



Sub-Saharan Africa Transport Policy
Program



SSATP Coordination

Concept Note

June 2007

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1. INTRODUCTION

The Sub Saharan Transport Policy program (SSATP) was launched to improve the performance of the transport sector by promoting sound policy reforms. At the inception, the program focused on promoting road maintenance reforms, through the Road Maintenance Initiative (RMI), to halt the deterioration of Africa's road network and reduce vehicle-operating cost. Gradually, the program moved into promoting policies and strategies in rural transport, through the Rural Travel and Transport Program (RTTP), Urban Mobility, and Regional Transport and Trade facilitation. The reforms considered as radical at the initial period are now implemented as good practice and the reform principles are accepted and practiced outside of Africa. In this process the country RMI and RTTP coordinators played a significant role in championing the reforms.

In 2003 the program partners adopted a long term development plan (LTDP), which serves as an instrument to anchor transport policy in poverty reduction. Promoting a program approach is one of the strategic objectives of the LTDP, which focuses on creating synergy through convergence of program components (RMI, RTTP, etc) and strengthening SSATP coordination. The program approach promotes the development of integrated transport strategies embracing elements contributing to poverty reduction and growth.

SSATP country coordination is one of the principal means of achieving the program approach and implementing the SSATP program activities. It is also, in principle, a window to develop policies consistent with good practice/policies in the region.

A key question is how to strengthen the coordination functions at national level? Experience with the LTDP indicates that this will require:

- Clarifying the roles and responsibilities of national coordinators
- Identifying the support required for effective functioning of the coordination
- Improving the visibility of national coordinators
- Providing guiding principles to establishing and strengthening the coordination functions

The champions of the program (national or component coordinators and contact persons), having passed through a long process and practice, have developed this concept note to provide the principles and approaches to strengthening and establishing the coordination function. This concept note also serves as the Terms of Reference for the coordination function.

2. THE PROCESS OF DEVELOPING THE CONCEPT NOTE

2.1 CONSULTATIONS

The idea of designating a focal person coordinating the RMI and RTTP functions was raised as an issue while the two initiatives were running concurrently. However, the concept of an SSATP Coordinator or Group was debated widely since the RMI/RTTP coordinators' meeting in Saly, Senegal, in May 2001.

The matter was high on the agenda at the Kigali meeting, and working groups came up with a number of useful proposals. Follow-up work was done during the September 2003 the poverty reduction and transport strategy review (PRTSR) process workshop held in St. Gerard, Belgium. Based on the outcomes and recommendations of that workshop, which took the Kigali meeting outcomes as its starting point, the principles of establishing a coordination function were set.

The SSATP long term development plan (LTDP) considered the promotion of a programmatic approach, through convergence of former components, as one of its key outputs. This approach reinforced the need for developing a clearer framework to undertake the coordination functions at national level.

At the Bamako SSATP Annual Meeting in 2005, the coordinators working group proposed a framework for the establishment of the coordination and set its core functions. The working group proposal was informed by the experiences of the existing coordination functions and current thinking on development. At that meeting the group agreed to work further on developing country level programs and identify key indicators to measure the performance of the coordination function.

Thus, as to agree on a common set of indicators, the SSATP coordinators workshop was held in Nairobi, in July 2006. At this workshop the participants agreed on the goal, purpose and key results/outputs of the coordination function and adopted indicators to measure the performance of the national coordinators. Based on this a logframe (Annex 1) for the coordination function was developed.

At the OPR synthesis workshop in Addis in September 2006, the participants emphasised their belief that the SSATP country coordination functions were the driving force of the SSATP and their role, authority and autonomy were key issues that needed to be more clearly defined.

2.2 SURVEY

At the Nairobi workshop in July 2006, to which 23 coordinators/contact persons participated, SSATP conducted a brief survey. The main issues were:

- Host/location of the coordinator
- Existence of thematic coordinators or co-coordinator
- Role of the coordinator within the Ministry/host institution
- Mechanisms of discharging his/her duties as SSATP National Coordinator/contact person

The outcomes of the survey were helpful to better understand how the coordination function is operating on the ground. The information gathered from the survey was consistent with the ones' provided through the country SSATP coordination reports. The main outcomes of the survey are outlined below:

1. Host / Location of the National Coordinator

Of the 23 national coordinators, 60% are located with the ministry responsible for transport policy, the Ministry of Transport and Communication or Ministry of Transport & Public Works. 26% are located with an implementing ministry such as the Ministry of Public Works and 13% are located elsewhere.

2. Existence of thematic coordinators or co-coordinators

8 countries have individual thematic coordinators for RMI, Transport Indicators and RTTP. 14 countries have at least two thematic coordinators.

3. Role of the coordinator within the Ministry/host institution

The SSATP national coordinator advises on transport policy issues. In most cases the coordinators are senior officers, Directors or Deputy Directors. Only 3 are at a level higher than Directors.

Of the 23 coordinators, three are at deputy permanent secretary level, ten are at director level, two at deputy director level and seven at senior officer level.

4. Mechanism of discharging his/her duties as SSATP national Coordinator/contact

The main means were identified as:

- Consultative meetings/workshops

- Disseminating information on best practices and on SSATP activities, including creation of websites and news letters
- Supporting capacity building initiatives.

2.3 FINDINGS AND RECOMMENDATIONS OF THE OUTPUT TO PURPOSE REVIEW (OPR)

Two of the Outputs of the LTDP were particularly relevant to the coordination function. Output 1 is concerned with implementing a program approach and Output 5 with supporting the Africa based management of the program, Part of the process of the OPR therefore was to analyze the progress, effectiveness and impact of the SSATP national coordination function.

The OPR has noted that the establishment of a national SSATP coordination function is gaining momentum, with 23 countries out of 35 having formally designated coordinators. However the review has indicated that the functioning of the coordination is impaired by several constraints.

- The coordination between the country coordinators and the SSATP PMT is not strong. There is also a lack of relationship between the national coordinators and the theme leaders of the SSATP and the theme leaders and their corresponding country level thematic coordinators.
- In general there had been a rather limited private sector involvement in the coordination function. Whilst there was interest initially from the private sector, this interest faded when the allocation of their time to the activity was not resulting in any benefit to them.
- Location of the national coordinator is a major issue in many countries where transport sector management is fragmented. When the coordinator is from one Ministry dealing with transport policy there is a lack of interest from the other(s) which also deal with transport infrastructure.
- The absence of team based coordination has resulted in a disconnection between the national and theme coordination.
- Resource limitations are constraining the national coordinators from effectively coordinating the various components and undertaking sensitization and knowledge dissemination activities.
- The one area where there has been less activity is in the training of SSATP coordinators. The program is diverse and a coordinator of one theme may not be aware of all aspects of the program. When a new coordinator is designated she/he may not be aware of the depth and scope of what the SSATP can offer. There is no planned effort to or-

ganize an induction program to the new coordinators and to update the thematic coordinators from time to time.

- The visibility of SSATP coordination in many countries is low.

The OPR has assessed the impact of the SSATP coordination in relation to its core functions (listed in section 3 of this concept note) and the result shows that the coordination function has, in most cases, a minor impact, signaling a strong need to improve the effectiveness of the SSATP national coordination function.

Cognizant of this, the OPR sent a clear message on the need to strengthen SSATP coordination at national and regional level by:

- Urging countries to provide high level representation on the SSATP coordination
- The SSATP PMT to ensuring the coordination between theme leaders (both national and international) and the national coordinators
- Member countries defining and costing annual work plans including SSATP theme activities
- Strengthening the coordination through establishing a SSATP coordination team composed of key thematic coordinators
- Providing more support to national coordination functions

2.4 THE NEW STRATEGIC DIRECTION

There is a consensus that “the SSATP coordination function is part of the regular policy development process of member countries, which serves as a window to develop policies consistent with good practice/policies in the region “. The process of formulating the second phase development plan (DP2)- The successor of the LTDP- builds on this concept and places greater emphasis on strengthening the SSATP coordination.

DP2 seeks to empower member countries to play a greater role in the implementation of SSATP program activities. It also calls on member countries to deploy more resources to policy development. DP2 underscores the need to overhaul SSATP coordination at country level and this requires supporting coordinators who perform well and moving into a team based SSATP coordination in all countries. To facilitate the reinvigoration of the coordination function this note provides indicators, in section 4, to measure the performance of the coordinators and initiate appropriate actions of change.

Further, DP2 emphasizes the strengthening of policy dialogue at country level and relies on the national coordination function playing a central role in the facilitation of the dialogue. The SSATP regional coordinators will be focusing on strengthening the coordination function and the dialogue.

3. CORE FUNCTIONS OF SSATP COORDINATION

The SSATP coordination working group meeting held within the framework of the Bamako 2005 SSATP Annual Meeting defined the core function of the coordinators as “Initiating and promoting the development and implementation of transport policies consistent with other good practices/policies”

This would be achieved when the coordination function plays the role indicated in Box 1:

Box 1. The Role of the National SSATP Coordination Function

Promoting the formulation and implementation of coherent transport policies, strategies and programs with an overarching objective of poverty reduction and growth.
Acting as the principal SSATP knowledge dissemination instrument
Networking/Coordinating with Government Agencies and other stakeholders
Participating in the promotion and facilitation of policy research and development, and technology transfer.
Engaging with Transport Sector Performance Indicator development and monitoring process.
Engaging with donor coordination activities.
Participating in the mobilization of funds for the implementation of sector programs
Promoting strategies that ensure provision of efficient regional/transit transport services and trade facilitation.
Promoting the mainstreaming of cross-cutting issues (gender, road safety, employment, environment, etc.) in the transport sector.
Promoting institutional and financing reforms in the transport sector

These activities are considered to be part of the responsibilities of the national and thematic coordinators in their regular duties. Thus having coordinators vested with such responsibilities will help to strengthen the integration of SSATP activities with the national policy development process and assisting the countries to take ownership of the program.

4. PERFORMANCE INDICATORS

The SSATP coordinator workshop in Nairobi, July 2006, has proposed key indicators for measuring the performance of SSATP coordination at national level. The coordinators have developed a logframe (Annex 1) for SSATP coordination that shows the goal, purpose, key results/outputs and the corresponding verifiable indicators for the coordination function. The logframe is consistent with the new strategic direction-DP2. To facilitate the process of measuring the performance of the national coordination function selected key indicators, related to SSATP core activities, consistent with the verifiable indicators encapsulated in the logframe are adopted.

Box 2 Indicators to Measure the Performance of National Coordination Function

Head line indicator 1. The extent/level of development and implementation of transport strategies and programs supporting growth and poverty reduction

- Completion of poverty reduction and transport policy reviews (PRTSR)
- promoting the inclusion of the PRTSR recommendation in PRSs
- existence of comprehensive pro-poor , pro-growth transport strategy
- increase in the level of funding for transport development

Head line indicator 2. Sustainability of policy reforms

- existence of road fund generating sufficient financing for road maintenance
- existence of road agency
- existence of efficient transport services regulatory institution and regulations

Headline indicator 3. - Effective support to regional trade facilitation activities

- existence of national trade facilitation committee
- advocacy on removal of physical and non-physical barriers (number of sensitization workshops)

Head line indicators 4. Creation of a strong stakeholders' network

- existence of a sustainable policy dialogue forum
- existence of well functioning SSATP coordination team comprising key thematic coordinators, the private sector and civil society
- number of sensitization and dissemination workshops

5. SUCCESS FACTORS

In some member countries the coordination function is successfully promoting sound transport policies. For example, in DR Congo, Mali and Malawi the poverty reduction and transport strategy reviews (PRTSR) had been completed and the recommendations were fed into the development of the second generation poverty reduction strategies (SGPRSs). As a result of this the SGPRSs in all the three countries have recognised transport as a priority sector. The strategies have also provided the strategic direction to the transport sector and these countries have started the process of developing national transport strategies informed by the recommendations of the PRTSR.

Mali and Malawi are well advanced in promoting road management and financing reforms. Both countries have established autonomous road agencies and second generation road funds. Mali and Malawi are role models in promoting rural access programs following the notions of the Rural Travel and Transport Program (RTTP).

Further, both countries have established good networks of stakeholders and the coordinators are influential in the policy development process of their respective countries. They have also established good communication with SSATP PMT and they are active participants in all SSATP activities.

The other good example of influential coordination function is that of Niger. When the PRTSR review was launched in December 2006 the national coordinator introduced the purpose of the review to key high level policy makers and donors. Four cabinet ministers, the head of the delegation of the European Commission and the country manager of the World Bank attended the PRTSR launching ceremony. The ministers were committed to mainstreaming the outcomes of the review in the SGPRSs and the national transport strategies, which are planned to be developed on completion of the review.

Other countries are also making good progress in specific areas of sound transport policy promotion. Lesotho has included the recommendation of the PRTSR in the national transport policies. Rwanda has fed the recommendations of the review into the new poverty reduction strategy. Tanzania is in the process of including the recommendations in the transport investment plan. Nigeria, Tanzania and Malawi are championing the establishment of a policy dialogue forum. Senegal has been a prominent promoter of urban mobility initiatives. Zambia, Ethiopia and Ghana were pioneers in promoting road management and financing reforms. The SSATP coordination function in many other member countries have been intimately involved in establishing road funds (27 member countries have road funds) and road agencies (16 member countries have road agencies)

What were the success factors? The national coordinators from DR Congo, Mali and Malawi have attended the second phase development plan stakeholders' workshop, held in Nairobi in April 2007. At this workshop the coordinators shared their experience and success factors in the promotion of sound transport policies in their countries. The SSATP coordinators also provided information on good practices and success factors through the annual SSATP coordination reports and the key factors are presented below:

- **Ministerial recognition and involvement in SSATP activities.** In most of the successful countries this was achieved, mainly, after the coordinators made the ministers aware of the values and role of the coordination function and what SSATP could offer. Most importantly, by ensuring the recognition by the country that SSATP is a support program to the country's transport policy development initiatives and emphasizing that whilst SSATP is the catalyst, country institutions are the implementers
- **Donors' recognition and interaction with the coordinators.** The national coordinators should involve donors in SSATP coordination activities. In addition, SSATP coordination functions have to be linked to donors operations. It is also important that donor partners make their country offices aware of the program of the SSATP.
- **Ensuring institutional continuity.** To avoid disruption of continuity of the momentum of the coordination function due to turn over of national coordinators and champion high level policy makers. it is necessary to ensure the ownership of the coordination function by a broader group of stakeholders in the transport institutions. This can be done through an inclusive mechanism, the SSATP Coordination Team, that engages representative of key transport stakeholders, including the private sector and civil society.
- **Embedding the coordination function in the regular transport policy development structure.** The SSATP activities should not be parallel activities but embedded in the country-level development plans and budget.
- **SSATP PMT to raise the visibility of National Coordinators** by lobbying governments to understand and appreciate the role of SSATP in supporting transport policy development. Further the PMT has to strengthen its dialogue in countries with weak or improperly appointed National Coordinators to influence the appointments and the recognition of the coordinators and streamline SSATP activities in the country plans.
- Establishing formal **communication between RECs and national coordinators**
- **Regular meeting of stakeholders and organizing policy dialogue forums.**

6. STRATEGIES TO STRENGTHEN THE COORDINATION FUNCTION

Creating broader and sustainable policy dialogue mechanism

The principal objective of SSATP coordination is to facilitate high level policy dialogue. To ensure the realization of this objective, it is essential to establish a sustainable transport policy advisory group (TPAG) which allows the active participation of key stakeholders. Such a group does not have a prescribed structure. In some countries such groups may already exist. Others may use existing structures set up to promote effective transport policies. In some countries it may be more effective to develop an advisory group or a transport forum which is not seen as an imposed and separate structure. Whatever arrangement is chosen, it should include professionals from the all key stakeholders in the sector including transport regulators, providers and users. An important point is that it should have the endorsement of the decision makers.

The SSATP coordination function should have a wider network to reach all transport stakeholders. And this requires to have in place a strong thematic coordination, involving the private sector and civil society. Further these actors should perform as a team in order to be effective and create coordination of individual thematic level efforts. Of course the success of this relies on having a strong leadership that should be provided by a national level coordinator.

Intensifying policy dialogue and dissemination

Policy dialogue and dissemination should be conducted both at a policy and operational level. The SSATP coordination function should facilitate the high level policy dialogue through the TPAG described above by organizing sensitization and policy making workshops.

Thematic and national level workshops should also be held regularly (quarterly or semi annually) to discuss progress in policy implementation and keep all key stakeholders abreast with current policy and technological developments. The coordinators could also look into the option of organizing an annual transport day.

Most importantly, the national coordinator should engender transport data production to feed into the policy dialogue, in particular on progress on agreed policy development actions and the impact of transport development on economic growth and poverty reduction.

The national coordinator should also establish a news letter or a regular reporting mechanism to share current information with stakeholders.

SSATP will support the national coordinators in the process of designing Transport Policy Advisory Groups and exchanging good practices.

Developing a lead instrument –Strategic Framework

Member countries should develop a long term transport policy development plan to lead the policy development process. As was suggested in the OPR, within the long term strategic framework, member countries should define and cost annual work plans including SSATP theme activities. It is also necessary to define SSATP activities that are relevant to the specific demands of each country.

Further, the piloting works to be carried out under DP2 should be included in the national policy development plans. In non pilot countries an activity to disseminate the outcomes of the pilot works should form part of the plans.

Strengthen communication between SSATP PMT and the national coordination function

The SSATP regional coordinators are the main focus for improving communication between the PMT and the national coordinators. The regional coordinators are fully empowered to represent the SSATP PMT and provide prompt responses to requests coming from the national coordinators..

Moreover one of the key elements of DP2 is strengthening the national coordination function through the designation of national and thematic coordinators that are good at networking. This approach, it is believed, will make a significant difference in communication.

Further, SSATP will organize a joint forum within the framework of the annual meetings for all the coordinators and thematic leaders to discuss the better flow of information between thematic coordinators and thematic leaders.

Increasing visibility of coordinators

Frequent interaction through organizing sensitization workshop and dissemination of information is expected to improve visibility of the coordination function. A good example is the PRTSR process, which had impact in raising the visibility of the program and the coordinators. The sensitization has to be done both at national and theme level. If all the thematic coordinators take action to sensitize their constituency the impact would be substantial.

As proposed by the national coordinators, “the SSATP management should hold discussions at a high political level in the countries”. Interventions on behalf of the program by the PMT would elevate the visibility of the coordination function.

Part of the coordinators job is to interact with donors. In a perfect situation the coordinator should be able to present the work of the SSATP to donors, initially for information, but eventually so that the SSATP program work could feed into donors’ sector programs. In this regard

the SSATP donors should take the lead in introducing the coordinators to their country infrastructure/transport representatives. The PMT country visits have to target establishing contacts with donors and encourage donors to allow the participation of SSATP coordinators in donor coordination meetings.

Training of coordinators

One area where there has been less activity is the training of SSATP coordinators. Policy development is diverse and a coordinator of one theme may not be aware of all aspects of the SSATP and the national transport programs. When a new coordinator is designated she/he may not be aware of the depth and scope of what the SSATP can offer.

There is no planned effort to organize an induction program to new coordinators and updating the thematic coordinators from time to time. To this effect SSATP should organize, an induction and refresher training on what SSATP could offer and the basic principles of policy development.

7. SSATP COORDINATION SET-UP

During the Bamako SSATP 2005 Annual Meeting, SSATP partners adopted a frame work for SSATP coordination function. This consisted of:

A NATIONAL COORDINATOR: designated by the ministry responsible for transport policy. However, the national coordinator should not necessarily be from the same ministry, rather the focus should be to have a very influential person in the policy development process. The principal duties of the national coordinator are to champion the core functions of the SSATP coordination indicated in section 3 of this concept note.

The coordinator should be a senior person, holding a post of a Director or above or its equivalent in the private sector or civil society organization. He/She should have a broad understanding of transport and development issues and a commitment to the process of anchoring transport in economic growth and poverty reduction. He/she should obviously have good communication skills.

A SSATP COORDINATION TEAM: The coordination team is not a separate pressure group but a group of professionals, embedded in the system, who can between them provide effective and practical advice on policy and strategy. The team will be composed of thematic coordinators. In the same manner as the national coordinator, the thematic coordinators should be senior and influential persons within their institutions.

The profiles and the duties of the thematic coordinators are in principle the same as the national coordinator although focused on a specific theme.

TRANSPORT POLICY ADVISORY GROUP (TPAG): To create a sustainable mechanism for policy dialogue the Ministry responsible for transport policy is encouraged to establish a Transport Policy Advisory Group consisting of key stakeholders. The group primarily consults with and advises the ministry on core policy development and implementation issues, by bringing the views of the public into the process.

This approach builds on the experience of the PRTSR, developing transport strategies as a multi-sectoral resource, through a participatory approach. Moreover there is an existing good practice in member countries, which can be developed to meet the purpose of the Transport Policy Advisory Group by reviewing the functions and composition. Some countries have adopted certain models, which have similar functions of the proposed TPAG. These are variously called PRTSR SG (Malawi), Advisory Council (Nigeria) and Transport Planning Forum (Tanzania).

The functions and composition of the group as outlined at the Maseru SSATP national coordinators working group may include:

Core Functions of the TPAG

- Sensitization on key issues e.g. Poverty Reduction, Road Safety
- Advising on formulation of key policies and strategies
- Following up on policy implementation
- Facilitating reviews of strategies, policies and programs and advising accordingly
- Ensuring coherence of policies and their responsiveness to the needs of users

Proposed composition

- High level representative of private sector, civil society
- Permanent Secretaries from relevant Ministries
- Chief Executives of executing institutions
- Associations of Local Governments, Municipalities & Communities
- Representatives of priority population groups

The Transport Policy Advisory Group will provide guidance to the SSATP coordination function while the coordination function will be facilitating the activities of the TPAG.

8. HOST INSTITUTION/LOCATION

A number of criteria should be taken into account when considering the host institution for the SSATP coordination, including:

- The coordinator should be located in a position that will assure effective coordination between the transport sector and national development planning, particularly those organs responsible for poverty reduction strategies (PRSS) implementation
- The coordinator should be located at a sufficiently high level of influence so as to have direct access to policy making
- The SSATP coordination function should be embedded in the regular policy development structure
- The coordination function should not give the impression that the role is a separate project or donor financed activity or a parallel institution for policy development.
- The work as coordinator should be a natural extension of his existing responsibilities. However to effectively achieve its objective and ensure sustainability the coordinator/coordination function must have a clear mandate.

9. SSATP COORDINATION ESTABLISHMENT PROCESS

The establishment process is directed by the policy development framework or practices of each country. The nomination of a coordinator has to be done by the principal institution responsible for transport policy development; however, the process should involve consultation with the main transport sector institutions. The principal institution may also look into the following options:

- Request a proposal on the nomination from the PRTSR stakeholders
- Request the SSATP coordination team to nominate the national coordinator
- Request the Principal Secretaries/chief executive officers of each of the key transport institutions to jointly nominate a coordinator

Given the importance of the responsibilities of the national and thematic coordinators in the implementation of program activities, SSATP should play an active role in the coordination

function establishment process. SSATP shall advise the institutions responsible for transport on the objectives of the coordination and the guiding principles and the required profiles to nominate the national coordinator and thematic coordinators.

SSATP shall consult with principal donors of transport development in the subject country in the search for coordinators and provide feedback to the institution responsible for the nomination. The SSATP donors should also engage in the process of the identification by engendering the nomination of a strong champion of the program.

SSATP shall also, from time to time, assess the performance of the coordinators and inform the nomination and re nomination process.

10. NETWORKING

The SSATP coordinator plays a key role in developing and maintaining the network of the program with stakeholders and development partners.

SSATP through its donor partners will increase the visibility of the coordinators and establish good contact with the donor community

Coordinators are also encouraged to provide feedback to stakeholders (in a form of a quarterly report) on performance of the coordination function. The production of a newsletter and the creation of a website could be good media of communication with stakeholders

11. FUNDING

Countries are principally responsible for financing of the coordination functions. The new strategy (DP2) calls for the development of comprehensive national level transport strategies which maximize the poverty reduction potential of the transport sector. Allocating the necessary financial and human resources to the activities of the SSATP coordination in the pursuit of these strategies should be the responsibility of the countries.

However, possible areas of support by SSATP could include:

- Advising on the design of policy dialogue processes and establishing sustainable policy dialogue forums.

- Advising on the preparation of national transport policy development strategies and plans,
- Strengthening performance monitoring systems,
- Dissemination of knowledge and exchange of experience among countries
- Provide induction and refresher training on what SSATP could offer and the basic principles of policy development
- Sensitizing policy makers in member countries to strengthen the coordination function
- Strengthening the interaction between donors and SSATP coordinators and the RECs and national coordination functions

ANNEX 1. LOGICAL FRAMEWORK FOR SSATP COORDINATION FUNCTION

Logical Framework for SSATP Coordination function			
Narrative Summary	Verifiable Indicators	Means of Verification	Risk & Assumption
<p>Goal: Entrenchment of sustainable transport policies consistent with other good practices/policies</p> <p>Purpose: Initiation & promotion of sustainable transport policies consistent with good practice/policies</p> <p>Outputs / Results: 1. Comprehensive Transport Policies coherent with national development (growth & poverty reduction)goals & objectives 2. Sustaining reforms, strengthening implementation capacity and Promotion of research and technology transfer 3. Transport policies which promote regional integration & trade facilitation 4. Effective Networking & Communication</p>	<p>1. Acceptance & implementation of SSATP initiated Transport Programs</p> <p>1. Number of activities / Workshop Reports conducted</p> <p>1. PRSs providing the framework for transport development 2. Transport activities supporting growth and poverty reduction incorporated in transport policy and program documents 3. Transport strategies cognisant of all cross-cutting issues increase in 4. the level of funding for transport development</p> <p>1. Existence of effective road funds, road agencies and transport services regulatory institutions and regulations 2. Capacity building strategy for the transport sector 3. training for transport sector professional (public & private) 4. Number of studies initiated 5. New technology introduction demonstrations</p> <p>1. Establishment of nation trade facilitation committee 2. Sensitization to remove non physical barriers on 3. Number of transport modes in operation 4. Existence of policy dialogue forum</p> <p>1. Percentage/number of stakeholders sensitized 2. Number of Media publications & appearances 3. Website created</p>	<p>SSATP periodic Reports</p> <p>1. Transport policy, strategy & sector plan documents Progress reports / Workshop Reports 2. SSATP initiated Periodic Review of National Transport Policy, strategy & sector programs</p> <p>PRSP</p> <p>Transport policy & sector program document</p> <p>Reports from ministries responsible for transport</p> <p>Research reports/outcomes</p> <p>Reports from ministries responsible for transport</p> <p>Workshop reports</p> <p>Annual Updated register of Stakeholders</p> <p>Newsletter</p>	<p>Resources mobilization to implement the programs & polices</p> <p>Resources mobilization to conduct the activities & political will/focus. Implementation capacity constraint</p> <p>Resources /Skills may not be availed as required</p> <p>Political will to remove non physical barriers</p> <p>Capacity & resource limitations</p> <p>Capacity & resource limitations</p>
<p>Activities: Overall: Setting up of a Coordination Unit / Secretariat resourced to undertake SSATP coordination activities.</p> <p>Output/result 1 : Poverty reduction and transport strategy review Sector policy, strategy & program formulation Sensitization of key stakeholders Influencing to mainstream HIV/AIDS, Environment, Employment generation & Road Safety issues in transport policies and sector programs</p> <p>Output/result 2: Establishment of road funds, road agencies and transport services regulatory institutions Formulation of capacity building strategy Adoption of appropriate systems/procedures/manuals Short and long term training Facilitating research and technology transfer activities</p> <p>Output/result 3: Sensitization workshops Participation in trade facilitation activities Formulation of appropriate investment programs Sensitization of key stakeholders</p> <p>Output/result 4: Sensitization workshops Updating Register of stakeholders Production of Newsletter Dissemination of SSATP related information Creation of a local SSATP website</p>	<p>Resource: to be determined at national level</p>		<p>Capacity & resource limitations</p>