, not only will it have a positive impact on the competitiveness of the Maputo Corridor, but also have positive spillover effects on Mozambique's other transit corridors, especially through the ports of Nacala and Beira.

River Observatories

Although the Congo River is vital for the economic development of Central Africa, the traffic flows along the Brazzaville – Kinshasa – Bangui – Kisangani corridor are facing numerous non-physical obstacles such as too many checkpoints, taxes and illegal fees that result in long hours of navigation and inefficiencies. In order to achieve the goals set by the regional cooperation agreement establishing the International Commission of the Congo Oubangui Sangha River (CICOS), decisive interventions are required to remove these obstacles and facilitate sustainable development of the river corridor and its economy. To help achieve this, SSATP has worked in partnership with the CICOS and the European Commission (EC) and provided funding for a study on establishing an observatory of non-physical barriers and malpractices. The main task of the observatory will be to collect and process data from the corridor, creating a database with a set of 25 indicators that will be utilized for decision making and implementation of measures to remove the barriers. The overall objective is that all non-physical barriers would be removed by 2025. The EC will provide funding to cover half of the operational costs, while CICOS will be responsible for the other half, preferably through the contribution of its member states. SSATP will continue to provide support during the first stage of the decision-making process to establish the observatory.

Transport Strategies in Burkina Faso and Sierra Leone

In April 2012, the Burkina Faso Government adopted a new strategy for the transport sector for the years 2011-2025 that had been developed under a World Bank financed project. In support of the implementation of the strategy, SSATP funded a series of workshops and seminars with key stakeholders in Burkina Faso. A roundtable with donors was organized, and events with other key stakeholders focused on discussing and confirming the main priorities of the strategy, in order to help ensure ownership and contribute to effective implementation.

SSATP has also supported Sierra Leone in updating its national transport strategy, which replaces the national transport strategy and investment plan that were formulated back in 2003. The updated strategy addresses both physical – infrastructures and services – and organizational dimensions of the national transport system and serves as an important input to Sierra Leone's second Poverty Reduction Strategy Paper (PRSP II), known as the Agenda for Prosperity 2013-2017. The updated strategy characterizes the national transport system as the major nodes and links that connect major centers within the country and Sierra Leone to its neighbors and the rest of the world. Several workshops were organized with key stakeholders to validate the findings, discuss recommendations, and disseminate the content of the updated strategy.

B. Knowledge Creation

SSATP creates knowledge by undertaking case studies, developing methodologies, and issuing guidelines, resulting in availability of cutting edge options for problem solving. Knowledge creation is an integral part of SSATP's work. Below is some of the knowledge that the Program has created over the past eighteen months.

Governance Indicators

Ensuring good governance in the transport sector in Africa is critical to its efficient development and to the economies of the countries. To help countries improve governance in the transport sector, SSATP commissioned a study, "Transport Governance Indicators for Sub-Saharan Africa" that identifies a critical subset of indicators (see Table 1), which can be used to demonstrate in a clear and measurable way, the level and quality of governance in a particular country / sector / sub-sector. These indicators provide a tool for countries not only to measure governance in the transport sector, but also to monitor results on actions that are taken in this area. Indicators reflect the main governance issues in the sector based on assessments undertaken in four African countries—Mali, Tanzania, Kenya and Zambia. These countries were selected by SSATP because of their commitments and efforts towards improving governance in the transport sector. Since the study was completed, SSATP has sought ways to implement the report's recommendations.

A partnership between SSATP, the Governance Partnership Facility (GPF) and the World Bank is being explored in three additional countries: Kenya, Zambia and one French-speaking

TABLE 1. PROPOSED INDICATORS FOR TRANSPORT SECTOR GOVERNANCE IN SUB-SAHARAN AFRICA

Governance area	Indicator
1. Institutional mandates and responsibilities	Clarity and distinction between mandates and responsibilities of key ministries, departments, and agencies in the transport sector
2. Strategic priorities	Coherence of transport sector policy and extent to which its prioritization process is based on objective criteria
3. Budget discipline	Budget allocation based on reliable financial forecasts and aligned with priorities based on objective criteria
4. Program design	Quality and use of key performance and value for money indicators
5. Procurement	Comprehensive and timely public disclosure of transport sector procurement plans (including bidding opportunities, contract awards, and data on resolution of procurement complaints)
6 .Delivery	Comprehensive time and cost reports on progress of work for major (top 10) transport sector projects, timely disclosed to the public in a accessible manner
7. Sustainability	Transport sector agency has established benchmarks for routine and periodic maintenance of assets and allocates the budget accordingly
8. Information dissemination	Transparency and timelines of annual budget and expenditure disclosure
9. External scrutiny	Rule applied to the membership and appointment process for key transport sec-tor governance boards
10. Accountability	Percentage of recommendations from independent technical and financial auditor reports implemented within one year

country, where World Bank teams have been implementing governance activities with funding from the GPF. The objective would be to: (a) refine indicators and scoring system based on feedback from stakeholders; (b) score the three pilot countries; (c) formalize scoring methodology and guidance; (d) develop a simple methodology for institutional mapping; (e) prepare briefing papers and communication tools for roll-out; and (f) conduct a robust impact assessment to evaluate changes in governance scores as they relate to transport sector performance improvement.

Road Safety Practices along Corridors

The road safety situation in Africa is rapidly becoming an obstacle to competitiveness and development in Africa, exceeding the impact of HIV AIDS. Relative to the rest of the world, Africa has an extremely high rate of road fatalities. Although Africa has one of the lowest road network densities, at 0.08km/sq. km, and its vehicle fleet accounts for only 2 percent of the world's total, every year more than 300,000 people lose their lives on the streets and highways in Africa. In spite of the low motorization, Africa's road related fatality rate of 32.2 per 100,000 is the world's highest, and fatality rates per vehicle in Africa are about a hundredfold higher than those of well performing regions. It has also been established that over 65 percent of those affected by road traffic crashes are vulnerable road users, including pedestrians and cyclists. Unless drastic measures are put into place, indications are that Africa's projected growth in motorization would increase road crashes by 68 percent over the next decade. Global experience shows that a majority of deadly road crashes occurs on a small percentage of the road networks, which largely comprise the busiest regional trade corridors with high levels of traffic volumes and speeds and an unmanaged mix of motorized and non-motorized users. There are therefore substantial potential returns from best practice road safety investments targeting regional trade road corridors (RTRCs). In Africa, where RTRC road safety issues are acute, the African Union has set a regional goal of achieving the world's best road safety practice on the African Regional Transport Infrastructure network. However, the benefits of both physical and institutional improvements implemented under trade and transport corridor investment projects have often been compromised by the increase in road accident risks as a result of increased truck traffic volumes and higher speeds. There is therefore a clear need to improve the effectiveness of investments in RTRCs.

To respond to this need and present a tailored approach to RTRC road safety priorities, SSATP and the World Bank jointly published a study, "*Guidelines for Mainstreaming Road Safety in Regional Trade Corridors*", that provides best practice guidelines and address the limited available guidance on how corridor projects should address road safety issues. The approach taken (i) highlights global best practice road safety management in regional corridors; (ii) summarizes the current road safety management capacity in RTRCs in LMICs; (iii) identifies

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critical success factors; (iv) outlines the generic components of best practice road safety investment projects; (v) provides a roadmap for identifying, preparing, and implementing best practice road safety projects in RTRCs; and (vi) sets out a range of terms of reference and other tools to assist RTRC project management. The guidelines outline a series of inter-related and mutually reinforcing road safety project components covering corridor intervention priorities; corridor road safety policy reforms; corridor monitoring and evaluation systems, and corridor project management arrangements. The aim is to create a project that encourages agencies to work together constructively to deliver and evaluate a set of well-targeted, best practice multi-sectoral interventions in RTRCs, to conduct policy reviews, and accelerate the transfer of knowledge on road safety. The guidelines are at dissemination stage for use by the countries and Regional Economic Communities as well as development partners in their regional projects.

Identifying Knowledge Gaps in Rural Transport

Over the past several years, SSATP has been actively involved in supporting the adoption of good policies and operational practices for rural transport that can effectively contribute to rural growth and poverty reduction. SSATP provided the main funding for the Rural Transport Framework Paper (RTF) titled "*Rural Transport – improving its contribution to rural growth and poverty reduction in sub-Saharan Africa.*" To augment existing knowledge, SSATP has now funded a follow-up study, which highlights key messages of the RTF, identifies gaps in current knowledge products and practices, suggests how to fill the gaps, and outlines a dissemination strategy. The document, "*Promoting the Adoption of Good Policies and Practices on Rural Transport in sub-Saharan Africa – knowledge products and dissemination strategy*" focuses on four areas: (i) planning and prioritization; (ii) monitoring and evaluation; (iii) sustainable maintenance; and (iv) procurement and contracting methods and tools. The report provides a clear response to the challenges presented by concluding that in addition to filling the identified knowledge gaps, "the overarching action needed is an increased effort in strengthening advocacy and

improving the dissemination of the rural transport knowledge that already exists. Strengthening advocacy will require building capacity in countries at the local government and village levels, where concerted and effective action is needed for the planning and implementation of rural transport interventions." Work in the areas of planning and prioritization and monitoring and evaluation is now underway to learn from the experiences of African countries, draw lessons, and provide guidance to countries on how to improve rural transport management.

C. Capacity Development

By facilitating various capacity development initiatives, SSATP fulfills one of its central missions, which is to ensure that African countries and regional institutions have the ability to develop and implement effective policies for the transport sector. Below are some of the capacity development initiatives that the Program has undertaken over the past eighteen months.

Environmentally Sustainable Transport Forum 2014

One of the emerging challenges faced by the transport sector in Africa is the development of policies that promote inclusion as well as sustainability. This entails supporting public health and eco-systems by minimizing the generation of greenhouse gas emissions, an area where transport is of-ten blamed. SSATP, together with other key partners, has been leading the initiative to launch an Environmentally Sustainable Transport Forum for Africa (EST-Africa) in 2014. Similar annual forums already exist in Asia since 2004 and since 2011 in Latin America. EST-Africa will contribute to building inclusive green growth through regional cooperation and the exchange of best practices in the transport sector. Among its goals are to: (i) establish an institutional platform that increases understanding of the benefits of building sustainable transport networks across Africa; (ii) build a support system for regional cooperation on achieving sustainable transport; (iii) stimulate policy dialogue on sustainable transport in a systematic way; (iv) enable local, national, and regional stakeholders to improve knowledge and expand existing best practices.

After the proposal to establish an EST-Africa was first presented to stakeholders during various events in 2012, further discussions on establishing the Forum took place during the SSATP annual meeting in December 2012. SSATP then produced a revised concept paper that provides the basis for establishing the EST-Africa in 2014.

Road Safety along the Central Corridor

To improve road safety for commercial freight in Tanzania, including the portion of the Central Corridor that runs through Rwanda and Burundi, SSATP funded an activity that focused on better co-operation between public authorities and road transport operators in these countries. The objective was to strengthen the professional qualifications of truck drivers

through a number of activities that included reviewing existing legislation for commercial freight, developing training materials to improve road safety, and organizing workshops to promote responsible behavior among professional drivers. As a result of this initiative, new legislation on licensing and regulation of heavy good vehicles (HGV) was ratified and became effective in Tanzania, including the stipulation for mandatory training of more than 100,000 truck drivers. The legislation covers a broad range of issues to promote road safety, such as banning imports of trucks older than 10 years, stepping up vehicle inspection by the traffic police, and establishing an independent vehicle inspection unit. The initiative also examined ways to minimize road safety hazards related to changing driving side at the Tanzania, Rwanda, and Burundi borders.

Core Indicators for Corridor Efficiency

The African Union's regional integration agenda aims to establish a continental free trade area in Africa with the goal of fostering economic development through growth in trade, particularly through intra-African trade. A central requisite for expanding trade is well functioning corridors. Measuring corridor performance is therefore essential in order to assess whether corridors are fulfilling their role as enablers and catalysts of development through trade growth, or, whether there are obstacles associated with the corridors that need to be addressed. In consultation with the Regional Economic Communities (RECs), SSATP developed a performance monitoring framework to guide the measurement of the various dimensions of corridor efficiency, illustrated in Table 2. SSATP has coordinated this work with several partners, including the World Bank, *TradeMark* South Africa (TMSA), *TradeMark* East Africa (TMEA), USAID West Africa *TradeHub*, and the Europe-an Commission (EC).

As a first step to implement the framework, RECs, corridors, and development partners have agreed on a set of core indicators that on the first three dimensions of the performance monitoring framework: volumes, time and uncertainties, and prices. The *trade volumes* indicators seek to gain better understanding of the flow of goods, the trade routes, their competitiveness, and how these evolve over time. The time indicators measure the 'ease of movement' of cargo at key stages along the corridors. Delays along a corridor vary according to circumstances, resulting in considerable uncertainty regarding the actual time a shipment will take from its origin to its destination. The *price* indicators measure the total price to import or export between an economic center on

TABLE 2. PERFORMANCE MONITORING FRAMEWORK

Volumes	• By corridor components (Modes and Nodes • Trade types
Time and Uncertainties	• Processing time, idle time • Distribution of delays and uncertainties
Price and Costs	• Cost factors of operators • Total logistic costs to the trader/shipper
Services and Infrastructures	• Quality and capacity • Efficiency and capability

a corridor and its maritime gateway, for international trade, and between two economic centers along the corridor, for intraregional trade.

To promote better understanding of corridor efficiency, SSATP funded a logistics cost study on transport costs component and the parameters that can be leveraged to reduce cost. The study used the performance monitoring framework to analyze the composition and factors that influence total logistics costs for goods typically traded in West and Central Africa. It concluded that for West and Central Africa, the priority is to focus on price indicators, as opposed to East Africa where the time indicator as a component of cost is most important, justifying efforts on reducing delays. The study's findings are currently being used to prepare a reform of the transport sector in West Africa.

Road Safety in Ethiopia, Cameroon, and Zambia

In partnership with UNECA and the African Union, SSATP was one of the main contributors to the strategy that underpins the Decade of Action for Road Safety in Africa. To support the implementation of the Decade of Action, SSATP launched its Road Safety Program, "*Management Support and Technical Advisory Services*", which has supported capacity building in Ethiopia, Cameroon, Zambia and the Abidjan-Lagos Corridor.

In its first phase, the program has focused on four objectives: (i) strengthen road safety agencies; (ii) strengthen national road safety action plans; (iii) implement high-impact interventions; and (iv) help implement interventions on the Abidjan-Lagos Corridor to improve road safety. The following examples illustrate some of the activities that have taken place during phase one.

In Zambia: SSATP initiated and planned a multi-sector safe road corridor and facilitated funding for its implementation through the World Bank; prepared recommendations for strengthening the national road safety action plan; and facilitated the adoption of a multisectoral memorandum of understanding between the various ministries playing a role in road safety. *In Ethiopia:* SSATP developed a component for high-impact capacity building of the Federal Traffic Police as part of law to boost enforcement; prepared proposal for strengthening the road safety audit system, which is now being implemented by the National Road Safety Council. *In Cameroon:* SSATP assisted the Road Safety Department in the Ministry of Transport in defining its roles and responsibilities; supported the revision of the 2012 Road Safety Emergency Action Plan, while proposing areas for improvement and designing an implementation program for 2012-2013 that enables immediate progress. *In the Abidjan-Lagos Corridor:* With the National Road Safety Council in Ghana, SSATP planned a pilot project for road safety in the corridor that includes high-impact interventions in the engineering, enforcement, and education areas. The Council is expected to implement the pilot with funding from the World Bank and the Ghana Road Fund.

This first phase of the SSATP Road Safety Program created strong momentum and good progress. A second phase of the capacity building component is being considered. This would focus on ensuring continued support to the participating countries based on the findings and insights from phase I. Additional countries are likely to be included in this second phase; among these are Senegal, Kenya, Tanzania, the Gambia and/or Namibia.

Training in the use of Road Network Evaluation Tool (RONET)

SSATP and the World Bank developed RONET in 2008 as a free and simple tool to help decision makers assess the characteristics of road networks and their future performance. This evaluation is based on different levels of interventions to the networks, allocation of resources, and the design of road asset management systems. Available on the SSATP website, RONET version 2.0 has many configuration options for use in African countries and other developing countries. In collaboration with regional road associations, dissemination of the tool is ongoing in order to promote wider application in road asset management in African countries.

RONET training sessions for Francophone and Anglophone countries took place in Benin and Tanzania respectively. The objective was to develop the capacity to use RONET and to strengthen capacities of road agencies and road funds in planning an evaluation of road network performance to foster efficiency in road asset management. The training was championed by the African Road Maintenance Fund Association (ARMFA), with the intent of strengthening capacities of regional road associations to play a pro-active leadership role in promoting efficiency and capacity building. The training was demand-driven whereby participants covered their full cost of participation while SSATP provided the trainer. A total of sixty participants were trained covering such issues as road data collection and analysis for road institutions, and recommendations on how to mainstream these processes in country road programming. In addition, Botswana and Mozambique have expressed their intention to organize similar training sessions funded from their own resources in FY2014. SSATP and ARMFA have scheduled an evaluation to assess to what extent road institutions use RONET and further demand for capacity building, including having RONET trainers in Africa.

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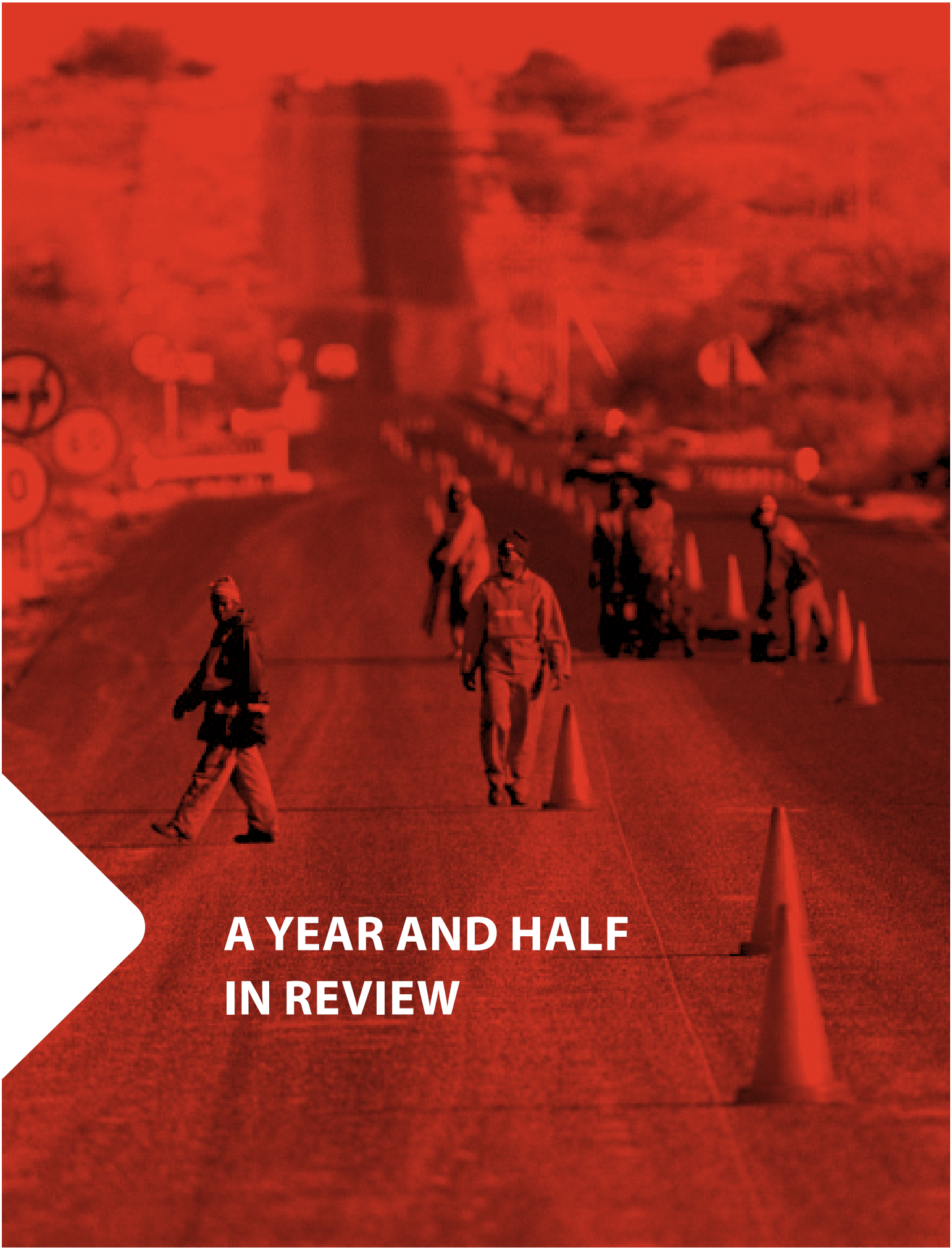


A YEAR AND HALF IN REVIEW

The following section provides a snapshot of the progress, actions, and events of the SSATP Program for the period January 1, 2012 – June 30, 2013.

Expanding Membership

In 2012, South Sudan and Comoros joined SSATP, bringing the number of SSATP member countries from 36 up to 38. At the Annual Meeting in 2010 there was consensus that SSATP should aim to be a Program for the entire African continent. The Program, it was agreed, should also be open to North African countries. It was also recommended that the African Union Commission (AUC) become a member of the SSATP Board. The SSATP Board later endorsed this view, and in August 2012 the AUC formally joined the SSATP Board. As a first step to become a truly continental-wide Program, the North African countries have been invited to participate in SSATP's 2013 Annual Meeting. In November 2012, Egypt and Morocco participated in the Road Safety Workshop in Addis Ababa, an event that was jointly organized by SSATP, UN Economic Commission for Africa (UNECA) and the World Health Organization (WHO).

Portfolio and Geographical Reach

The Second Development Plan (DP2) which has provided the framework for SSATP's work program has three strategic themes: (i) *Comprehensive pro-poor and pro-growth transport sector strategies;* (ii) *Sustainable institutional and financial arrangements for road infrastructure and rural and urban transport services;* and (iii) *Improving transit transport along selected international corridors.* Operationally, this translates into initiatives for undertaking policy development, capacity building, and knowledge creation. In addition to knowledge creation and dissemination, SSATP also engages in broader advocacy to ensure that stakeholders are aware of best practices and that results are being used. Within this framework, SSATP has undertaken activities directly in 23 countries and 16 corridors. (See boxes 1 and 2.) At the end of June, 2013, SSATP's portfolio included a total number of 31 activities, with 11 activities in theme 1, 8 activities in theme 2, and 12 activities in theme 3. Since DP2 started, a total of 17 activities were completed, and total disbursement amounted to US$17,902,851, which includes program management costs. Disbursements during the reporting period detail information on the activity portfolio and the financial information are presented in Annex.

SSATP has undertaken activities in **23 countries and 16 corridors**

BOX 2: SSATP COUNTRY FOCUSED ACTIVITIES

- Policy performance review: Ethiopia, Ghana, Zambia, Benin, Gabon and Mali.
- Pro-poor pro-growth transport strategies: Burkina Faso, Sierra Leone
- Road safety: Zambia, Ethiopia, Cameroon, Ghana
- Governance: Kenya, Zambia, Cameroon, Tanzania, Mali
- Gender and inclusion: Uganda, Ghana, Cameroon, Benin
- Transport Data Management Systems: Swaziland, Burkina Faso, Uganda, Zambia
- Rural Transport Policy Framework: Uganda, Nigeria
- Progress on Commercialized Road management: Botswana, Cameroon, Ethiopia, Ghana, Namibia, Tanzania, South Africa
- Peer review of road asset management practices: South Africa, Lesotho, Mozambique, Zimbabwe, Namibia, Botswana, Angola, DRC, Zambia, Malawi, Tanzania, Mauritius, Swaziland
- Road Network Evaluation Tool (RONET) training: representatives from 30 countries
- Survey of Road Transport Industry: Kenya, Rwanda
- Review of transit regime: Mozambique

Annual Meeting

The 2012 SSATP Annual Meeting was held in Addis Ababa, Ethiopia, on December 11-12. It was a successful and well attended event with representatives from 27 countries at the level of Permanent Secretary or Advisor to the Minister or Director of the Ministry of Transport. Three Regional Economic Communities and five regional organizations were also represented, as were nine development partners. The meeting had three broad objectives: (i) review progress of the Second Development Plan (DP2); (ii) decide on the proposed new institutional framework for SSATP; and (iii) identify priority areas for the Third Development Plan.

DP2

The 2012 Annual Meeting provided an occasion to more broadly outline the overall progress and results of DP2, as well as to clarify why some of the constraints had occurred during plan implementing. The participants welcomed the opportunity to have a discussion on the status of DP2, and they confirmed that the meeting indeed had helped them gain a better understanding of DP2 and its added-value. The participants expressed overall satisfaction with the progress made, and their comments mainly focused on the overall framework of SSATP, which was considered central to making the program succeed. The importance of establishing links between countries and SSATP was strongly underscored, as was the need for SSATP to squarely focus on achieving results.

BOX 3: SSATP CORRIDOR FOCUSED ACTIVITIES

- Abidjan-Lagos (Cote d'Ivoire, Ghana, Benin, Togo, Nigeria)
- Central corridor (Tanzania, Rwanda, Burundi, DRC)
- Northern Corridor (Kenya, Uganda, Rwanda)
- Congo River Basin (seven corridors-DRC, Rwanda, Burundi, Congo, Gabon, Central African Republic, Cameroon)
- Douala Corridors (Cameroon, Chad, Central African Republic)
- Maputo Corridor
- Walvis Bay Corridors (four corridors)

Institutional framework

As a result of the mid-term review, a new institutional framework for SSATP was presented. This includes redefining SSATP's mission, establishing governance that would allow for achieving the redefined mission, and applying measures for solving operational constraints that have emerged during the implementation of DP2. To help guide the discussion, the "*Institutional Framework for the Third Development Plan*" document was distributed in advance of the Annual Meeting. Each component of the institutional framework was discussed, but participants noted that no decisions could be taken because institutional changes are inherently complex and that further discussions would be needed.

Third Development Plan (DP3)[1]

A framework for developing SSATP's Third Development Plan was presented. This had been developed based on SSATP's earlier experiences, as well as insights from other relevant programs and

1. A summary of DP3 is presented at the end of this Annual Report.

initiatives in Africa and elsewhere. In preparing it, the focus had been on emerging needs and priorities as identified by SSATP stakeholders. The framework consisted of four clusters, later reduced to three. The original fourth cluster focused on emerging issues and specific needs and was later integrated in the remaining three clusters.

The DP3 focuses on the following priority transport policy areas in Africa: (a) regional integration, connectivity, and cohesion; (b) urban mobility and accessibility; and (c) road safety. The proposed clusters were discussed both in the plenary session and in break-out groups. The participants expressed strong support for the framework and stressed that SSATP should continue to be innovative, have a long-term perspective, and closely follow new developments and emerging needs. In the context of the DP3 framework, the meeting also discussed a plan for SSATP's capacity building work, which would be undertaken as part of implementing the DP3 activities.

The Annual Meeting concluded with the General Assembly, which welcomed two new SSATP members, South Sudan and Comoros, and agreed to the proposal for inviting candidate organizations to express their interest in representing the private sector on the SSATP Board. The Board will select among candidate organizations, taking into account the expected added value each candidate would bring to SSATP.

BOX 4. MEETING OF SSATP'S DONORS

Following the Annual Meeting, SSATP's donor partners met for half a day to reflect on the future for SSATP, assess the results of the Annual Meeting, and provide recommendations and guidance on the way forward. SSATP's donor partners reaffirmed their engagement for the next phase of the program and confirmed their continued support for SSATP and expressed their willingness to favorably consider contributing to DP3, in cash or in kind. They also stressed the need for establishing linkages and assuring complementarity between SSATP's activities and their own programs, and they recognized the added-value of the World Bank hosting SSATP.

Meetings of the SSATP Board

The Board of SSATP held three meetings during this reporting period. The first Board meeting was on April 1, 2012 in connection with the retreat that was organized in Addis Ababa to review and discuss the findings and recommendations of the mid-term review of SSATP.[2] At the meeting, the Board also confirmed the outcome of the consultations among the Board members regarding the new Chair of the Board and appointed the representative from UNECA. The Board's second meeting was held on July 3, 2012. The main items on the agenda were is-sues related to the follow-up of the midterm review of SSATP, including reviewing progress on actions agreed to at the retreat in Addis Ababa, deciding on the final format of the mid-term review report and how the recommendations of the report together with the actions agreed to at the Addis Ababa retreat should be implemented, and reviewing proposed options regarding the re-location of SSATP to Africa. The third Board meeting was organized in connection

2. See separate section on the Addis Ababa retreat and the follow-up actions it produced.

with the SSATP Annual Meeting in Addis Ababa on December 18-20, 2012. The main focus of that meeting was to deter-mine the interest among the broader donor community for supporting DP3.

Positioning the Program and What it has to Offer Through Improved Communications

Although SSATP is a well-established program with a notable track record of past achievements, communications has for the most part played an insignificant role in implementing the program. The neglected role of communications was also pointed out in the mid-term review, which suggested that the Pro-gram ought to take maximum advantage of the opportunities offered by modern communication technology. Recognizing the critical value of effective communications and outreach, SSATP has developed a strategy that aims to position it as a central Program for policy development in the Africa transport sector and for building capacity of African countries and regional institutions to develop effective transport policies. The strategy covers all areas of SSATP's communications needs, and the long term goal of the strategy is to increase both the level of interest and engagement of all SSATP stakeholders through a variety of communications tools and tactics.

The first steps in implementing the strategy have been taken. SSATP now has an up to date interactive website that functions as a day-to-day information platform and serves as a knowledge go-to hub for the community of practice on transport policy development in Africa. The website is maintained in both English and French and has a modern interface that is visually and functionally appealing. SSATP's newsletter, which is also produced in both languages, has been revised and updated with a more appealing design that reflects the interactive website and will now be published quarterly. SSATP is also present on *YouTube* (http://www.youtube.com/user/AfricaTransport) with video clips by transport and road safety experts from across Africa, as well as best practice videos that demonstrate the value-added of sound transport

BOX 5. TOOLS AND CHANNELS FOR OUTREACH

Multimedia. Videos can be powerful advocacy tools and SSATP has used them in the past infrequently. Going forward, SSATP will utilize more systematically videos, video clips, and other multimedia tools such as podcasts and slide shows to present the Program and its achievements.

Social media. SSATP has created a LinkedIn group that is currently being used as a discussion platform and to announce SSATP publications, events and other news. To significantly expand its usage and membership, an integrated social media approach will be taken using Facebook, Twitter, Instagram, and other social media plateforms to direct users towards the SSATP website and reinforce overall messaging.

Press coverage and media capacity. SSATP will maximize the use of press coverage, especially at local events to inform local stakeholders, while press excerpts will be shared through the SSATP website, newsletter and social media channels as well as partners' communication tools. SSATP's technical authors of SSATP reports and studies are a tremendous asset for advocating results and sharing knowledge, but they do not always have the skills and confidence to engage with the press. SSATP will therefore provide training to build their capacity to interact effectively with the media.

Image bank. Availability of transport related images is limited and considering the needs of a systematic and ongoing communications outreach and the number of SSATP produced publications, SSATP is exploring ways to create an image bank of visuals focused on the transport sector.

policies and the impact they have on ordinary citizens. The new strategy also includes components for improving dissemination and reach of SSATP's knowledge products to key constituents, such as client countries, donor partners, and development practitioners. Some of the communications strategy's additional components are briefly described in Box 5.

Joint Events and Increased Consultations

Advocacy, outreach, and communications are becoming important tools for increasing the impact of the SSATP Program. One element of this approach is to partner with other organizations in organizing events, meetings, and workshops. This allows for reaching a larger number of stakeholders than if they were organized by SSATP alone. It also increases ownership of the outcome of the events and contributes to the sustainability of SSATP activities. Co-organizing events also tends to increase the number of consultations with stakeholders on substantive issues. Four examples of joint events chosen among a larger number are described below.

In October 2012, SSATP was one of the partners that organized the CODATU conference in Addis Ababa. During the conference, SSATP launched the initiative to create an Environmentally Sustainable Transport Forum in Africa (EST-Africa). The event was part of a larger outreach effort by SSATP to raise awareness and build support among stakeholders for creating such a forum in Africa. The second REC-TCC (Transport Coordination Committee of the Regional Economic Communities) meeting was jointly organized by SSATP and ALCO (Abidjan Lagos Corridor Organization) in Benin in October 2012. Among other outcomes, participants agreed on ways to improve corridor efficiency and provided valuable input for developing the regional integration component of SSATP's DP3. Another successful example of collaboration is the conference on "*Road Safety in Cities*" held in Zambia in October 2012 by SSATP and the Global Road Safety Partnership. A key recommendation that came out of this event was the need to pursue a paradigm shift in city mobility. In practical terms this means that safe and efficient mobility of people should be at the core when designing transportation facilities, not solely the needs of vehicles. Box 6 describes another successful jointly organized event on road safety held in Addis Ababa.

BOX 6. COLLABORATION IN ADDIS ABABA

This workshop in November 2012 in Addis Ababa was the result of collaboration between SSATP, WHO, and UNECA. Together they hosted the workshop which focused on two substantive issues: the policy interventions needed to achieve the objectives of the UN Decade of Action and the issues related to developing a road safety crash data management system. In the area of policy, the workshop made four key recommendations: (i) need to raise profile of lead agencies to highest political level possible; (ii) lead agencies need to focus on capacity building; (iii) organized regional forum for road safety practitioners needed; and (iv) countries must identify low-cost high impact interventions aimed at in particular speed management and introduction of safe corridors. As for the data part, the workshop formulated country specific action plans with key priority areas.

Knowledge Sharing

Knowledge production, information sharing, and dissemination of good practices in the transport sector form a core activity of SSATP. On average, the program produces four publications per year, which are published in both English and French. They document the work undertaken by SSATP in collaboration with member countries, highlight good practices across the continent, and address knowledge gaps in the transport sector. All documents are available for download through the SSATP website and are disseminated at conferences, workshops, and through social media channels. Box 7 lists some of SSATP's most recent publications.

Partnerships - Extending Reach and Increasing Impact

Recognizing that successful development is often a result of coordinated interventions, shared knowledge, and utilization of synergies, SSATP has continued to develop partnerships and expand its relations with a number of agencies and organizations. In 2012, SSATP stepped up its relationship building efforts with key partners throughout Africa to improve impact and ownership of the program and strengthen its sustainability.

Box 8 presents some of SSATP's partnership building activities in 2012.

BOX 7: RECENT SSATP PUBLICATIONS

Knowledge creation and dissemination are central components in SSATPs work program. Below are some examples of studies and toolkits that SSATP has recently published.

- Border Crossing Monitoring along the Northern Corridor
- Progress on Commercialized Road Management in Sub-Saharan Africa
- Rural Transport: Improving its Contribution to Growth and Poverty Reduction
- Transport Governance Indicators for Sub-Saharan Africa
- Emerging Good Practices in Overload Control in Eastern and Southern Africa
- Rail Transport: Framework for Improving Railway Sector Performance in SSA
- Gazing into the Mirror: Operational Internal Control in Cameroon Customs
- Understanding the Emerging Role of Motorcycles in African Cities
- Toolkit: Fare Collection
- Toolkit: Companion Guide (Five case studies of Bus Rapid Transit)

BOX 8: EXPANDING SSATP PARTNERSHIPS

SSATP became a partner in the Sustainable Low Carbon Transport Partnership (SLOCAT) with the objective to benefit through SLOCAT from the experience of its partners during the development of the Environmentally Sustainable Transport Forum for Africa.

SSATP partnered with CODATU for the organization of the CODATU conference in Addis Ababa in October 2012, which provided an opportunity to revive discussions with the African Association of Public Transport (UATP). As a result, a memorandum of understanding is being under review by the UATP Board for further collaboration between UATP and SSATP.

SSATP continued its collaboration with AFCAP as a member of AFCAP's Steering Committee, which strengthened the review process of documents prepared by SSATP in the area of rural transport.

SSATP is working with the Global Road Safety partnership on road safety in Zambia, and co-organized with the partnership and UNECA a workshop in Addis Ababa on road safety.

SSATP is a partner of ASANRA in the self-assessment of road agencies in Southern Africa.

SSATP has been working closely with EU in the preparatory phase of establishing a river observatory for the Congo River. (See section on "Delivering results")

SSATP together with the European Commission has undertaken significant advocacy work on recently adopted regulations in East Africa on axle load control.

Mid-Term Review

In accordance with the agreement that established the trust fund, which has provided the financial resources for DP2, a mid-term review was initiated in 2011 and carried out in 2012. Its objectives were to assess progress made in achieving the goals set for DP2, make recommendations necessary for achieving them, and chart out the future direction of the Program.

The review concluded that SSATP's contribution to foster sound transport policies and strategies in Africa was still limited, while it acknowledged that delays in financial contributions to SSATP—as well as institutional and operational factors within the Program—had contributed to its weak performance. The review proposed a set of recommendations that emphasized the need for SSATP to take a results-based approach, restructure its governance structure, leverage partnerships, and build stakeholders' ownership of the Program.

To complete the SSATP Action Plan, a retreat was organized in Addis Ababa, April 1, 2012. While the participants unanimously confirmed the continued relevance of SSATP, they also agreed that SSATP had not achieved the expected impact during the period 2007 to 2011, as compared with the achievements in the previous period. There was also agreement that considering the changing needs and circumstances in Africa and with new initiatives being launched, among them the Program for Infrastructure Development in Africa (PIDA), now was the time to refocus the Program and align it with the new environment. In line with the findings of the mid-term review, participants agreed to a number of recommendations and the Action Plan was finalized.

The proposed recommendations and Action Plan were reviewed and approved by the SSATP Board. The recommendations included anchoring SSATP in the African context by inviting AUC to join the SSATP Board, relocating core SSATP staff in Africa, aligning SSATP with PIDA and other key initiatives, making SSATP an Africa-wide program by inviting North African countries to join, revamping the work plan to increase advocacy and focus on results, and establishing a new governance structure.

Since the Board's approval of the SSATP Action Plan, progress has been made on several recommendations. The preparation of DP3 took into account measures for aligning the program with PIDA and other relevant African initiatives, building African ownership, and better focusing the program by prioritizing activities. A new governance structure has been devised as part of DP3 implementation arrangements, and preparations are underway to give North African countries the opportunity to become members of SSATP.

DP3 – A Framework for the Future

The transport sector in Africa continues to face significant challenges. These range from underinvestment and inadequate maintenance to poor road safety and weak governance, with climate change issues bringing together another set of demands. Addressing these challenges comprehensively will enable African countries to achieve more efficient transport systems, benefit from globalization and growing international trade, and ultimately boost economic growth and improve the living conditions of African citizens.

With the DP2 coming to an end in June 2014, SSATP has developed a comprehensive strategic framework to guide the Program for the following five years. The framework, the Third Development Plan (DP3) covering the years 2014-2018, was presented at the 2012 SSATP's Annual Meeting in Addis Ababa. The plan has been prepared in a collaborative manner together with SSATP's stakeholders, based on an extensive review of the challenges facing the African transport sector and taking into account the findings of the SSATP's mid-term review.

The goal of the DP3 is: "Efficient, safe, and sustainable transport for the people in Africa." The proposed plan was presented at the Annual Meeting in December 2012 and received broad support from all SSATP stakeholders.

In June 2013, SSATP organized a meeting with its donor partners[3] in Brussels to discuss the proposed plan's priorities, operational aspects, and implementation arrangements and reach some kind of agreement. The meeting also provided an opportunity for the donor to make a preliminary indication of their intent to participate and financially contribute to DP3.

Box 9 presents the three clusters around which the DP3 is now structured: (a) regional integration, connectivity and cohesion; (b) urban mobility and accessibility; and (c) road safety.

BOX 9. OBJECTIVES FOR DP3'S THREE THEMATIC CLUSTERS

Cluster A: (i) promote effective policy and strategy formulation and implementation for corridor development at country and regional levels; (ii) develop capacity among institutions (RECs, countries, corridors, industry associations, etc.) for inclusive policy dialogue on regional integration; and (iii) promote efficient logistics services.

Cluster B: (i) foster knowledge, awareness, development, adoption and implementation of comprehensive sustainable policies for urban mobility; and (ii) ensure that cities and metropolitan areas have the understanding, mandate and capabilities to develop, adopt, and implement effective and appropriate urban transport policies.

Cluster C: (i) enable AUC and UNECA encourage countries to achieve UN Decade of Action for Road Safety and Africa Plan of Action 2011-2020 Road Safety goals; (ii) promote effective policy and strategy formulation and implementation at country level; (iii) stimulate good practice in Road Safety Management (Pillar one of the UN Decade of action) by promoting systematic implementation of the Africa Plan of Action; and (iv) better integration of road safety policy and pillar-based interventions in locally and externally funded road developments.

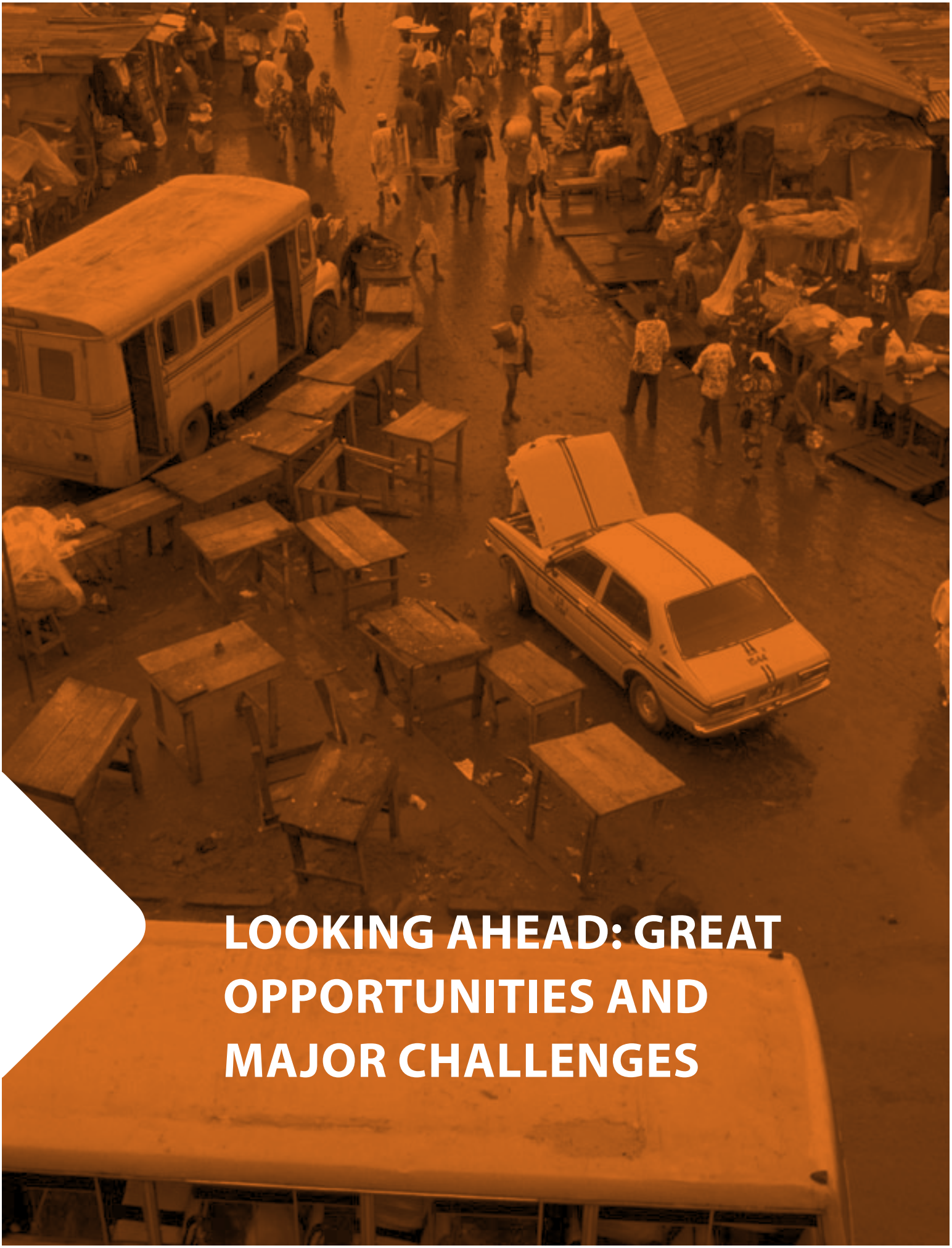
3. The following 10 institutions were represented at the meeting: Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ Germany), KfW Bankengruppe (Germany), State Secretariat for Economic Affairs (SECO Switzerland), Agence Française de Développement (AFD France), World Bank (WB), African Development Bank (AfDB), Arab Bank for Economic Development in Africa (BADEA), European Commission (EC), UN Habitat and the representative from the Transport Coordination Committee of Regional Communities in Africa (REC TCC).

The meeting acknowledged that there is considerable alignment between the donors' priority areas and the focus of DP3. Urban mobility and regional integration - development of multi-modal corridors—are also recognized as donor priorities, and institutional support and capacity building are seen as necessary to ensure sustainability of investments in transport infrastructure. To complement and strengthen their activities in these areas, donors will be looking to SSATP as a major provider of knowledge and technical expertise. Climate change and, more broadly, green and inclusive growth, are considered key emerging issues where SSATP could also play a strong role, building on the SSATP initiative for an Environmentally Sustainable Transport Forum for Africa. While the overall direction and contents of the proposed plan was endorsed by the donor meeting, it was agreed that further sharpening of the plan's focus was needed by merging the fourth cluster on emerging issues and specific needs into the first three thematic clusters.

The resource envelope needed for implementing the proposed and approved plan is estimated at US$40 million. Due to the tight budget situation that many donors are currently experiencing, the meeting could not secure the required funding level for DP3. However, some donors were in a position to indicate a possible financial contribution. The European Commission could contribute 5 to 8 million Euros, but the funds would not be available until early 2016. The Swiss State Secretariat for Economic Affairs has already approved, in principle, a contribution of US$4 million, and the final decision is expected in early 2014. The Agence Française de Développement is expecting a flat budget environment for the next few years and could therefore consider only a limited total support, between 0.5 and 1 million Euros. Due to an overall flat budget, the African Development Bank would contribute US$600,000, which is at the same level as its contribution to DP2. The World Bank had earlier indicated that it is willing, as the current host institution of SSATP, to continue its support of providing in-kind services, including knowledge, as well as the fiduciary oversight of the program. The World Bank and the African Development Bank are exploring modalities for a closer collaboration during DP3.

To ensure that a reasonable level of continuity between the current plan and DP3 will be maintained, the meeting agreed that potential funding of DP3 must be identified by December 2013.

To complement and strengthen their activities in these areas, donors will be looking to SSATP as a major provider of knowledge and technical expertise.



LOOKING AHEAD: GREAT OPPORTUNITIES AND MAJOR CHALLENGES

During the past year, SSATP embarked on a major change process. Significant decisions were made and important changes initiated. For the next five years, SSATP will be guided by DP3, which has received strong support from all its stakeholders. Ahead lie great opportunities as well as major challenges.

SSATP will make every effort to anchor the program in the African context. It will systematically reach out to its African constituency to build a strong ownership of the program among its African stakeholders. The aim will be to go beyond being just a sector specific trust fund hosted by the World Bank, to become a truly African policy platform for the transport sector, providing knowledge and tools and working closely with a wide array of African partners, as well as in close coordination with donor partners, mainstreaming the links between SSATP activities and those of the donor community. The initiative to build stronger ownership will have to come from SSATP, but to succeed, African countries and institutions will have to be responsive and seriously engage at the decision making level.

SSATP will continue to build on partnerships to extend its geographical reach, improve impact, and strengthen ownership. Managing partnerships can be time consuming, but it is an operational strategy that cannot be ignored. SSATP will intensify its collaboration with its traditional partners on the continent, such as the African Development Bank, UNECA, RECs, and road agencies, but also seek new partners among, for instance, research institutions and private sector associations and institutions. Working in partnerships will also enable SSATP to better respond to emerging needs, such as climate change.

SSATP will focus on achieving results and ensuring sustainability of its activities, two goals that go hand in hand. In doing so, SSATP will emphasize careful programming, well-designed activities, close monitoring during implementation, broad dissemination and use of results, and the need to secure continued funding. SSATP will work in partnerships and continue to build ownership of the Program and its results among all stakeholders.

SSATP is strongly committed to all of the above. Securing adequate funding for DP3 is a top priority. Without a fully funded resource envelope for DP3, little of the above can be achieved, let alone having real impact. SSATP will continue to work with all its donor partners to resolve the funding challenge and play the role everyone agrees it should play in strengthening Africa's transport sector.

For the next five years, SSATP will be guided by DP3, which has received strong support from all its stakeholders. Ahead lie great opportunities as well as major challenges.

SSATP FINANCIAL REPORT (January 2012 – June 2013)

Receipts

Multi Donor Trust Fund

With the exception of the European Commission (EC), all contributions from all other SSATP developing partners (DFID, Norway, SIDA and AfDB) to the DP2 Multi-Donor Trust Fund (MDTF) had already been fully paid by the end of June 2012. In September 2012, EC remittance of $4.4 million was received which allowed the program to launch various advocacy activities from October 2012 to June 2013 including the Addis Annual meeting of December 2012. The EC third installment, 5 percent of the EC contribution, remains now the only receipt expected until the DP2 closes in June 2014. The Agence Française de Développement (AFD) formally joined the MDTF in November 2012 by signing an administration agreement for €500,000. Its contribution was received end of December 2012. Table 1 presents the situation of receipts at the end of June 2013.

TABLE 1. RECEIPTS IN THE MULTI DONOR TRUST FUND AS OF JUNE 30, 2013 (US$)

MDTF Financing Partners	Total up to June 2013
United Kingdom - Department for International Development (DFID)	1,159,738
African Development Bank (AfDB)	600,000
EU Commission	9,839,264
Norway - Ministry of Foreign Affairs	581,714
Swedish International Development Cooperation Agency (Sida)	2,429,089
Agence Française de Développement (AFD)	663,000
TOTAL	**15,272,805**

TABLE 2. OTHER RECEIPTS AS OF JUNE 30, 2013

Other Financing Partners	Total up to June 2013
Islamic Development Bank	187,528
World Bank5	2,500,236
Trust Fund for Building Analytical Capacity to mainstream Adaptation to Climate Risk	200,000
Trade Facilitation Facility (TFF)	5,836,777
Austria[6]	350,000
World Bank Governance Initiative	8,565
TOTAL	**9,083,106**

Other Contributions

In 2012, SSATP applied for additional funding from the Trade Facilitation Facility (TFF) and received an additional $65,000 towards an advocacy workshop for the operationalization of the CICOS River Transport Observatory. The proposal for funding of around $751,777 to support the African Union on harmonization of road standards for Trans African Highways and an application to support the One-Stop Border Post Program of the Economic Community of West African States (ECOWAS) for $900,000 were also approved by TFF. With this, TFF contribution to SSATP increased from $4,835,000 to $5,836,777 by end of June 2013.

4. The Trade Facilitation Facility (TFF) is a multi-donor trust fund that supports operational activities of the World Bank that help developing countries take better advantage of global trade opportunities by reducing trade costs.
5. World Bank contribution is in kind. Disbursements are estimated based on staff weeks of World Bank staff allocated to the program. Future contributions from World Bank are not included.
6. Contribution in kind.

Total Receipts

Total receipts (paid-in and in kind) up to June 2013 combining MDTF financing partners as well as other financing partners amounted to $24,355,911.

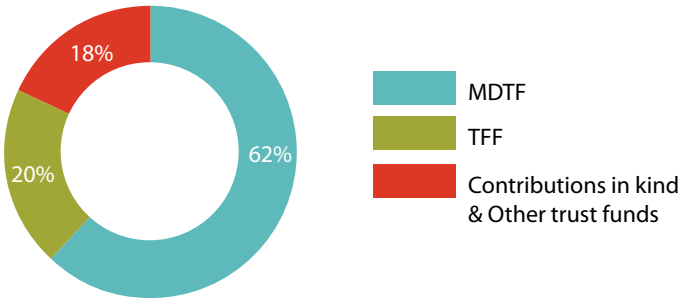
Leveraging Additional Funds to Achieve Results

SSATP has been able to leverage additional funds either through direct partnership to carry out its activities or through the contribution from development partners, countries and partner institutions to implement and apply the knowledge generated by SSATP. In the road safety area, the Global Road Safety Partnership and UNECA cofinanced workshops with SSATP. ASANRA is financing from its own resources the evaluation of the performance of road agencies in nine countries in Southern Africa with SSATP contributing as peer reviewer. The EC is considering amending a Euros 1.1 million grant to CICOS to include support to the creation of a river transport observatory as a follow-up to the baseline study and advocacy work funded by the SSATP. The Swiss State Secretariat for Economic Affairs (SECO) is bringing $150,000 in cofinancing of the on-going study on urban mobility and accessibility in Africa to expand the geographic reach of the study and prepare action plans that can receive further support from SECO and other development partners. The government of Zambia is preparing a decision to fund from its own budget for about $5 million the Road Safety initiatives initiated in partnership with SSATP including the execution of a Memorandum of Understanding (MoU) between various government agencies involved in road safety and the development of a safe corridor. IDA has also agreed to fund an Accident Information System up to US$ 600k within the framework of the MoU.

Disbursements and Commitments

As of June 2013, SSATP had disbursed a total of $17,854,577, representing around 73% of paid-in and in kind contributions. This included: (i) disbursements from the MDTF amounting to $10,990,576 at the end of the period (72% of the receipts); (ii) disbursements from the TFF focused on corridor management, regional integration and trade facilitation, amounting to $3,617,672 (62% of the receipts); and (iii) contributions in kind and from other trust funds that were fully disbursed and amounted to the balance of $3,246,329.

FIGURE 1. DISTRIBUTION OF DISBURSEMENTS BY SOURCE OF FINANCING[7] (JAN 2012 - JUN 2013)



7. Excluding resources in kind

As for disbursements per theme, an amount of $2,652,996 was disbursed on Theme 1 activities, related to Transport Strategies and Policies; $1,642,933 on Theme 2 activities, related to Transport Management; and $5,709,790 on Theme 3 activities, related to Regional Integration. Disbursements related to core activities (such as dissemination, publications, annual meetings, website) amounted to $3,342,595. Management costs amount to $1,447,462, equivalent to 11 percent of other expenses compared to a maximum of 12 percent in the administration agreement. Annex 1 provides the list of activities per theme.

Outstanding commitments against signed contracts and consultant services amounted to $705,497 as of June 2013. Commitments do not include salaries of full-time SSATP staff, as well as overheads.

2012 and 2013 have seen a significant acceleration of disbursements with $5.44 and $5.89 million[9] disbursed, $2.00 to $2.50 million more than 2011 ($3.41 million) and 2010 ($3.26 million). This reflects the efforts in 2012 and 2013 of the team to revitalize the SSATP after the difficulties of 2011.

2012 and 2013 have seen a significant acceleration of disbursements with **$5.44 and $5.89 million**

FIGURE 2. DISTRIBUTION OF DISBURSEMENTS BY THEME[8] (JAN 2012 - JUN 2013)

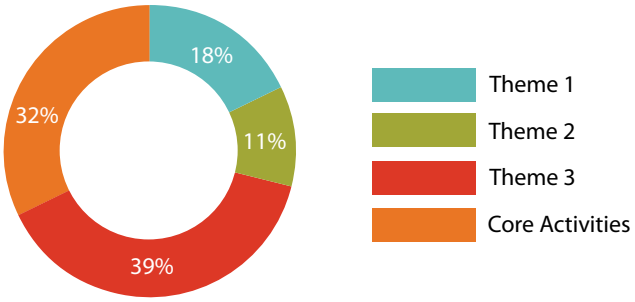
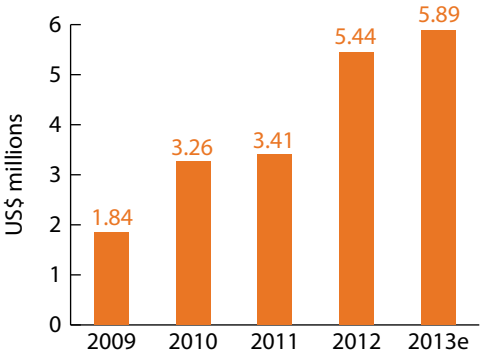


FIGURE 2. DISTRIBUTION OF DISBURSEMENTS BY CALENDAR YEAR[3]



8. As a percentage of disbursements on activities (excluding resources in kind).
9. Estimated figure.

Forecasts until June 2014

The following table shows MDTF forecast expenses until completion of DP2 activities in June 2014. Additional commitments for on-going and new activities amount to $1,932,114 as of August 31, 2013. New activities include: working in three countries to apply the SSATP governance indicators in the transport sector; developing the second phase of the road safety program in Ethiopia, Gambia, Senegal and with the AfDB; and the 2013 annual meeting including an Africa Transport Policy Forum.

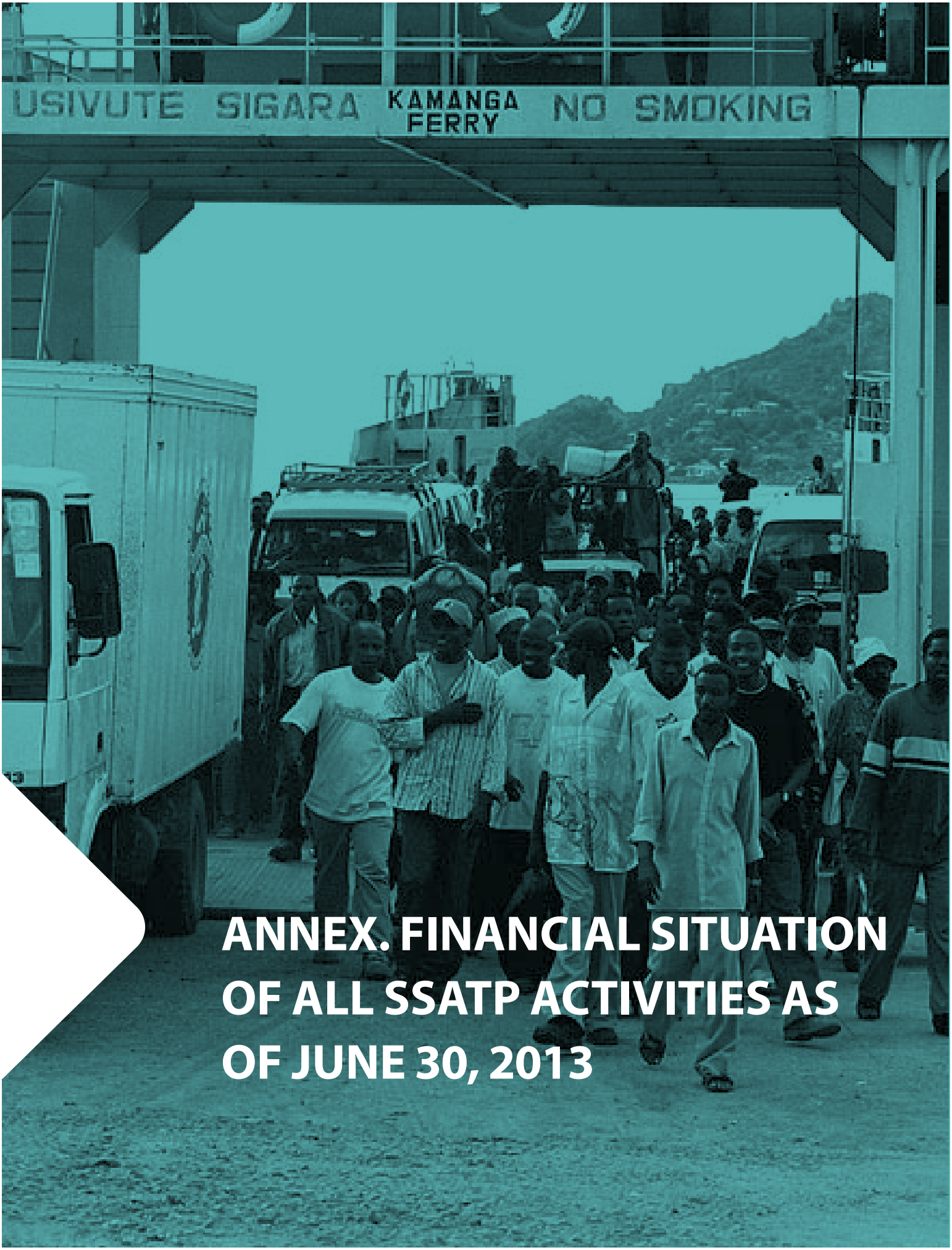
As for the TFF trust fund, all on-going activities are expected to be closed by the end of October 2013. With disbursements and existing commitments amounting to $3,676,301 and $859,518 up to August 2013 respectively, this leaves a balance of $1,210,958. A new program that will cover activities until June 2014 is being discussed in consultation with the management of the TFF.

TABLE 4. MDTF FORECAST EXPENSES UNTIL JUNE 2014[10]

Contribution paid-in by donors up to June 2013	15,272,805	(1)
Investment Income	148,607	(2)
Administrative Fee	305,456	(3)
Disbursement up to August 2013	11,416,717	(4)
Commitments up to August 2013	708,458	(5)
Cash Balance up to August 2013	2,990,781	(6)
Additional Commitments until June 2014	1,932,114	(7)
Total Salaries until June 2014	747,512	(8)
Overhead	76,780	(9)
Travel (excl. Activities)	49,993	(10)
Additional Contribution from EC[11]	514,445	(11)
SIDA Withdrawal from MDTF[12]	525,932	(12)
Total Contribution by June 2014[13]	15,104,469	(13)
Cash Balance in June 2014	**172,895**	**(14)**

(6) = (1)+(2)-(3)-(4)-(5)
(13) = (1)+(2)-(3)+(11)-(12)
(14) = (6)-(7)-(8)-(9)-(10)+(11)-(12)

10. As of August 31, 2013.
11. Equivalent to EC third installment.
12. In July 2013, SIDA decided not to continue to support SSATP after the program was extended for one year until June 2014 and withdrew remaining funds from the MDTF.
13. Total contributions including investment incomes and net of administration fees



ANNEX. FINANCIAL SITUATION OF ALL SSATP ACTIVITIES AS OF JUNE 30, 2013

Activity	Granted*	Disbursed*	Committed*	Available Balance*
Theme 1: Transport Strategies and Policies				
Pro-Growth Pro-Poor (PGPTS)				
PGPTS Sierra Leone	300,528	300,528	0	Closed
PGPTS Burkina Faso	346,065	346,065	0	Closed
Transport Policy Performance Review	600,000	480,703	116,142	3,155
Governance Indicators	223,088	223,088	0	Closed
Climate Change Mitigation and Adaptation	321,750	168,952	131,736	21,062
Road Safety Support to Countries – Phase 1	960,111	744,669	0	215,442
Application and Impact Review of Poverty Reduction and Transport Strategy	188,517	188,517	0	Closed
Gender and Inclusion	103,054	103,054	0	Closed
HIV/AIDS activities	83,795	83,795	0	Closed
Transport and Gender in Uganda	30,904	13,625	0	17,279
Total Theme 1	**3,157,812**	**2,652,996**	**247,878**	**256,938**
Theme 2: Transport Management				
Urban Transport				
Documentation of BRT Experiences	122,951	122,951	0	Closed
Development of a Module and Toolkit on Fare Collection for Urban Transport	243,274	243,274	0	Closed
Impact of Motorcycle Growth	40,075	40,075	0	Closed
Urban Transport Capacity Building and Policy Reform Workshop	101,507	101,507	0	Closed
Rural Transport				
Rural Transport Activities	1,035,000	435,951	25,170	573,879
Removing Rural Access Constraints to Agricultural Productivity, Growth and Marketing	30,815	30,815	0	Closed
Road Management and Financing	498,083	271,855	34,920	191,308
Transport Data Management Systems – TSDMS	515,000	380,405	12,500	122,095
Framework for Improving Railways Performance	16,100	16,100	0	Closed
Total Theme 2	**2,602,805**	**1,642,933**	**72,590**	**695,974**
Theme 3: Regional Integration				
CICOS River Transport Observatory	579,941	532,132	0	47,809
Review/Design Legal Instruments for Regional Trade and Facilitation	257,000	128,879	2,000	126,121
Support to REC-TCC	1,077,761	1,077,761	0	Closed
Choke Monitoring Survey	166,563	166,563	0	Closed
Baseline Survey of the Central and Dar Corridor	144,964	144,964	0	Closed
TFF Corridor Facilitation	4,089,010	3,003,494	256,525	828,991
Trans-African Highway Support	751,777	655,997	0	95,780
Support to ECOWAS One-Stop Border Posts	900,000	0	0	0
Total Theme 3	**7,967,016**	**5,709,790**	**258,525**	**1,998,701**

Activity	Granted*	Disbursed*	Committed*	Available Balance*
Core Activities				
DP2 Program Management	1,534,030	1,447,462	0	86,568
Support to SSATP National Coordinators - Regional Coordinators	208,467	208,467	0	Closed
Website Development	198,000	182,625	0	15,375
Publications and dissemination	771,830	676,651	77,875	17,304
Annual Meeting 2009	776,303	776,303	0	Closed
Annual Meeting 2010	871,119	871,119	0	Closed
Preparation of DP3 (incl. Annual Meeting 2012)	700,000	627,430	48,629	23,941
Total Core Activities	**5,059,749**	**4,790,057**	**126,504**	**426,004**
Total	**18,787,382**	**14,795,776**	**705,497**	**3,286,109**

* Excluding resources in kind.

SSATP
Africa Transport
Policy Program