



Progress Report for the Year 2000

December 2001

Africa Region
The World Bank





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SSATP Working Paper No. 63

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The Sub-Saharan Africa Transport Policy Program (SSATP) is a joint initiative of the World Bank and the United Nation Economic for Africa (UNECA) to improve transport sector performance by promoting policy reforms and institutional changes.

The opinions and conclusions expressed in SSATP Working Papers are those of the authors and do not necessarily reflect the views of the World Bank, UNECA or any of their affiliated organizations.

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ACRONYMS

ABA	Africa Business Association
ACCM	Annual Coordinating Committee Meeting
AfDB	African Development Bank
AG	Advisory Group
AGETU	Agence d'Exécution des Transports Urbains
AGM	Annual General Meeting
CA	Constituent Assembly
DDLGA	Department for District and Local Government Administration
ESMAP	Energy Sector Management Assistance Program
EU	European Union
LFA	Logical Framework Analysis
MDP	Municipal Development Program
NGO	Non Governmental Organization
PM	Program Manager
PR	Progress Report
PRSP	Poverty Reduction Strategy Paper
RAMP	Rural Access and Mobility Program
RED	Road Economic Decision Model
RMI	Road Management Initiative
ROMARP	Road Maintenance and Rehabilitation Program
RR	Railway Restructuring
RTTP	Rural Travel and Transport Program
RUC	Road User Charges Model
T&T	Trade and Transport
TOR	Terms of Reference
UM	Urban Mobility
UNECA	United Nations Economic Commission for Africa
WB	World Bank
WP	Work Plan

INTRODUCTION

The progress report for 2000 set out in the following pages presents the planned and actual outputs of the Sub-Saharan Africa Transport Policy Program (SSATP) and its components during the year. The purpose of this introduction is twofold:

- For the benefit of the wider readership, to provide an account of the strategy development process which began in 2000, (although its origins go back much further).
- To provide some background against which the 2000 outputs were delivered—a background marked by debate on fundamental questions regarding the program's purpose and future, colored by a significant reduction in financial resources, and featuring key component leadership changes.

The environment in which the SSATP operated in 2000 was volatile. It is not easy, even with the benefit of hindsight, to suggest what the effect of this volatility was on Program and component activities, but it would be surprising if the effect were not significant.

The SSATP Strategy Development Process

The report's "Summary" section notes two particular events during 2000, the Business Meeting (May 30-June 1) and the Initial General Assembly (November 6-7). Those meetings had a number of outcomes, some to do with the strategic goals of the Program, and others concerned with the management structure of the SSATP. This management structure is encapsulated in the SSATP "Framework" which was drafted during 2000 (although it was not issued as a formal document until early 2001), since when it has had a reasonably wide circulation. It is now appropriate to formally present that document as part of the 2000 Progress Report, and it will be found attached as Annex 1. Likewise the minutes of the June 2000 Business Meeting and those of the Initial General Assembly Meeting held in November are also included as Annexes 2 & 3 respectively.

The picture that emerges from these papers is of a dynamic process involving a wide range of interests and a number of actors (some of whom have since left the stage). Recognition of the need to achieve consensus—both in expression of an SSATP vision and in the management arrangements—is a key theme of the record.

A wide range of stakeholders participated in the 2000 Business Meeting, representing African and international partners as well as the principal donors and sponsors. Over three days the meeting generated a number of decisions which marked a radical change of direction for the SSATP. Since its inception in the late 1980s, SSATP components have occupied the limelight, notably the RMI and more latterly the RTTP. The SSATP as a Program, or even a concept, hardly featured with a recognizable identity on the development landscape, and this remains the case, presenting a particular challenge to Program management.

Amongst the main outcomes of the 2000 Business Meeting were the decisions (i) to adopt a “program” approach for the SSATP, (ii) to address “governance” issues—improving transparency, accountability, and responsiveness—through the adoption of a clear institutional framework, and (iii) to clarify methods of working.

The decision to move to a Program approach has impacts across a whole range of funding and management issues, not the least of which is the fact that sponsors have conditionally agreed that in future they will provide fungible finance for the Program rather than allocating funds to particular components. Governance in the form of the introduction of relatively formal Program management and oversight arrangements was also a new concept—intended to enhance accountability and strengthen partnerships with “beneficiary” institutions. Ensuring that the Program and components are responsive to demand was to be achieved through both governance measures, and new methods of working within the institutional structure being envisioned.

In November 2000, a smaller group of stakeholders, principally donors, met in Copenhagen to approve governance mechanisms, to set in motion the planning of future strategies, to consider work programs, and to generally move forward on the agenda which had been set in June. Governance provisions are described briefly in the text of this progress report, and detailed in Annex 1. The SSATP Board has been established, and a full time program manager appointed. The Constituent Assembly and the AGM, functioning within new Terms of Reference are scheduled to meet in November 2001. This will be a further test of the governance arrangements.

Taking account of Program reviews in 1995 and 1999, the 2000 Business Meeting agreed that there was a need for a further study, and this advanced in November 2000, when the underlying principles for terms of reference were established. The minutes of the Copenhagen meeting record the process agreed for finalizing those TOR, the selection of three candidate companies for the task, the budget, and the time scales. In the event the Netherlands Economic Institute (NEI) was selected and commenced its work on May 7th 2001. A draft study report issued at the end of July, and was subjected to a rigorous review process both inside the World Bank (who formally commissioned the study on behalf of the SSATP Board), and by an external audience of SSATP partners, both African and international.

On the basis of the findings of focused research the purpose of the study was to recommend a long-term (five years, to 2006) strategy for the SSATP so as to achieve the poverty and growth objectives explicit in its mission statement, and to reflect the impacts of the resolutions and agreements which flowed from the June and November 2000 meetings.

A final version of the study is expected to be issued in early October 2001. A draft was reviewed at a meeting in Brussels on September 7. For the first two years (until the end of 2003) the SSATP will consolidate its work within the “traditional” components, improving their planning and content so as to respond to demand and address coherence issues. In the longer term, from 2004 to 2006, a move to a fully fledged “program” approach will be adopted subject to agreement by donors and sponsors on an implementation plan to be submitted by the end of 2002. If such agreement is not forthcoming then an exit strategy for the SSATP will be adopted.

In the meantime, a business plan for the period covered by the review (up to 2006) is being prepared. However, in view of the uncertainties which prevail, that piece of work is obliged to focus on the “consolidation” phase, up to the end 2003.

Thus, while decisions to move to a program approach were taken in June 2000, actual implementation of that approach is unlikely to commence before 2003 (preparation) with full “transition” activities commencing in 2004.

Background to the 2000 Results

The description of the strategy development process is provided to give some flavor of the background against which actual activities took place in 2000, and continue in 2001. To what extent the dynamics of this process impacted those activities is not clear. Adding, to any reverberations of the policy debate which may have been detectable at “grass roots” level was the fact that major changes to management of two key components occurred during the year. Stephen Brushett took over from Pedro Geraldes as manager of the RMI component in September, and Dieter Schelling became RTTP manager, taking over at about the same time from Snorri Hallgrimsson (who also doubled as overall SSATP coordinator).

Perhaps the most crucial aspect of the context for the activities described in this progress report has to do with the financial framework. While management and policy issues were being debated, most donors have been understandably reluctant to commit further funding. Apart from the World Bank’s support of management time costs, by the time the Initial General Assembly meeting was taking place in November 2000, only the RTTP had secure and accessible funding, from DFID and from Ireland Aid. Work in other components relied entirely on the diminishing remnants of trust funds which were not being replenished. This trend, which had been in evidence for some time had further destabilized the relationship between com-

ponents. Railway Restructuring and Trade & Transport had received hardly any financing, and the RMI was forced to cut a number of planned activities. It was at this point, during the Initial General Meeting that DANIDA came forward with the first tranche of a three-year DKK 7.5million contribution to SSATP, untied to any component. It is only a little dramatic to say that this allocation saved the Program from extinction. We gratefully acknowledge DANIDA's generosity and trust.

We regret that this progress report is being issued so long after the reporting period. Since first issuing in October it has been reviewed by participants attending the SSATP Annual General Meeting which took place in Stockholm in November. As a result of that review the report has been edited and amplified, and, I hope, to the extent possible, improved in a way that addresses the issues highlighted at the meeting.

As noted in the introduction to the first version, future annual reports will be formatted in a different manner taking account of the planned increase in frequency of management reports (quarterly) and reflecting a more analytical approach to program activities being introduced in 2002.

In the meantime, we hope that readers will find that this document provides a useful account of SSATP progress and accomplishments in 2000.

A handwritten signature in black ink, appearing to read "Nigel Ings". The signature is written in a cursive, slightly slanted style.

Nigel P.W. Ings
SSATP Program Manager

SUMMARY

Background

The Sub-Saharan Africa Transport Policy Program (SSATP) was launched fifteen years ago as a joint initiative of the World Bank and the United Nations Economic Commission for Africa (UNECA) to improve transport sector performance by promoting policy reforms and institutional changes. The basic premises of the Program are that policy reform is essential in order to improve transport services; and that countries and their development partners need to collaborate in the sector within a common framework of policies. The Program has evolved over the last thirteen years into a flexible means for developing and promoting such a framework.

An International Advisory Committee which first met in 1987 (chaired by UNECA) initially coordinated the Program's activities. The principles and the coverage of the SSATP were laid down at a meeting of the International Advisory Committee in Oslo in 1988. By 1992, policy reform had emerged as the prime area needing attention. To emphasize this, the name of the Program was changed to Sub-Saharan Africa Transport Policy Program. The SSATP is implemented through five components:

- The Road Management Initiative (RMI)
- The Rural Travel and Transport Program (RTTP)
- Urban Mobility (UM)
- Trade and Transport (T&T)
- Railway Restructuring (RR).

Each of these components collaborates with development agencies and African institutions.

Program Framework and Governance

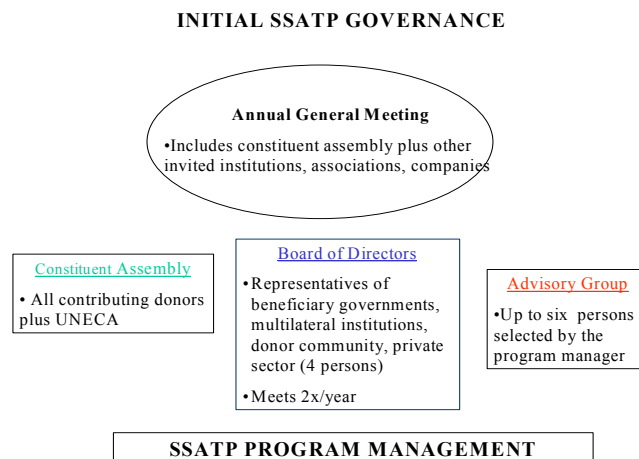
During 2000, issues related to Program governance and framework were reviewed at two major Program meetings and changes were made in the governance structure of the Program.

The SSATP **Business Meeting** took place May 30–June 1, 2000 in Washington. The meeting reviewed SSATP progress during 1999 and discussed the proposed framework for future operations. There was a concern that the Program objectives needed to be defined more clearly and reporting improved. It was decided that the Program would be evaluated during 2001. The evaluation was to establish objectives for the Program and suggest means of measuring

success. Progress under each component was discussed in detail. Issues of Program focus, governance and structure were discussed and defined. It was agreed that a restructuring of governance arrangements would: (i) ensure African participation in setting and implementing Program priorities; (ii) formulate the role of African institutions, countries, donors and other partners; and (iii) ensure accountability to stakeholders. Furthermore, it was agreed that the SSATP would (i) take a Program (sector-wide) approach; (ii) continue component development and increase collaboration across components; and (iii) ensure the participation of stakeholders. The Business Meeting discussed a new governance structure for SSATP, including a board of directors and an annual general meeting. The roles of the Board, the Advisory Group, the program manager and other actors were also discussed.

The **Initial General Assembly** met in Copenhagen November 20–22, 2000. Issues related to the Program work modes and governance, which had been discussed in the previous meeting, were further discussed. It was agreed that Program work modes would include (i) analysis of transport sector and sub-sector performance in the perspectives of competitiveness and poverty alleviation; (ii) definition of policy reform impact on sector and sub-sector performance; (iii) design of strategies to implement policy reforms; (iv) assistance in capacity building; and (v) dissemination of results and stimulation of public debate. There will be a **Constituent Assembly** (CA) composed of one representative each from contributing donors and ECA, the latter seen as a representative of

beneficiary governments. The **Annual General Meeting** (AGM) is the link between Program management and the board of directors and Program partners. It consists of donors of SSATP and relevant institutions, associations, and companies determined by the CA. The AGM comments on annual reports and three-year rolling work plans. The **Board** of Directors is elected during the AGM. It has one representative each from a multilateral institution, the beneficiary governments, the private sector and the donor community. It meets twice a year. The program manager identifies, in consultation with the Board, issues requiring advice. Members of an **Advisory Group** are proposed by the AGM, and the Program manager selects up to six of them.



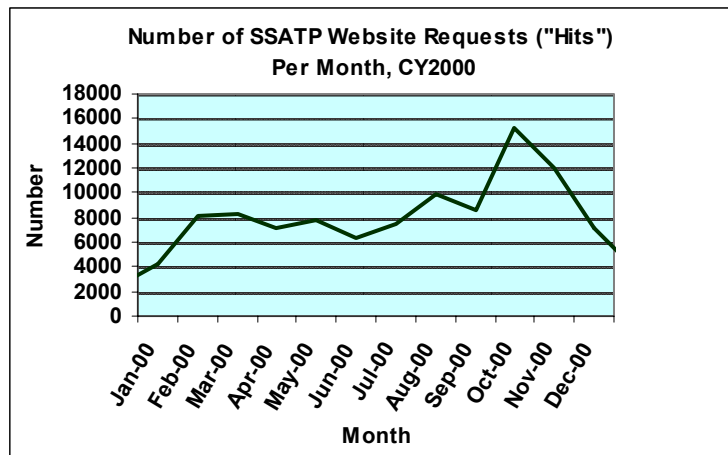
Overall Progress during 2000

Demand from countries for the services of the Program continued to be strong, and decentralization of the Program is continuing. During 2000, overall activity of the Program remained roughly at the 1999 level, but there was a shift in work among components. The Rural Trade and Transport Program (RTTP) is now the largest component, active in 19 countries. Seven experts at World Bank headquarters and in Accra, Harare, Pretoria, and Abidjan manage the Program. The Road Management Initiative (RMI) continued to focus on promoting sustainable road management through road boards and road funds. It financed direct inputs into country programs and continued to develop methodologies for evaluating road investments in situations with low-volume rural roads and secondary roads and to demonstrate the impact on roads of different maintenance financing practices. Urban Mobility (UM) continued its collaboration with the World Bank Institute and the Municipal Development Program. Work continued on non-motorized transport, the Clean Air Initiative, and research on micro-enterprises. Work under Trade and Transport (T&T) had been in abeyance, but efforts are underway to extend its activities beyond the previous focus on maritime issues to developing a broader understanding of issues in the whole transport chain in order to propose remedial measures. There will be an emphasis on trade facilitation, revision of institutional and regulatory aspects, and organization of regional transport operations. Railway Restructuring (RR) has broadened its scope of activities. Railway concessioning operations are in various stages of discussion or implementation in some 15 countries.

Dissemination & Communications

Publications. Eight working papers (four in English and four in French) and six technical notes (in English) were published during 2000. In addition to traditional publication, these documents have been made available on the SSATP website (www.worldbank.org/afr/ssatp).

Website. Through continuing promotion, the website, launched in September 1999, built up the number of visitors and averaged about 8,500 requests or "hits" per month in 2000, with a high of over 15,000 requests in October. During the year, the SSATP site became one of the four or five most requested external websites in the World Bank's Africa Region. The SSATP site was often been the most active regional site in terms



of downloading information. For example, in February 2000, half of the bytes transferred from Africa Region's websites came from the SSATP website's publication pages.

Media. During 2000, the RTTP developed a television program to be featured on BBC World (to be filmed and broadcast in 2001). RMI filmed a video to demonstrate the practical applications of the RMI message, including the implementation of the four building blocks, in Ethiopia and Ghana. The first SSATP Newsletter was produced and distributed in the fall of 2000.

Program Financing

The SSATP used about \$3.0 million¹ in CY2000, of which approximately \$2.6 million came from trust funds and about \$0.4 million from the World Bank's budget. Direct contributions from donors to activities was negligible. The total figure of \$3.0 million was an increase of about \$ 0.2 million from 1999. During 2000, commitments and new pledges amounted to \$1.1 million, spread over the coming three years.

¹ Please note that all dollar figures in this report are current U.S dollars.

THE ROAD MANAGEMENT INITIATIVE (RMI)

Development Objectives

Economical road transport is essential for addressing poverty and the need for economic growth in Africa. The objective of the RMI is to facilitate policy and institutional reforms in order to achieve sustainable management and financing of road services. RMI works closely with client countries to identify the underlying causes of poor road maintenance policies and develop a reform agenda to bring about sustainable maintenance for all types of roads. Policy reforms at the country level are usually managed by a high-level steering committee consisting of major public and private sector stakeholders and an RMI coordinator. The key recommendation that has emerged from earlier phases of RMI is commercialization: charging for road use on a fee-for-service basis and managing roads as a business enterprise. Since governments own most roads, implementing this concept requires reforms in ownership, financing, responsibility and management.

Outputs Planned for 2000

Road Sector Reform Reviews

In 1999, the RMI completed the main thematic and other tasks set for RMI-Phase III. In 2000, the program intended to take stock of road sector reform in SSA countries. In this regard, three regional initiatives were planned for the year:

A desk review of the actual performance of second-generation road funds aimed to assess the contribution of revenues raised through dedicated financing arrangements to meet identified maintenance requirements.

A pilot test, requested by SATCC, was planned to monitor developments in the implementation of SATCC recently agreed reform model. Conclusions from this pilot would shed light on the potential role of the sub-regional economic associations in monitoring policy reform and fostering its implementation.

RMI planned to organize a regional conference on issues related to the construction industry. This conference, originally scheduled for mid-2000, was to address the business environment for the industry, how the market is being structured by donors' procurement procedures, and specific issues related to the development of small and medium scale domestic contractors.

Country strategic workshops

A country workshop was scheduled in Angola for March 2000 to discuss RMI management and financing. (Two similar workshops for other countries were added to the work program during the year.)

Assistance to country programs

As in previous years, much of the effort of RMI was to assist specific countries to design and implement reform agendas. Some of this was to complement donor-financed lending programs. Some was in the form of technical assistance and participation in conferences to discuss RMI findings and methodologies. The exact number of these initiatives was not established in advance (the number was left dependent on demand and resource availability). As a general point, it probably needs to be emphasized that the starting point is that all RMI members have country programs under which a set of activities are undertaken, with financing coming from a variety of sources including but not limited to the "RMI Program", i.e. the financial and technical resources managed by the team at Bank HQ. In reality: (a) some programs at the time were fairly, if not completely, dormant and little activity was recorded; (b) some programs were active and there was demand for input from the RMI Program to fund part or all of activities; (c) some countries, not "de jure" but "de facto" RMI members, also benefited from support in the manner of (b), thus creating a degree of opacity over eligibility for support under the broad rubric of country assistance support that it is intended to address in the coming years of the program.

Research and dissemination

Four technical notes and two SSATP working papers were planned for the year. The RMI planned to produce a video on road management practice in Ethiopia and Ghana dissemination of RMI experience was to continue through the SSATP website.

Outputs in 2000

Impacts

It is necessary to distinguish between long and short term impacts, and to consider what can reasonably be evaluated in a report covering a mere twelve months of a program which has been running for a decade. The program is about policy development and implementation - the immediate impact, generally speaking, is the adoption of better policies; the longer term impacts on the ground, better maintained roads etc., entail lead-times such that the effects of activities carried out in 2000 on sector performance cannot yet be assessed.

Road sector reform reviews

- The desk review of the performance of second-generation road funds was completed and the results were published as a working paper (No. 51) and companion technical note (TN No. 31).
- The pilot program to monitor regional developments in the implementation of road sector reforms in SATCC countries was not undertaken due to lack of resources. However, this was partially offset by doing more country-focused work, the majority of which was in SATCC countries or involved them (Angola, Lesotho, Tanzania, Zambia).
- The regional conference on the construction industry also was not undertaken because of lack of resources.

Country strategic workshops

RMI participated in a policy workshop in Angola on March 27 and 28. The workshop coincided with the submission of IDA-financed consultant reports on maintenance management and road sector reform. The objective was to share the RMI message on management and financing, as well as progress to date in the development and implementation of the SATCC Model Legislation. Themes included quality control issues and the need for progressive development of quality enhancement and private-public partnership. The Minister of Transport, the Minister of Public Works, and the Vice-Minister of Finance played leading roles in the workshop, and press coverage helped increase public awareness of road sector issues. The workshop reached a consensus on the need for separation of finance (the Road Fund) from management (the National Road Agency, INEA), and endorsed the restructuring of the existing road fund along second-generation principles.

A workshop was held in cooperation with the government of Cape Verde from December 11 to 14. The meeting included hands-on training on the RMI-developed Roads Economic Decision Model (RED) and a presentation of the Highway Development and Management Model (HDM-4) for sector managers from Angola, Cape Verde, and Guinea-Bissau. The participants rated the meeting highly (4.8 on a scale from 0 to 5). They indicated they would like to have a databank of road network characteristics in Portuguese or French and a copy of the software of the HDM-4 model. They indicated that they had learned the basic concepts for the economic evaluation of road investments. They wanted to verify that economic feasibility assessment matches reality and further understand the elements needed for network evaluation. They wanted to understand the structure and organization of a network database and the formulation of strategies to ensure network maintenance.

In cooperation with the **Zambia** National Roads Board, a two-day workshop on "The Role and Operations National Roads Boards" was delivered in Lusaka, September 7 and 8. The target group was Road Fund Board members and along with guests from **Tanzania, Kenya, and Lesotho**, participants numbered 36. This followed a similar event held in April 1999 with partici-

pation from **Cameroon** and **Malawi** and was designed in part to familiarize newly appointed Board members with road policy and board responsibilities, as agreed during last year's annual meeting. **Zambia was selected** to run the workshop on "role and operations of national roads boards" as it had the capacity and the willingness to organize this event from which three other countries benefited. This was deemed as both a cost effective way of disseminating good practices and also a means of building the partnership of RMI countries and inculcate greater self-reliance. Best practices were also discussed. The workshop included an introduction to the RMI reform agenda and an overview of Bank and donor support for sustainable reforms. Case study discussions included "financing the road sector", "management of the road sector", "responsibilities for road sector management" and "who is an effective manager of a road fund?" In December 2000, the NRB issued a comprehensive summary of the workshop proceedings. Eighty-five percent of the participants indicated that while the workshop objectives were not fully reached, the event largely met their expectations. The majority of the participants rated the quality of the papers and other material as excellent.

Assistance to country programs

RMI continued its assistance to the Government of **Madagascar** to help implement its ambitious road sector reform. The transport sector program developed in 1999 (*Programme sectoriel des transports*, PST) was considered a good basis for major commitments to the road sub-sector by the donor community during 2000, including the EU, ADB, and IDA. Central to the renewed IDA presence is the process of commercialization, now adopted by the government for the road sector, and the institution of a road fund along second-generation principles with support from RMI. Because of the complexity of the reforms, it was important to sequence key actions in order for the process to be sustainable. The RMI inputs have helped define the parameters for a sector project which is now attracting substantial Bank and donor assistance. What should be acknowledged however is the need for further work on addressing deficiencies in the design and operation of the Road Fund. In this context IDA's Board approved a new lending instrument (Adaptable Program Loan, APL) on June 1, 2000 to finance road sector development and reform. RMI will continue providing assistance within the framework of the APL.

RMI continued to support activities in **Tanzania** organized by the National RMI Committee in cooperation with the donor community. One of these activities, the "Road Stakeholders Meeting on Public and Private Sectors Partnership" organized by the Road Fund Board, was attended by 75 representatives from government, the private sector, academia, the donor community, and the media. The meeting noted that the reform process still needs to be completed, including the appointment of the Road Fund Board with members from the private sector and compliance with the Road Fund Act's provision for direct channeling of proceeds to the Road Fund. Further support to Tanzania, in what still remains a difficult juncture in the reform process, was provided by sponsoring the participation of Tanzanian representatives in the Birmingham program (see below) and in the Zambian workshop. Moreover, RMI

sponsored the Annual Road Convention and followed up with Tanzanian stakeholders on the implementation of the SATCC Model Legislation, including the current status of the Tanzanian Road Fund Board and of the new TanRoads Agency. These activities are helping to disseminate information more widely among domestic stakeholders thereby increasing support for the newly created institutional structures — including TANROADS — and highlighting the role of the domestic construction industry.

With the support of RMI and the U.S. Federal Highway Administration (FHWA), a contractor development mission visited **Tanzania** June 2-16. The purpose of the mission was to assess the capacity of Tanzanian contractors and develop contractor training and business development programs. Several recommendations are under consideration, including earmarking of road fund revenues for contractor training, or are under implementation, such as an information exchange and support between Tanzanian contractors and a U.S. (Alabama) contractors organization. A Tanzanian engineer has been seconded to the FHWA National Highway Institute to help modify transportation training materials to address Sub-Saharan African issues. There is interest in extending this model to other countries in sub-Saharan Africa, focusing initially on the SADC countries. The FHWA, with the assistance of RMI, is also seeking to extend the concept of the Transportation Technology Transfer Center □ which have been established in most states in the USA □ to Sub Saharan Africa.

RMI also assisted the roads program in Kenya where parliament recently passed an act establishing the Kenya Road Board (KRB) The purpose of this Board is to oversee the road network in Kenya, coordinating maintenance, rehabilitation and development and be the principal advisor to government on road matters. Most importantly, the KRB has executive statutory authority to manage the Kenyan Road Fund, the best resourced of any in SSA. RMI is helping to clarify the responsibilities, authority, organization, and operational manual of the Board, as well as establishing effective and sustainable road management agencies. Related subjects include the current status of the Road Fund, the functional classification of the road network, the assignment of responsibilities between the central road agency and local authorities, building capacity in local authorities and strengthening the construction industry. Where the reform process has reached now is testament to the impact that the support tendered through RMI has had in establishing both a suitable institutional framework and an adequate resource base for the Road Fund.

In **Uganda**, RMI assistance continued in the context of the Road Agency Formation Unit (RAFU), the first step towards the creation of a road agency. RMI financed the drafting of the terms of reference for a study to define the agency, and it reviewed with government the ongoing reforms and their impact. In **Malawi**, RMI provided support to the National Roads Authority (NRA) to improve revenue generation for the Road Fund, to mobilize stakeholders' interest in the Board's activities, and to decentralize road management. In **Zimbabwe** RMI continued support to donors' efforts to implement improved road management, and in **Angola** it provided assistance in drafting a new Road Fund Decree.

The RMI continued to sponsor the participation of African representatives in the Senior Executives Training Program on Road Management and Financing delivered by the University of Birmingham. Representatives from **Ethiopia, Ghana, Kenya, Lesotho, Tanzania, and Zimbabwe** were sponsored by the RMI from May 22 to June 2. Tanzanian representatives provided an excellent overview of the training program that is based on the lessons learned from the RMI in Africa, the PROVIAL in Latin America, and experiences in Asia and Europe. Their conclusions were intended to guide the ongoing policy and institutional reforms in Tanzania. The recommendation that more senior road executives and stakeholders be exposed to the experiences of other countries indicates that the participants assessed the training program very favorably.

RMI provided assistance, using the RMI-developed RED model (Road Economic Decision model), particularly in **Cape Verde, Ghana, and Uganda**. This was also an opportunity to continue the pilot testing of RED, often together with HDM-IV. Important lessons were learned about the applicability of RED, which are relevant for the future enhancement of the model. In the Ghana case study, for instance, it was found that RED is particularly useful for defining the traffic generated and the level of service (roughness), with and without the project, and to compute the results. The HDM-4 model, on the other hand, was used to estimate unit road user costs for motorcycles and non-motorized vehicles. Therefore, equations of HDM-4 for the calculation of unit road user costs for motorized and non-motorized vehicles can now be incorporated into the RED model, similarly to what was done previously with the HDM-III equations. In the case of Cape Verde, RED has proven a useful tool, particularly since most of the country's road network is of cobblestones, which are not modeled by the HDM, and therefore require a judgment on the definition of the level of service for each road. Also the mountainous terrain of some of the islands is suited for evaluation with the RED option to define the roughness and the speeds of all vehicles in order to characterize the level of service of alternative proposals.

Dissemination & Communications

There are a number of fairly well established channels for dissemination, i.e. the working papers and technical notes series, the annual coordinating committee meeting, and country program activities. It could perhaps be stressed that during the course of the year greater attention was given to two other channels — (a) RMI partnerships to disseminate experiences between small groups of countries within a well defined agenda; and (b) the RMI web pages, in particular the addition of the "RMI Update" periodical e-newsletter (which only appeared for the first time in 2001) and which is expected to be exploited to a much fuller extent in future years. The first "RMI Update" included articles disseminating the experience and results of the Cape Verde and Zambia workshops as well as the construction industry development program in Tanzania.

In regard to country program experiences, dissemination focused on progress achieved in the following areas:

- (i) The various management models and tools developed by RMI (particularly RED in the course of 2000) and how and where they can be applied to good effect to improve road management.
- (ii) What are the critical success factors for Roads Boards and Road Funds - in regard to structure, process and management and what is the actual or expected impact on road network performance from the reform process.
- (iii) How useful in practice is the model legislation (and institutional framework) adopted by SADC when it comes to be applied in particular country cases like Angola, Tanzania etc.

At the request of the African Development Bank's staff training institute (the African Development Institute), the RMI delivered a workshop on "Recent Developments in Road Planning and Financing". The Workshop was held in Abidjan, Cote d'Ivoire, March 20 and 21, 2000. In attendance were 14 senior African Development Bank (ADB) staff, deeply involved in the implementation of AfDB financed projects. The program covered the analytical tools available in the Bank for road management, including RED, HDM-IV and the RUC (Road User Charges) Models. It also covered the principles for design of second-generation road funds, as well as the fundamentals of institutional reform in support of sector commercialization. The workshop was considered very relevant by the participants, who expressed satisfaction with the workshop program, organization and presenters. Participants evaluated the seminar with an average rating of 4 on a scale from 0 to 5. They indicated that two days were not enough to cover in detail the RED, HDM-IV and RUC models. At the request of participants, copies of the RED and RUC models software, available free of charge through the RMI, were left with ADB.

Preparation advanced on an RMI video to assist country coordinators with dissemination activities. The video will demonstrate the practical application of the RMI message, including the implementation of the four building blocks, with reference to the experience in two countries – Ethiopia and Ghana. Filmed interviews were done in February 2000 with a wide variety of stakeholders in both countries. The footage will be complemented, whenever feasible, by material from sources in the Bank. The video is scheduled to be available during 2001. RMI has also financed a French translation of "Commercial Management and Financing of Roads" by Ian Heggie and Piers Vickers. Work is also underway on the further dissemination of documentation on the "Source" methodology. A French version of the documentation was completed by the end of 2000 and a English translation was under preparation.

During 2000 RMI continued to post information on the SSATP external website (www.worldbank.org/afr/ssatp). A total of 25 Technical Notes prepared by the RMI are currently available on the website, more than 75% of the total number of Technical Notes available on the SSATP website. Moreover, a total of seven RMI Notes have now been selected by the Bank's "Findings" series and disseminated through their channels. The website can also be used to access and download the more extensive SSATP Working Papers, of which 11 are currently available on RMI topics.

In addition to Technical Notes (TN), an SSATP Working Paper (WP) was prepared by the RMI during 2000, and have now been published and posted on the external website:

- *Road User Charges Model*, (TN No. 28) by Rodrigo S. Archondo-Callao. This shows how an already developed model can perform an aggregated assessment of road networks with the following objectives: (i) to ensure that road user charges fully cover the costs of operating and maintaining the inter-urban and urban road networks; (ii) to ensure that all vehicle classes cover their attributable variable costs of road usage; (iii) to compare the funding needs of the country road networks (primary, secondary, urban); (iv) to assess the distribution of revenues from road user charges among road networks administrations (e.g. main road agency, municipalities); (v) to define gasoline and diesel levies needed to finance a road fund; (vi) to compute financing and revenue indicators; and (vii) to estimate an order of magnitude of fuel emissions and other externalities.
- *Introducing the RMI Road Sector Database*, (TN No. 29) by Jolanda Prozzi. This TN introduces the recently developed RMI road sector database. Building upon the results of the RMI road sector survey in 47 SSA countries, and socioeconomic and sector information available from the World Bank and other sources, the database provides an initial framework for an assessment of the road sector across SSA countries. The purpose of the database is to provide stakeholders with a more comprehensive framework for sector monitoring in order to support reform. It will be made available in the SSATP external website and updated as new data becomes available.
- *Forecasting Vehicle Fleets in Sub-Saharan African Countries* (TN No. 30), by Rodrigo Archondo-Callao. This TN presents an evaluation of time series statistics for vehicle fleets in the RMI Road Sector Database for 47 SSA countries. It correlates these statistics with the growth of each country's GNP. The purpose is to provide a statistical methodology for projecting vehicle fleets as a function of macroeconomic forecasts. Assessing the growth in vehicle fleets in SSA countries is important for planning road expenditure and revenue raising requirements and instruments.
- *Implementing Second-Generation Road Funds: Lessons from Experience* (TN No. 31), by Ajay Kumar. This TN is based on a review of the experience of second generation Road Funds in Zambia, Ethiopia, Kenya, Ghana and Benin. It evaluates the structure

and process of setting up and implementing the road funds, and it assessed achievements to date. While all countries have not moved at the same pace, they have progressed to various stages of introducing institutional and financial reforms as recommended by RMI. The specific circumstances faced by each country defy generalizations and make it necessary to evaluate the progress in the context of the original design, national priorities and objective achievements.

- *Reforming Road Management in Sub Saharan Africa: Overcoming Obstacles to Implementation* (TN No. 32), by Francis Nyangaga. This technical note is based on a presentation made at the PIARC World Road Congress in Kuala Lumpur in 1999 by the RMI country coordinator for Kenya. The note outlines the difficulties Sub Saharan African countries face in implementing the four basic building blocks for reform, which may explain the slower pace of reform than anticipated. Particular attention is given to government's reluctance to cede control of resources, including the flow of funds to road maintenance, and the delegation of road management to autonomous road agencies. The note contains suggestions for overcoming obstacles and it emphasizes the need for a consistent enabling policy and institutional framework and a comprehensive program for transformation, capacity building and the mitigation of socioeconomic impacts. It will be issued in 2001.
- *An Assessment of Selected Road Funds in Africa: Case Study of Benin, Ethiopia, Ghana, Kenya and Zambia* (WP No. 51)" by Ajay Kumar, a companion to TN no. 31. This WP reviews experience with second generation Road Funds in the selected countries. The choice of countries was influenced by the continuity of second-generation road funds, the need to study a diversity of institutional arrangements, and the availability of information. The institutional and management structure of road funds in each country was evaluated, and the process of setting up and implementing road funds was analyzed. Achievements were then evaluated, as measured by the quality of the road network, operational efficiency, allocation efficiency and development of local construction industry.

Component Management

During the year the program was in a transition phase, along with the rest of SSATP, pending the establishment of the new governance structure which was expected to address the program's financial problems. In the meantime, RMI is working on the basis of an interim work plan (which might subsequently be changed) and is providing a basis for operation during the transition period. Thor Wetteland had returned to Norway in January 2000, although he continued to provide some part-time input from his base in Norway (funded up to June 2001), and Mr. Louis Fernique former position remained unfilled. On September 1, Mr. Stephen Brushett became RMI Component Manager taking over upon the retirement from the Bank of Mr. Pedro Geraldés. Two road policy specialists are expected to begin work about July 1,

2001 under donor funding. In the interim, the RMI has benefited from the input of a number of short-term consultants, notably Ajay Kumar (still with RMI), Gualberto Campos and Jolanda Prozzi (no longer with the program). The program also has benefited from specialist services by Sandra Giltner (video, communications), and Rodrigo Archondo-Callao (models, database).

Resources

Expenditure on the component during 2000 amounted to \$776,820.

Progress in Achieving Development Objectives

Despite its achievements, RMI is short of achieving the goal proclaimed in the Yaounde Declaration of sustained road maintenance by the year 2000. Nonetheless, there have been a number of important achievements towards this end:

- The commercialization concept has now been well-accepted and considerable progress registered in many member countries. A survey of members' views in seven countries indicates the almost unanimous acceptance of the RMI principles and reform agenda.
- A major effort at the country level was launched in Western African and other francophone countries, and progress has been registered in varying degrees, despite difficult country circumstances, in Angola, Cape Verde, Madagascar, Mali, and Guinea.
- RMI has moved from concepts to their facilitating implementation, and the monitoring of outcomes through the development of innovative strategic policy formulation and monitoring tools, the latter both at the level of implementation of the four building blocks and at the level of cost-effective surveying of road conditions.

Lessons Learned

- Completion of institutional reforms and achieving the desired impact requires capacity development at all levels, access to appropriate management tools and effective operating procedures.
- Strategic priorities for RMI are (i) advocacy, good governance and ownership; (ii) building capacity and resources for sustainable management; and (iii) monitoring, evaluating and disseminating lessons learned.

THE RURAL TRAVEL AND TRANSPORT PROGRAM (RTTP)

Development Objectives

The objective of the Rural Travel and Transport Program (RTTP) is to better the livelihood of rural people by improving access to basic goods and services. RTTP supports the participatory formulation of national policies and programs that aim to: (i) improve the planning, financing, building, and maintenance of rural transport infrastructure; (ii) improve rural transport services and mobility through the adoption of appropriate transport technologies to facilitate people and goods movement; and (iii) promote least-cost methods and the development of local contractors. The generation of knowledge on rural transport and the dissemination of these and of emerging experience from practice within Sub-Saharan Africa are important tools in this work.

Outputs Planned for 2000

Country Programs

The key challenge laid out for 2000 was to continue to bring RTTP to maturity by expanding and deepening its activities in member countries. The objectives of this activity are to (i) assist member countries to formulate rural transport policies and strategies and have these approved by 2003 or earlier and (ii) develop a program document containing the actions needed to implement the strategies using the resources of the countries and their development partners. To achieve these objectives, RTTP was to use its resources to (i) undertake policy analysis, (ii) facilitate the mobilization of resources for other activities such as project preparation and pilot work, and (iii) advise and provide oversight on projects and activities that promote policies and good practice for rural travel and transport. The goal is for all countries currently participating in the program to have in place approved rural transport policies and strategies by 2003 and for some of these to be under implementation.

Thematic Work

Work in the main thematic areas – gender and transport, rural transport services, and intermediate means of transport – was to be intensified. Through work on gender and transport and IMT, existing collaboration with ILO/ASIST and IFRTD would be strengthened. In some countries such as Tanzania and Zimbabwe, work with ILO/ASIST was seen to be important to promote enhanced use of labor-based road works.

Outputs Achieved in 2000

Overview

In 2000 RTTP assisted two countries, Ethiopia and Malawi, to achieve stage 3, that is the implementation of an agreed rural transport policy and strategy (see Box B below). Two further countries, Guinea and Madagascar, reached stage 2, that is had a completed rural transport policy and strategy ready for adoption and implementation (achieved in 2001). Reasons for RTTP's country engagements are given under the particular paragraphs. In some cases progress as planned was not achieved due to political disturbances (e.g. in Cote d'Ivoire).

A variety of in-country rural transport related dissemination and learning activities took place, such as national and regional workshops and learning events. Lessons learned in the process of preparing rural transport policies and strategies and in implementing them were exchanged through sub-regional study tours and exchanges. Particularly active in 2000 was the RTTP sponsored Gender and Rural Transport Initiative (GRTI) with national and regional workshops, with the commencement of the implementation of pilot projects, and the preparation of a monitoring and evaluation manual. The RTTP web pages were enhanced with information on IMT.

Country Programs

Countries participating in the Program increased from the four in 1997 to 13 in 1999 by which time the need was recognized to formalize some of its working procedures in order to better target and monitor the use of Program resources and make the way the Program operates more transparent and accountable. To this end, a *Guideline for Country Participation in the RTTP* was produced based on the consensus emerging from discussions at the 1999 Annual Coordinating Meeting in Pretoria and discussed with RTTP partners at the 2000 Annual Business Meeting and was an annex to the 1999 Progress Report. In essence, the *Guideline* formally documented criteria being used for assessing countries' participation in the Program (see Box A), established forms of membership in the Program and the rights and obligations of membership.

Sixteen countries were at one of the three stages in the RTTP three stage country work process of (i) diagnosis and analysis; (ii) policy formulation; and (iii) policy implementation by the end of 2000. (See Box B for more detail on the three stages).

Box A: RTTP Country Programs: Framework for Country Participation

To guide the use of Program resources and to ensure the integrity of the Program, four basic criteria have largely been used to assess a country's potential participation in the Program: i) presence of on-going road sector reform process which incorporates RTT needs; ii) rural development policy and strategy in place and under implementation; iii) decentralization policy and strategy under preparation and/or implementation; and iv) relevant local partner agency interested in RTTP. The presence of on going (or in preparation) donor supported project (s) is also taken into account as they provide avenues by which policies emerging from the RTTP work can be implemented. Consideration of a country's possible participation in the Program has usually been initiated through either or a combination of: (i) discussion between the Bank Road Sector Task Manager for the country concerned and the Program – e.g. Zambia; (ii) at the invitation of another donor – e.g. Malawi at the instance of UNDP Office in Malawi and Ghana at the instance of DFID; and (iii) cross-sectoral review of donor activities and consensus by key players on the need for RTTP – type policy work. With regard to (i) above, Task Managers from other sectors such as agriculture and rural development have recently come to be as important as road sector Task Managers as initial contact points with potential participating countries.

In many cases, consideration of the potential participation of a country in the Program have been initiated after the relevant Bank Task Manager has identified the possible need for RTTP activities in the course of discussions with client countries and that country's indication of interest e.g. Ethiopia. It is in the course of subsequent explorative mission(s) by an RTTP Team Member that the criteria for participation listed above are used to assess the likely usefulness of RTTP country work and its possible orientation.

Excerpts from 'RTTP - Guidelines for Country Participation', Annex 5, SSATP Progress Report for the Year 1999.

Impacts

The overall objective of the program is the formulation and implementation of sound rural transport policies which will promote affordable transport services and access for the rural poor. Consequently the long-term impacts will, it is hoped, be on the provision of such services and sustainable improvements to appropriate access. Interim impacts of the Program's activities will vary from country to country, depending upon the stage in the development process which has been reached.

In 2 cases, Ethiopia and Malawi, the program can claim impacts in the form of the adoption of fully integrated rural transport policies and well prepared implementation strategies. In other countries impacts may be defined by the particular milestones which have been reached. These are set out in the country program reports below.

However, in a progress report such as this, it is not always possible to provide accounts of impacts which will be constantly changing due to the dynamic nature of the processes with which we are engaged, and the nature of the long term goals implicit in the RTTP statement of objectives

Box B: RTTP Country Programs: The Three Stage Country Work Process

Stage One: *Diagnostic and analytical, in which activities focus on building consensus amongst different stakeholders at the country level on the need to address RTT issues and undertaking of specific studies to determine the nature and characteristics of these issues.*

These activities begin with explorative missions to initiate country dialogue, identify key stakeholders and assess existing RTT situation. Out of these missions, which are presently usually not more than two in number, should come a decision as to the need or otherwise for further work by RTTP and the form it should take. Towards that decision, it is proposed that, where the above missions lead to an interest by the country in participation in the Program, it should submit a formal *Letter of Request for Participation in RTTP*. The letter should indicate the level/ type of membership of RTTP envisaged and include information on the key factors underlying the request, the country's expectations from participation and, to the extent possible, the input required from RTTP and the contribution the country can make (financial or otherwise). The amount of information provided should be sufficient for the due consideration of the request, especially with regard to needed activities and resources. A positive reply to the request by the Program should then result in a *Letter of Agreement / Memorandum of Understanding* between the country and RTTP with the obligations of each party spelt out. It is important that RTTP does not make a resource commitment beyond a timeframe of about twelve months even if, in principle, a commitment of a longer nature is envisaged. It is the signing of this LOA/MOU which will trigger the use of RTTP direct financial resources for activities in the country concerned and, effectively, commencement of Stage One participation in RTTP. Signatories to the LOA/MOU at the country level should preferably be at no lower than Permanent Secretary level and at RTTP, the Team Leader.

Stage Two: *Policy formulation and adoption, in which study results and consensus derived from Stage 1 is used to (i) develop policies and strategies (including implementation plan) on RTT that has acceptance amongst stakeholders at different levels of government, the private sector and the donor community and (ii) has formal government approval.*

It is proposed that initiation of Stage Two work activities by RTTP be based on a specific request from the country, with indications of the achievements and constraints faced during Stage One (where they went through that phase). How significant constraints faced during Stage One or identified for Stage Two activities will be mitigated should also be stated. The RTTP Team Member responsible for the country should also provide a formal comment on the request, with a recommendation on acceptance or rejection. The request and comment should make observations on, in particular: (a) government commitment to the proposed work; (b) institutional capacity of the host agency to manage and coordinate the Stage Two activities; (c) existing and expected support of relevant key stakeholders (including the donor community) within the public and private sectors to the policy – making process and framework in place or proposed for ensuring their effective participation; (d) resources (if any) that can

be contributed by the government through the host agency; (e) summary of the findings of diagnostic studies and workshops undertaken, issues identified and emerging consensus on how these can be addressed. It is therefore proposed that a small *Review Panel (RP)* be constituted by SSATP to consider a country's request for this type of participation in RTTP. The RP should include Bank Task Managers from relevant sectors such as agriculture and rural development, social development and, of course, transport. Apart from helping to arrive at a considered decision on the request, use of RP would help to facilitate integration of the RTTP work process and its outputs into the work of other sectors. The output from the Stage Two work will be a government-approved policy on rural travel and transport. Prior to its submission by the host agency for formal government approval, it is proposed that the draft policy be circulated internally within the Bank for comments, especially by members of the RP and these comments consolidated by the relevant RTTP Team Member and sent to the government. Stage Two activities end with the formal approval by government of the draft rural travel and transport policy. Receipt by RTTP of a copy of such a document and a transmittal letter confirming its adoption by government, provides the basis for initiation of Stage Three activities by RTTP.

21. Stage Three: *Facilitating policy implementation, including (i) assisting in the mobilization of resources for physical works; (ii) oversight of implementation of agreed institutional arrangements and adoption of 'good practice' with regard to methods and practices for the delivery of RTT infrastructure and services; and, generally, (iii) monitoring implementation performance to guide against policy reversals.*

These activities can be seen as the reaping by the different parties to the policy making process of the fruits of their investment during Stage Two and ensuring their safekeeping. This is because the policy document and its good implementation provide a basis for the cost effective implementation of RTT interventions. This is to the benefit of key stakeholders such as the Bank and donors with and or planning RTT projects in the country. Activities during Stage Three will be related to (a) implementation of institutional reforms such as creation of needed institutional arrangements including setting up of a sustainable capacity to coordinate and oversight implementation of the policy; (b) detailed studies/ design of specific pilot interventions in support of the policy; (c) improving the condition and level of provision and maintenance of rural transport infrastructure; (d) technical advise and mentoring to facilitate policy implementation; and (e) monitoring of the rural travel and transport situation to assess emerging impact of policy implementation and to guide against policy reversals. The first three activities are however the type that the Bank, donors and countries themselves commonly fund from their investment their projects. The role of RTTP could therefore be seen more as facilitating the mobilization of such resources i.e. as a supporter of the host agency/ government as they 'champion' the policy and the need for its implementation amongst concerned parties. This, RTTP can do, within the framework of the last two activities above.

It is possible for Stages One and Two to take place concurrently where (i) existing information provides the basis for initiating Stage Two activities and or (ii) the country's capacity and resources allow such an approach.

Excerpts from 'RTTP - Guidelines for Country Participation', Annex 5, SSATP Progress Report for the Year 1999.

Cameroon: RTTP work started in 1999 in response to a request for assistance with the rural dimension of the formulation of a national transport policy and strategies then on going. This request arose from a realization that despite the implementation of many transport projects by various donors (World Bank, AfDB, UE, etc.) the country continued to have problems of accessibility and mobility in rural areas. RTTP assisted in the studies carried out in 1999 with funding from the World Bank Project (PST 2), which led to the formulation of a rural road maintenance strategy in 2000. This strategy is currently under consideration for official Government adoption.

For the formulation of a national rural transport policy and strategies, during the year under review additional studies were conducted on (i) rural transport services and IMTs; and (iii) inland water transport. Two national workshops were organized to review and discuss the results of these studies. Gender and transport planning issues were also addressed during a national workshop attended by representatives of women associations, NGOs, government organizations, etc.

In 2000, the value-added of RTTP activities was the following: (i) the expansion of the focus of the transport sector project to include rural mobility, (ii) the implementation of a study on the creation of a Rural Road Council² consisting of representatives of local Government and the beneficiaries and (iii) the establishment of a Steering Committee consisting of various donors, private sector and government officials to share information and develop strategies and thus provide an umbrella framework for seeking consensus on rural transport issues.

Chad: In 1999, RTTP completed an assessment of interest in addressing rural transport issues in Chad with the Bank's Road Sector Task Manager and this led to an agreement for the Program to undertake country work with funding from the Bank supported transport sector project (PaProNat). During 2000, a national coordination unit and steering committee were established. The Program's work in Chad represents a recognition of the value added that the Program can bring to normal road sector work through its specialized knowledge of rural transport issues.

Côte d'Ivoire: The participation of Côte d'Ivoire in RTTP emerged during discussions on arrangements for the opening of a regional office for RTTP in the country. The Program agreed to initiate work in view of the existence of transport and rural development activities supported by donors for which the rural transport dimension needed a policy framework. During the year, a coordination unit, a Steering Committee and a National Program Coordinator were established. However, the political situation hindered progress on planned activities, and the program has not achieved RTTP stage 1 activities (diagnosis of the situation, work-

² The Rural Road Council is designed to be an advisory body for the management of the rural roads in Cameroon in the framework of the Rural Road Maintenance Strategy. This Council is currently under consideration for adoption.

shops, etc.) as planned. Only a pilot project for rural road maintenance based on a bottom-up process involving the beneficiaries was designed

Ethiopia, during the year under review, reached Stage 3 (the implementation stage) of the RTTP country assistance process with the adoption by the Federal Government of the program document for Ethiopian RTTP (which had been produced the previous year with RTTP assistance). Production of that document, which fully embodies the RTTP messages, was a major achievement, given the history of false starts in moving away from a focus on rural road construction to a more holistic approach. The document incorporates the rural roads and transport strategy for the country. The eight regional governments endorsed the program document. The Federal Government formally agreed that the Ethiopian Road Authority, the host agency for RTTP in Ethiopia, will establish the Ethiopian RTTP for the purposes of implementing the recommendations of the program document. Activities during the year focused mainly on mobilizing resources, preparing TOR and appointing consultants for undertaking preparatory activities toward establishing the phased implementation of the Ethiopian RTTP: (a) preparation of a Source Book/Manual on RTT; (b) preparation of training materials based on the Manuals; (c) training of trainers in the use of the Manuals; (d) holding of workshops in all regions as part of the process of establishing the regional ERTTP structures and raising awareness on the ERTTP and its implementation; and (e) preparation of pilot Wereda RTT projects. Success was achieved in all these areas and implementation should take place during 2001. The Manual has relevance to other countries as they move into policy implementation. It will therefore be made widely available once prepared.

Ghana: The country joined the RTTP in 1998 when it sought the Program' assistance in defining a national rural transport strategy. Four studies on various aspects of rural transport have been completed: (i) intermediate means of transport (IMT), (ii) technical standards, (iii) institutional and road financing arrangements and (iv) gender issues. In 2000, the studies were reviewed and discussed at regional workshops. The start of the studies coincided with a period when the merits and demerits of decentralization of road management were being discussed as part of the implementation of the government's decentralization policy. Their results clearly helped to demonstrate the fact that rural transport was more than just roads and thus needed to be implemented in an institutional framework that is responsive to this, existing rural road standards were inappropriate especially at the lower end of the road network and greater emphasis was needed on promoting rural transport services, especially IMTs. The workshops helped to bring these lessons clearly home to all stakeholders.

In 2000, RTTP also disseminated information on Ghana's approach to the management of feeder roads by organizing study tours for RTTP National Coordinators of Cameroon, Senegal and Guinea. The purpose of these missions was to share best practices in the sub-region.

Guinea: Guinea was the first Francophone country to reach RTTP stage 2. In 2000, RTTP continued to support activities in Guinea organized by RTTP national unit, particularly the preparation of a rural transport policy and strategy. Indeed, the recommendations of the regional and national workshops have led to a draft rural transport policy and strategies. This document was reviewed by the representatives of the four regional administrations of Guinea at a national workshop in 2000. The outcome of the workshops were used to finalize the draft rural transport policy which was submitted for government approval during the year. Upon its approval by government, RTTP activities will move from stage 2 to stage 3.

A notable feature of the work of the RTT Unit in Guinea, is the close involvement of local communities in the formulation of the rural transport strategies. Indeed, the local committees, including women, maintain the roads to improve accessibility in rural areas. A field trip was organized to share this experience with the Chad RTTP national coordinator.

Kenya: During the year, requests were received from government sources and NGOs for the Program to Kenya to initiate RTTP activities in that country. This was subsequent to the holding in the country of the Regional Experts Workshop on IMTs in 1999 and participation later that year of a delegation from Kenya in the Pretoria Annual Coordinating meeting and the emerging perception that Kenya needed to develop a rural transport policy (possibly as a sub-set of the currently stalled "Roads 2000" approach). In responding, the Program has indicated that it would be willing to undertake a scoping study of the rural transport situation aimed at drawing lessons of experience in Kenya. These would then be discussed at a country workshop which could provide a basis for deciding the need or otherwise for further work by RTTP. The findings of these studies will also be disseminated to other countries, drawing parallels between the approaches of RTTP and those adopted in Kenya.

Madagascar: RTTP has been involved in Madagascar since 1997. An inter-ministerial steering committee has been created and a RTTP coordinator has been appointed. Various studies were executed and a national RTTP workshop and a series of regional workshops were held which resulted in a draft rural transport policy and strategy (putting the country in stage 2 of the RTTP process) in 2000.

Malawi joined RTTP in 1998 and a Malawi RTTP Unit was subsequently created in the then Ministry of Local Government (now the Department for District and Local Government Administration - DDLGA) headed by a Program Coordinator funded by the Program. With the assistance of the Program, the Unit has been able to formulate a national rural transport policy and strategy which was approved by government in May 1999. The Program's work in Malawi is therefore in Stage 3 (implementation). The Program Steering Committee was established but unfortunately could not meet as frequently as needed due to members' request for sitting allowances (which the Program could not provide). Outputs from the policy and strategy formulation process had been used as inputs to the design of the World Bank assisted Road Maintenance and Rehabilitation Program (ROMARP) and this had led to provision

within that project of resources for addressing rural transport issues. The year 2000 therefore saw efforts put into actualizing these resources and participation in the Launch Workshop for ROMARP which provided a powerful platform for promoting increased awareness of rural transport issues. The Program also assisted the Unit to promote the policy amongst key stakeholders including a presentation to the Donors Transport Sector Group. The launch of ROMARP and progress achieved in the government's decentralization efforts have created an enabling environment for policy implementation. Efforts at policy implementation are now yielding results. Agreement was reached for the MRTTP Unit to be strengthened with the recruitment of two additional staff funded from ROMARP resources and to formalize the unit's role as the focal point for coordination of rural travel and transport issues within the DDLGA and the country. The Program assisted the Unit in the design of a pilot project (Rural Access and Mobility Program – RAMP) for possible funding under ROMARP. The Unit was active in helping the DDLGA design and hold sensitization workshops on the road sector for newly appointed Local Assemblies. Likewise with the finalization of the implementation plan for the National Transport Policy, it was also active in dialogue on the preparation of the I-PRSP and use of HIPC resources. Outline proposals were prepared for an education and information strategy for MRTTP and implementation of this will assist in the dissemination of the Unit's outputs.

Mozambique: The diagnostic Stage 1 phase of the RTTP work in Mozambique was initiated in early 2000 with the commissioning of a study to identify issues and options for addressing rural travel and transport in the country. The first part of the study report was received and a workshop will be held in 2001 to discuss the study findings and reach a consensus on the key elements of the RTT policy for the country. Under the new institutional framework for the country, a Department for Regional Roads was created in the newly created Road Management Agency (ANE) with two sections, one on feeder roads and the other on rural transport and the Head of that department was designated as the Program Coordinator for RTTP. For the Program, this was a clear signal of government's commitment to addressing its rural transport problems in collaboration with the Program. The Coordinator participated in the Regional Workshop of the Gender and Rural Transport Initiative (GRTI) held in Nairobi.

Niger is not a RTTP member, but rural transport problems are being addressed under an ongoing World Bank project with the assistance of the Program. A RTTP Team member is backstopping the project team on rural transport issues and the Project Coordinator of the Bank assisted project is encouraged to participate in RTTP Meetings such as the Annual Coordinating Meeting. In this way, he is able to keep abreast of developments on rural transport.

Nigeria: RTTP involvement in Nigeria began in mid-1999 with the formation of a multi-agency Steering Committee. Four household-level rural travel and transport studies and a policy and strategy framework study were commissioned during 2000. Delays in the delivery of the study reports led to postponement to early 2001 of the workshop planned for the dissemination of their findings. The focal agency for RTTP, the Federal Department for Rural Devel-

opment, approached the Program for help in preparing a proposal which it could use to solicit funding under the country's Poverty Alleviation and Eradication Program. The experience from Malawi with RAMP was shared with the department, which subsequently used it in submitting the proposal to government.

Senegal joined the Program in the last quarter of 1999. It was thus in stage 1 in 2000. Various studies were implemented on institutional and mobility (transport services and IMT) dimensions of rural transport, gaps identified in the course of the country's Bank assisted rural infrastructure project. Regional workshops were held to review the findings of these studies and a rural transport policy document is now being put together. For the dissemination activities, an "info-center" has been established at the RTTP Unit within the Department of Public Works where it is located. The info-center is open to the public. A new national coordinator has been nominated.

Tanzania: RTTP work in Tanzania is two-pronged: (i) assisting with the formulation of a rural travel and transport policy and strategy and (ii) facilitating the implementation of the multi-donor Village Travel and Transport Project (VTTP). In May 1999, a diagnosis of the present situation was discussed at a workshop and a draft policy statement was prepared, thus taking RTTP assistance to stage 2. Since then the Ministry of Regional Administration and Local Government (MRLGA), which had hosted the study, stopped work on rural transport policy development to await the outcome of work initiated by MRLGA on a rural development policy.

Zambia: The draft Program document in Zambia was one of the outputs of work during 2000 after stakeholder consultations at national, provincial, and district government levels. This document has been circulated among donors for comment and formal discussion was held during the first quarter 2000. The RTTP financed study of the management and financing of feeder roads was completed in early 2000. Its recommendations are now being followed up under the World Bank's support the road sector investment program (ROADSIP).

Thematic Work

With the Rural Transport Thematic Group of the World Bank, consultants were commissioned to combine the earlier works on rural transport services and IMTs into a single paper with a more global content.

In 1998, RTTP agreed with the Gender and Development Thematic Group of the Bank to work jointly on developing a better understanding of the gender impact of rural transport projects. The year 2000 saw the Gender and Rural Transport Initiative (GRTI) fully take off with activities in seven countries. These activities varied from sensitization workshops (Zambia, Cameroon, and Malawi) to situational analysis of the gender and rural transport in Zambia and Zimbabwe. An IMT pilot project in Senegal was also supported by the GRTI. The workshop in Malawi was aimed at principal secretaries and was attended by about forty of

them. A draft manual on monitoring and evaluating gender in rural transport projects based on work in Tanzania during 1999 was also prepared. It is expected to be published by RTTP as a Working Paper after peer review.

A regional workshop in November endorsed the GRTI and mandated the Secretariat to assess how its institutional arrangements could be strengthened. The GRTI also had oversight of a study on mainstreaming gender, funded by the ECA.

Coordination Meeting

No coordination meeting was held in 2000. However, as part of the GRTI workshop in Nairobi, a one-day meeting was held with RTTP coordinators. They were briefed on emerging thinking regarding the refocusing of the SSATP. The participants shared their views on the problems that they face and on how they can be addressed. An outline of the RTTP dissemination strategy was also discussed with them (see Box C), and the participants agreed that each country would develop its own with RTTP assistance.

Dissemination & Communications

Even though RTTP has moved from gathering knowledge on rural travel and transport towards the promotion of practical action and implementing key messages, it continues to disseminate messages throughout the development community. During the year, RTTP produced information as well as a website on IMT. Most of RTTP publications are now available on the SSATP website.

Component Management

The former RTTP manager, Snorri Hallgrímsson, retired from the World Bank at the end of the year and was succeeded by Dieter Schelling. Staffing and the degree of decentralization of the Program increased during 2000. Six experts distributed between Washington and the field provide additional management. They are: Tawia Addo-Ashong (Accra), George Banjo (Harare), Susanne Holste (Pretoria), Moctar Thiam (Washington), Dieter Schelling (Washington); and Siéle Silué (Abidjan).

Resource Use

The RTTP used about \$1.212 million in calendar year 2000 (please see Program Financing section for financial tables).

Progress in Achieving Development Objectives

By the end of 2000, sixteen countries were active in the Program and were engaged in or had finished preliminary diagnosis and analysis. Five of these countries had undertaken policy formulation and two have begun policy implementation. Since most work to date has been in

policy analysis and development, the development impact has not yet been assessed. A Summary of progress towards key targets is given in the annex at the end of this section of the 2000 Progress Report.

Lessons Learned

- Improved rural transport policies and programs need to be based on careful analysis and consensus building at the country level.
- Policy analysis and formulation are lengthy processes, but they are essential for the success of the implementation stage that follows.

Box C: Note on Discussion on RTTP Dissemination Strategy with Program Coordinators.

The meeting was held November 2000 just after the GRTI regional workshop. The objective was to share with the Coordinators the key elements of the strategy as it is emerging and to obtain their input as to how the strategy can be used as a basis for information sharing within and between countries. The strategy was welcomed by the Coordinators who, however, drew attention to their constraints in carrying out dissemination activities especially with regard to computer and Internet connections and developing their country specific dissemination strategies. The Coordinators further noted the inadequacies of the RTTP resources available to them to realize their plans and they were urged to provide for dissemination in their coming budgets. Participants were of the opinion that the meeting had been useful and expressed the wish for it to be held at least yearly because it is a good occasion to discuss RTTP problems between Coordinators. The conclusions of the discussions on the dissemination strategy are summarized in the table below.

Outputs	Questions and clarifications
Key messages developed	All are agreed that it is important for the Coordinators to develop country specific key messages according to the context of their countries. The message to develop must be clear.
Network of journalists (in SSA and Donor countries) on RTT established and operational	In each country, the Coordinator must develop a network of journalist interested in RTT as a strategy for involving the mass media in RTT and thus reaching more people. The organization of broadcasts on RTT is also encouraged.
Yearly or quarterly report on the status of RTTP prepared and disseminated	For monitoring and evaluation of the program, it is agreed that the Coordinator must do the report on the status of their program. A yearly report must be done for RTTP activities. To harmonize the presentation of the different reports, a sample form for reporting will be sent to the Coordinators by January 1, 2001.
RTTP web pages designed and operational	RTTP web pages will be revamped and this should be by the

(within the SSATP website)	end of the first quarter of 2001. At national level of each country, many initiatives to design website were mentioned and agreement was reached to ensure quality and accuracy of the site. This point is important for the credibility of RTTP.
Series of videos on RTT and pilots from countries produced, edited and distributed regionally	All the Coordinators are encouraged to produce of videos on RTT to share experience with others. The Guinea representative mentioned that they have different films but these are not exploited. Also, the Coordinator noted the lack of resources to address this issue and they were all advised to take this into account in the elaboration of their budgets.
Capacity building materials developed and distributed	As the above item, the Coordinator must develop useful materials, identify websites dealing with RTT. .
News oriented articles addressed to different audiences written, distributed and published	Accepted
Cartoons on RTT developed and placed in regional news outlets	Accepted
Database with relevant media outlets, opinion leaders, etc. operational	Accepted
Regional/national workshops undertaken addressing RTTP themes	The workshops must be used as opportunities to deeply discuss RTT issues. All stakeholders must be involved.
Display presentations in English and French	Take into account other languages (e.g. Portuguese)
A logo developed	The logo is ready to be used.
Update RTTP brochure including the logo	Soon, all RTTP documents will have the logo.
A summary of each approach paper produced by a journalist	The Coordinators will be informed when done.

Program achievements against some set targets as of end-2000

Narrative Summary	Indicators	Means of Verification	Assumptions	Status	Remarks
Super goal: Improved standard of living for rural people in SSA					
<p>Goal: Increased accessibility at reduced effort to socio-economic services on a sustainable basis.</p>	<p>10% reduction in time and effort to gain access to social, economic and subsistence facilities by year 2005</p>	<p>1. Surveys/focus groups</p>	<p>Better rural transport services along with other improved social and economic services will improve rural life.</p>	<p>Draft TOR for study to evolve framework for assessing impact of SSATP prepared. That framework will be basis for collecting needed data for indicators.</p>	<p>Workshop on monitoring and evaluation of RTT projects planned for second quarter 01 objective being to agree baseline data to be collected and agree pilot projects for the collection of data and evaluation of project impacts.</p>
<p>Purpose: Rural transport policy reform process implemented and operational in SSA</p>	<p>1. 10 governments in the SSA have adopted their RTT policy by year 2004.</p> <p>2. At least 4 projects using RTT strategy being implemented in targeted countries by year 2004.</p>	<p>1 Regular decrees, law proposals introduced to parliament</p> <p>2. Project reports</p>	<p>1. 1 Governments feels ownership of the strategy 1.2 Macro-economic stability 1.3 Political stability</p> <p>2. Firm support from donors for implementation of strategy</p>	<p>1. 2 govt. (Ethiopia and Malawi) have approved policies/strategies.</p> <p>2. Danida: one new VTTP district and new district road activities in Tanzania, VTTP type project being prepared in Zambia, agric. Project in Mozambique incl. Rural roads component, road sector projects in Ghana and Zimbabwe incl. Rural components; SDC- expanding VTTP research project to full pilot in Tanzania; DFID – VTTP pilot in Tanzania cancelled, rural roads project in Moz., feeder roads project in Ghana, CRIMP pilot project in Malawi; EU funding feeder and community roads in several countries esp Malawi, Ethiopia, Cameroon; AfDB, Bank Islamic, Netherlands in e.g. Cameroon, Cote d'Ivoire, Malawi, as part of road sector activities.</p>	<p>Target is that by end 2001, six countries will have approved policies and strategies (Ethiopia, Malawi, Cameroon, Guinea, Madagascar and Zambia).</p> <p>2. System being put in place for Program Coordinators to provide regular update of donor activities in their respective countries.</p>

1 Coherent national strategy for rural transport established.	1 A strategy establishing clear institutional arrangements (financial, organizational, legal and planning) for managing RTI and RTS formulated in 10 countries by 2005.	Final document presented to government Reports Annual program view	The governments approve the strategies. Congress adopted required legal changes if necessary.	1.1 See 1 and 2 above.	
2 Resource mobilization strategies established for managing rural transport infrastructure.	2 Guideline for mobilizing resources to rural transport.	Monitoring by DFID project team	Targeted people have a stake in the issue. Priority of rural transport maintained by government	2.1 "Source Book on Rural Transport " to guide design and implementation of rural transport projects under preparation for use in Ethiopia and then generalization for other countries. TOR prepared and proposal received from consultant.	2.1 Availability of this material will reduce cost and time for preparation of rural transport projects and help in simplification of approaches. These should help make these types of projects more cost-effective and thus attractive to donors.
3 Strategy to promote the use of RTS established.	3 Toolkit to promote RTS by end 1999.			3.1 Bank RTS Technical Paper under preparation and TRL DFID funded work on RT policy tool-kit provide basis for developing this.	3.1 Need to maintain close liaison with TRL on the policy tool-kit work to optimize its usefulness for this purpose. Draft of TRL tool-kit expected late 2000.
4 Strategy to promote appropriate transport technology.	4.1 IMT promotion strategy including specific measures on how to enhance usage established by 2004 in 3 countries. 4.2 Toolkit to promote IMT by 1999			4.1.1 Regional IMT Experts Meeting held in Nairobi in June 99 led to adoption of need for a Regional IMT Initiative to promote enhanced use of IMT in SSA. Idea endorsed at 99 Coordinating Meeting at which a clinic on IMT held. 4.1.2 Above workshop followed by commissioning of IMT promotional materials are now being finalized (by end Nov.00). Training materials to be developed (end Jan.01) based on the above materials and printed	3.2 RTS Paper will be used to prepare dissemination and training materials on RTS. Work should start first quarter 2001 and complete second quarter. 4.1 TOR for preparation of Project Document to be prepared and study commissioned first quarter 01. 4.1.2 The promotional materials should be on RTP web end Nov.00 and training materials added by end Jan. 01. Materials will be used in planned Burkina

<p>5 Strategy to enhance the use of local resources established</p>	<p>5.1 A strategy including how to use local contractors, consultants, labor and materials established by 2001 in 4 countries.</p> <p>5.2 A strategy to use appropriate technologies (i.e. affordable, sustainable, locally manageable) when building, rehabilitating and maintaining RTI.</p>			<p>with the promotional material for distribution and use by end March 01.</p> <p>4.1.3 Pilot projects on-going in Guinea, Senegal and Zambia. Pilot projects planned in Cote d'Ivoire, Madagascar and Malawi.</p> <p>5.1 Studies in Malawi planned to start first quarter 01.</p> <p>5.2 Above study will address this also.</p>	<p>Faso IMT workshop scheduled to hold by early second quarter 01. Training events using the training materials will be used in workshops in Ghana, Malawi and Zambia during 01.</p> <p>5.1 Work will be initiated in Zambia, and two other countries to be identified during 2001.</p>
<p>6 Proposals for research to address priority issues.</p>	<p>6.1 Assessment of priority knowledge need.</p>			<p>6.1 Need identified for work on (i) financing of RTT interventions with focus on use of Road Fund and or approach; (ii) implementation framework for RTT interventions to address issue of time and cost of implementation; (iii) monitoring and evaluation of RTT interventions to establish consensus on common framework amongst donors.</p>	<p>6.1 TOR to be prepared by end first quarter of 2001.</p>

URBAN MOBILITY (UM)

Development Objectives

The objective of the UM component is to support and facilitate the provision of safe, efficient, and less polluting transport in the cities of Sub-Saharan Africa, with special attention to those most affected by the urban mobility crisis - the urban poor. For most people in Sub-Saharan Africa, particularly the poor, urban transport is time-consuming, costly and often unsafe. On average 50% of transport in African cities is by walking or bicycling, but people who take some form of motorized transport spend a high percentage of household income on mobility. Lack of cost-effective services, inappropriate regulation, growing traffic congestion, increasing air pollution and poorly designed and maintained urban infrastructure are factors in the crisis.

Outputs Planned for 2000

Comprehensive Research on Micro enterprises

- Earlier research on urban transport had been undertaken in Abidjan, Bamako, Nairobi, and Harare. This work analyzed the operation, financing and profitability of the urban transport micro-enterprises. During 2000 the research study was to be finalized and published.
- Research on links between poverty and urban mobility was to involve intensive collection and analysis of data on urban mobility in Dakar over a two-year period. Findings will be integrated into the urban mobility action plan to improve the accessibility of the urban poor to affordable and safe transport.

Clean Air Initiative

National seminars had been held in Ouagadougou (May 1999) and Abidjan (October 1999) on air quality management. A national seminar in Cotonou was planned to debate the conclusions of a case study on air pollution as well as to prepare an action plan to reduce air pollution in the city.

Promotion of Road Safety & Non-Motorized Transport

- Draft guidelines were to be prepared in 2000 for non-motorized transport based on earlier studies in **Kenya** and **Tanzania**.

- Studies and seminars were planned for in Ouagadougou and Harare in 2000 focusing on pedestrian safety. This initiative was to last 24 months with financing provided by Sweden and in partnership with the Global Road Safety Partnership (GRSP).

Institutional Reform

A program was planned to improve the institutional climate for urban mobility in **Côte d'Ivoire**.

Outputs in 2000

The activities of the Urban Mobility component are not carried out by any other initiative in Sub-Saharan Africa. The comparative advantage of this component is well established.

Comparative Research on Micro Enterprises

Data collection and surveys on the operation, financing and management of micro enterprises had previously been undertaken in Abidjan, Bamako, Nairobi and Harare by the consultant (SITRASS). The objectives of this research were to (i) identify the main characteristics of private sector operations; (ii) analyze the financial market within which small operators can get access to credit; and (iii) recommend measures to improve financial, operational, and environmental conditions under which the urban transport services are provided. During 2000 the results of the studies were compiled into reports and a summary report of the study was prepared. The results show how vehicles are financed and how the financing of vehicles for urban transport could be improved.

Impacts

It is hoped that in the long run, the information collected and analyzed on the operations of the informal sector of the urban transport micro-enterprises will improve decision-making on the regulatory framework in which they should operate. It is however too early to determine if these impacts were achieved.

Lessons Learned and Disseminated

The lessons learned and shared with all stakeholders during the UM Steering Committee meeting held in Accra in April 2001 are that:

- Moving from small capacity buses or minibuses, as it stands today in most African cities, to medium scale and standard buses would increase the profitability of the operation while alleviating traffic congestion in the city centers and meeting the growing demand;

- Such a move should concern the number of vehicles owned and managed by the operators. Both kinds of economy of scale would benefit the operators, the urban economy and the passengers;
- Well designed and maintained roads and urban infrastructures combined with traffic measures are also required so that these micro enterprises are more efficient from an economic as well as an environmental point of view;
- The current situation of the dominant market share of micro enterprises should be considered as a transitional phase, and a progressive evolution towards a more formal form of operation and competition planned.

Clean Air Initiative

Activities related to urban air pollution generated by motorized transport have become an important element of the work program. The Clean Air Initiative in African Cities was launched in 1998 by the SSATP-UMC in partnership with the World Bank Institute. This initiative is the first regional program to focus attention on the interface between urban transport, energy, and the environment. Its aim is the reduction of air pollution generated by motorized transport, a primary cause of urban air pollution in Africa. Comprehensive studies were carried out in 1999 in Ouagadougou to (i) estimate the present level of air pollution in the city; (ii) determine the foreseeable development of this pollution and (iii) evaluate the impacts of measures likely to be taken to reduce this pollution. The conclusions were debated during a national seminar organized by the SSATP-UMC in Ouagadougou in June 1999. The same kind of study on the cost of externalities and the impact of air pollution was carried out in September-December 1999 in Abidjan.

- The conclusions of the air pollution study in Abidjan were presented in a meeting in Cotonou in October 2000.
- In 1999, the Clean Air Initiative established institutional and technical contacts with partners such as Global Environment Facility (GEF), the US Environment Protection Agency (EPA), the African Development Bank, MELISSA, ESMAP. These have been maintained and developed. As of December 2000, the following institutions were providing funding for the Initiative: Belgium Cooperation, ESMAP, and the Norwegian Development agency through the Norwegian Trust fund for environmental and social sector development.
- An ad hoc steering committee for the Clean Air Initiative was established in 2000 to gather the main partners (ministries of environment, technical experts, and donors).
- A study of air pollution was undertaken for Cotonou, followed by a seminar in October 2000.

Impacts

The outputs of the activities of the Clean Air initiative realized during the year 2000 raised awareness among the main partners (ministries of environment, technical experts, and donors) and led to the planning during 2001 of a regional Conference to prepare a regional Action Plan to phase out leaded-gasoline. New partners including NGOs and International Oil Companies joined the initiative.

Lessons Learned and Disseminated

The first findings and lessons learned from the cases of Dakar, Ouagadougou and Cotonou were widely shared during the meeting in Cotonou in October 2000 and the Accra meeting in April 2001 and confirmed that in Sub-Saharan Africa:

- Motorized transport is the major source of air pollution in urban areas;
- Among the pollutants, lead is the most damaging for health;
- The most affected are children who run the risk of brain damage from the presence of lead in gasoline (as well as the persons living and/or working in the streets);
- Regional cooperation and information exchange is crucial, to be complemented by well designed and managed technical control centers as part of an urban air management strategy for SSA.

Promotion of Road safety & Non-Motorized Transport

In 1999 consultants carried out work in Harare and Ouagadougou to (i) assess safety awareness and knowledge of children, pedestrians, and drivers and (ii) investigate problem sites within the two cities known to have pedestrian accident problems. The preliminary findings of both cases were discussed at national workshops in October 1999. Identification of accident black spots as well as engineered design of physical interventions were finalized in 2000. In the spirit of ownership, implementation of measures identified is expected to be carried out by the municipalities.

The Non-Motorized Transport Program in Kenya and Tanzania entered its final stage of implementation, with operational links to World Bank assisted projects (The Kenya Urban Transport Infrastructure Project and the Tanzania Urban Sector Rehabilitation Project). Based on the findings of the NMT Program and lessons learned, NMT consultants issued at the end of 1999 draft guidelines for the design of NMT infrastructure and facilities. These guidelines were disseminated for discussion and comment in early 2000.

Impacts

These two activities raised awareness on safety issues and the role of walking and cycling in African cities and led to the organization of the Expert Group Meeting on Low-Cost Mobility

in African Cities. The guidelines were used as starting points to begin addressing the low-cost mobility needs in African cities.

Lessons Learned and Disseminated

The main lesson is that user participation is a condition for the success of implementing low-cost urban transport infrastructure. User participation is also attractive because mobility problems are easy to understand and outputs are visible and rewarding.

Institutional Reform

With the assistance of the SSATP Urban Mobility component, an urban transport institutional coordination agency was set up in Abidjan with membership drawn from national authorities as well as the Municipality of Abidjan. This agency, the Agence d'Exécution des Transports Urbains (AGETU), has similar legal and regulatory arrangements as the CETUD in Dakar (set up in 1997 with the support of this component and the urban transport technical assistance project). The establishment and operation of such agencies is considered a major breakthrough in solving the problems of institutional fragmentation within the urban transport sector.

Impacts

The establishment and operation of AGETU is a direct impact of this activity.

Lessons Learned and Disseminated

The lesson learned and disseminated during the training course in Abidjan and the Accra meeting is that policy reform, to be sustained and viable, requires wide consultation with key stakeholders, consensus building, political understanding, and agreement on institutional changes that modify the traditional "institutional landscape."

Capacity Building

In cooperation with the Municipal Development Program (MDP — West), a comprehensive training program on urban mobility issues was prepared by the component in September-October 1999. This training program was designed for the technical management of the West African Municipalities (Director of Technical Services) and is part of the broader MDP training program for the major municipalities. The two-week session was held in Abidjan in July 2000 and included the main concepts promoted by the component. It was an opportunity to disseminate at the region level the best lessons learned from several activities of the component.

Impacts

29 Directors of Technical Services of Municipalities from 19 countries were trained. After the training and during 3 months, each participant had to work on a report to reflect on the situation of urban transport in his own city and to come up with proposals to improve safety around a designated area. During the Accra meeting in 2001, participants expressed the need to have this kind of training program implemented in Anglophone countries. MDP-East welcomed this training program and expressed the willingness to have it delivered in East Africa with their cooperation.

Lessons Learned and Disseminated

The discussions in Accra confirmed: (a) the need for partnership but also participation in the delivery of urban services at the municipal level, (b) the importance of follow up, evaluation and implementation of capacity building programs, (c) the value added of partnership at regional and sub-regional level between Sub-Saharan African municipal authorities and experts.

Annual Steering Committee Meeting

Since the previous meeting was held in November 1999 (Cotonou), there was an agreement to hold the next one in early 2001 (Accra, April 2001). Therefore, there was no meeting in 2000.

Publication and Dissemination

Two technical notes (*Micro-entreprises de transport urbain à Abidjan* and its English version, *Urban Transport Micro enterprises in Abidjan*) and three working papers (*Étude régionale sur l'organisation, le financement et la rentabilité des micro-entreprises de transport urbain en Afrique* Tome I : *Les cas des Gbakas à Abidjan*, Tome II : *Le cas de Bamako*, et Tome III : *Le cas de Nairobi*) were published in 2000.

Component Management

This component is managed by Patrick Bultynck (Brussels) and Aoufa Ezzine (Washington), both World Bank staff.

Resource Use

The Urban Mobility component used about \$707,594 in calendar year 2000 (please see Program Financing section for financial tables).

Progress in Achieving Development Objectives

The Urban Mobility Component mainly involves policy analysis and consensus building. While its achievements have been limited in relation to the scale of the problem, policy makers in many African countries have become actively involved in seeking new approaches to urban motility issues. Some 18 countries have been involved in Urban Mobility activities. Examples of progress include institutional reform to facilitate urban transport reform in **Senegal, Cote d'Ivoire, Ghana, Burkina Faso, Tanzania, Congo, Mozambique, Cape Verde and Zimbabwe**. Non-motorized transport programs have been implemented in Kenya, Tanzania, and Ghana.

Partnership with MDP (West) was successfully implemented.

TRADE AND TRANSPORT (T&T)

Development Objectives

The Trade and Transport component is intended to reinforce the international competitiveness of Sub-Saharan African economies by developing more cost-effective services for shippers. Trade competitiveness is critical for alleviating poverty, since it can accelerate wealth creation and improve the distribution of benefits. The T&T component is now attempting to broaden its past focus on ports and maritime transport to develop a better understanding of the whole transport chain in order to improve trade facilitation and the institutional and regulatory aspects.

Outputs Planned for 2000

This component has been in transition, and very little new activity was planned for 2000. Earlier phases had focused largely on the ports and the maritime aspects of trade. Discussion has continued within the program on how to follow up on previous success, which had included the elimination of cargo reservations, the opening of access to foreign shipping lines in several West African countries and the reform of national shippers' councils.

Outputs During 2000

T&T's principal African interlocutor so far, MINCONMAR, was disbanded in 1998. Most of the 2000 activity involved efforts to identify new African partners in order to evaluate constraints in countries' overall transport chains, with the aim of improving efficiency. In that respect, contacts were initiated with the West Africa Economic and Monetary Union (UEMOA/WAEMU) to consider how the SSATP could help implement their regional transport agenda.

Component Management

During 2000, Marc Juhel became the component manager.

Resource Use

The Trade and Transport component used about \$19,529 of SSATP resources in calendar year 2000. (see Program Financing section for financial tables).

Progress in Achieving Development Objectives

As mentioned previously, there was little progress in meeting the development objectives during 2000. However, plans are underway to build on past achievements through the establishment of new regional partnerships to assess the broader constraints to transport on land as well as sea.

Lessons Learned

Given the lack of activity in 2000, there were no new lessons. However past lessons remain relevant for future activities:

- The need to undertake careful analysis of the causes and effects of constraints to trade and transport.
- The need to carefully build consensus among governments and stakeholders in order to reduce constraints to trade and transport.

RAILWAY RESTRUCTURING (RR)

Development Objectives

The objective of railway restructuring is to help countries establish efficient and financially sustainable rail enterprises, through private participation in the core activities of the railways under concession arrangements. This is important because most publicly managed railways in Sub-Saharan Africa have seen a precipitous loss of their share of the freight market and a declining financial performance during the last ten years. The main reason has been the failure of railways to respond adequately to the changes in the business environment, for example, deregulation of markets, enhanced expectations of customers for quality service and competition with road transport. In addition, as publicly managed enterprises they are often inefficient with excess employment and low productivity. Previous experience in some African countries with management contracts also had failed to overcome the inefficiencies of public rail systems.

Outputs Planned for 2000

The main output planned was the preparation of a toolkit for putting together railway concessioning agreements. In addition, the Program was to continue supporting the preparation of railway concessioning agreements in individual countries, in some cases linked to World Bank and other donor operations.

Outputs in 2000

- Work on the Railway Concessioning Toolkit has progressed more slowly than expected, but a consultant has been selected and work has begun to develop a financial model for concessioning. This work will be useful but it could be less pressing, given the pace of concessioning activity now well underway in Africa, as outlined below.
- SITARAIL, the concessionaire of the Abidjan (**Côte d'Ivoire**)-Ouagadougou (**Burkina Faso**) railway for the past five years, has experienced problems due to the political difficulties in Côte d'Ivoire. Traffic is largely unchanged, but the financial situation is deteriorating.
- The private consortium CAMRAIL, which took over the operation of **Cameroon** railways in April 1999, continues to progress, but financing is needed for the investment program.

- A consortium of the Rail Development Corporation of USA and CFM of Mozambique, which took over the operation of the **Malawi** railways in December 1999, continued to operate with USAID support.
- The consortium TRANSGABONAIIS took over the operation of **Gabon** railways in December 1999 and is continuing to perform well.
- The Rail Development Corporation of the USA was awarded the operation of the Nacala railway system in **Mozambique** to take over its operation in March 2000. The negotiations for the concessioning of the Maputo railway system in **Mozambique** are in the final stages of discussion and the Consortium 2000 is expected to take over the operations in April 2000.
- The Governments of **Ghana, Benin, and Niger** are selecting consultants to prepare bid documents and manage the concessioning process.
- **Zambia, Zimbabwe, Uganda and Tanzania** have decided to concession their railways to the private sector and will soon launch the process of selection of the concessionaire.
- **Mali and Senegal** are actively pursuing the creation of an integrated concession for the Dakar-Bamako route, which will also make the concessionaire responsible for maintaining track. Concession bidding will be relaunched.
- Discussions are underway in **Togo** to transform the existing management contract of the railway into a full-fledged concession arrangement.
- Two seminars were held in **Nigeria** to begin the concessioning process, and Nigerian officials visited operating concessions in Benin and Senegal.

Component Management

The component was managed in 2000 by Karim-Jacques Budin.

Resource Use

The Railways Restructuring component did not use significant SSATP resources in calendar year 2000.

Progress in Achieving Development Objectives

Six years ago most railways in Africa were inefficiently run. They typically ran large deficits, had large numbers of redundant staff and were less competitive than other means of transport. Concessioning, which began with the Abidjan – Ouagadougou Railway, is now emerg-

ing as the most promising way of helping countries throughout Africa to establish financially sustainable rail enterprises. While much work remains to be done, entrenched attitudes have been changed. The economic impact of the concessioning efforts to date is already substantial and a path towards greater future gains has been opened.

Lessons Learned

- In planning railway concessioning efforts, up to two-thirds of the existing staff may have to be laid off. A viable social safety net program to compensate redundant staff can be an important feature of a concessioning program, allowing it to gain political acceptance. Donor financing of staff reduction can be a useful contribution, as in the case of Mozambique.
- Railway concessionaires cannot be expected to finance public service obligations such as rural or suburban passenger transport. Such services should be operated by the concessionaire under explicit separate contracts with governments. Freight services are by and large commercially viable.
- When railway concessioning initiatives emerged in Africa, there were many consultants available with experience in privatization but few with specialized experience in railway concessioning. There is a need for more consultants with this type of specialized experience.
- The quality of bids from would-be concessionaires has often been poor. Proposed concession costs have often been high because of the high risks perceived by bidders. As the body of experience grows, there should be more analysis of risks. There could be a role for partial risk or government guarantees.

PROGRAM FINANCING

Resource use during 2000 was \$3.0 million, of which \$0.4 million was from the World Bank's budget and \$2.6 million was from trust funds. SSATP estimates that during the year, direct financial contributions by donors to Program activities were minimal. This was an increase of about \$0.2 million from 1999. During 2000, commitments and new pledges amounted to \$1.1 million, spread over the coming three years. Donors have indicated that the principal reason for the low level of new funds is that they require action on the issues raised in the 2000 Business Meeting in June and the Initial General Meeting in November prior to renewing financial commitments. At the same time, the Program has been forced to undertake costly initiatives to address the concerns raised. As a consequence, the low level of new commitments is causing severe financial distress for the Program and is interrupting and delaying activities.

SSATP estimates that it will have depleted all available sources of funds by late 2001 and will at that time have to cease all activities and terminate all contractual obligations which do not have guaranteed funding under on-going agreements.

Table 1. SSATP Resource Use CY 2000 by Category of Activity, US dollars

	SSATP Mgmt.	RMI	RTTP*	UM	T&T	RR	TOTAL
TRUST FUNDED							
Country Support	0	139,976	451,462	189,892	0	0	781,330
workshops & studies		28,823	6,250	189,892			224,965
coordinators & other field cost		111,153	445,212			-	566,364
Regional Support	0	442,711	529,805	320,727	0	0	1,293,243
consultants and travel costs		296,978	280,029	88,687			665,694
workshops & studies		130,733	200,074	208,869			539,676
coordinating meetings		15,000	49,702	23,171			87,873
Core Functions and Services	171,444	99,876	122,925	94,952	0	0	489,197
Subtotal	171,444	682,564	1,104,191	605,571	0	0	2,563,769
BANK FUNDED	78,241	94,256	107,579	102,023	19,529	0	401,629
TOTAL	249,685	776,820	1,211,770	707,594	19,529	0	2,965,398

Note: Totals may not add up due to rounding. Disbursements of non-U.S. dollar-denominated trust funds are converted at daily rates. Total Bank funding is in accordance with disbursed budget; distribution among components is an approximation. SSATP estimates that in CY 2000, direct financial contributions by donors to various SSATP activities were minimal

This un-audited statement has been prepared by SSATP personnel. Core data derived from World Bank accounting systems for second half of fiscal year 2000 and first half of fiscal year 2001. Accordingly, only costs registered by the World Bank are shown. On July 1, 1999, the Bank introduced a new integrated information system, resulting in significant changes in reporting and accounting modules from prior accounting years. Due to significant diversion between standardized Bank expense categorization and presented recoded categories, these should only be viewed as "best estimate" of use of funds.

* Expenditure tables reflect expenditures of Trust Fund and Bank Budget allocations managed by the SSATP. However, alongside these sums DfID reports the disbursement of 71,000 Pounds Sterling from the RTTP "Facility" established alongside UK's RTTP Trust Fund provisions. Rural transport activities which benefited included preparation of the RT Knowledge Base, a socio-economic RT impact study in Zambia, and some IMT promotional initiatives.

Table 2. SSATP Resource Use CY 2000 by Source of Funds, US dollars

SOF	Partners	SSATP Mgmt.	RMI	RTTP*	UM	T&T	R&R	TOTAL
TF020682	NORWAY	--	70,909	--	--	--	--	70,909
TF020684	NORWAY	6,086	354	231,360	--	--	--	237,799
TF020924	UK	265	--	222,110	--	--	--	222,375
TF023185	NETHERLANDS	60	--	--	104,188	--	--	104,248
TF023186	NETHERLANDS	4,265	130,132	--	--	--	--	134,397
TF024321	IRELAND	--	--	116,109	--	--	--	116,109
TF024810	SWISS	92,398	118,477	210,496	--	--	--	421,370
TF026000	SWEDEN	55,238	223,498	171,529	--	--	--	450,265
TF026340	BELGIUM	60	--	--	101,529	--	--	101,588
TF028197	FRANCE	8,472	53,515	7,675	399,855	--	--	469,517
TF028421	DENMARK	--	--	--	--	--	--	--
TF022295	DENMARK	4,601	85,679	144,911	--	--	--	235,192
TF021475	EU	--	--	--	--	--	--	--
BB	WORLD BANK**	78,241	94,256	107,579	102,023	19,529	--	401,629
GRAND TOTAL		249,685	776,820	1,211,770	707,594	19,529		2,965,398

Note: Totals may not add up due to rounding. Disbursements of non-U.S. dollar-denominated trust funds are converted at daily rates. Total Bank funding is in accordance with disbursed budget; distribution among components is an approximation. SSATP estimates that in CY 2000, direct financial contributions by donors to various SSATP activities were minimal

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Table 3. SSATP Resource Use CY 2000 by Type of Expenditure, US dollars (please see notes to Tables 1 and 2)

Cost Element	SOF Bank Budget (BB)	SSATP Mgmt.	RMI	RTTP*	UM	T&T	RR	TOTAL
SALARY		61,178	50,633	86,221	68,882	11,553	0	278,467
BENEFIT		5,029	17,800	10,108	13,275	3,334	0	49,546
INDIRECT		3,567	6,001	4,920	6,148	1,441	0	22,077
AIRFARE		4,478	15,192	5,780	10,977	1,190	--	37,617
SUBSISTANCE		816	4,457	502	901	212	--	6,888
PRESS CONF/MTG		3,133	--	--	129	--	--	3,262
TELEPHONE		24	27	45	444	--	--	540
OTHER		16	115	3	--	--	--	134
REPRESENTATION		--	31	--	--	--	--	31
LUMP- SUM CONSULTANCIES TRANSLATION/PROOFREAD		--	--	--	--	1,800	--	1,800
		--	--	--	1,266	--	--	1,266
	Sub Total BB	78,241	94,256	107,579	102,023	19,529		401,629
SALARY	TF	90,082	66,067	149,643	84,198	--	--	389,990
BENEFIT		36,569	44,330	58,626	54,916	--	--	194,441
INDIRECT		39,327	46,330	112,461	32,054	--	--	230,173
AIRFARE		2,198	53,290	50,340	21,671	--	--	127,498
SUBSISTANCE		1,268	60,636	93,992	7,267	--	--	163,163
PRESS CONF/MTG		--	15,000	49,702	21,544	--	--	86,246
TELEPHONE		--	1,206	2,629	155	--	--	3,990
OTHER		149	16,700	6,920	265	--	--	24,035
LUMP- SUM CONSULTANCIES TRANSLATION/PROOFREAD		--	126,092	79,344	55,849	--	--	261,285
		--	--	--	3,229	--	--	3,229
Misc. & Contingency		31	9,272	79,901	--	--	--	89,204
Short Term Consultant		1,819	67,860	108,448	3,480	--	--	181,606
Contractual Consultant		--	137,941	218,796	317,081	--	--	673,818
Software Purchase		--	7,517	--	--	--	--	7,517
Honorarium & Royalty		--	18,442	6,250	--	--	--	24,692
Participant Costs		--	10,381	--	--	--	--	10,381
Training External		--	1,500	55,367	3,860	--	--	60,727
Housing Allow-Utility		--	--	3,575	--	--	--	3,575
Supplies/Rent/Lease		--	--	28,199	--	--	--	28,199
	Sub Total TF	171,444	682,564	1,104,191	605,571	--	--	2,563,769
Grand Total BB & TF		249,685	776,820	1,211,770	707,594	19,529	--	2,965,398

Partners	SSATP MGMT.	RMI	RTTP*	UM	T&T	RR	TOTAL
Norway	2%	9%	19%				10%
UK			18%				7%
Netherlands	2%	17%		15%			8%
Irelands			10%				4%
Swiss	37%	15%	17%				14%
Sweden	22%	29%	14%				15%
Belgium				14%			3%
France	3%	7%	1%	56%			16%
Denmark	2%	11%	12%				8%
BB	31%	12%	9%	14%	100%		14%
Grand Total	100%	100%	100%	100%	100%		100%

* Expenditure tables reflect expenditures of Trust Fund and Bank Budget allocations managed by the SSATP. However, alongside these sums DfID reports the disbursement of 71,000 Pounds Sterling from the RTTP “Facility” established alongside UK’s RTTP Trust Fund provisions. Rural transport activities which benefited included preparation of the RT Knowledge Base, a socio-economic RT impact study in Zambia, and some IMT promotional initiatives.

ANNEX 1

Framework

**(as amended by decisions made by the Initial General Assembly
November 20-22, 2000, Copenhagen)**

The SSATP Business Meeting in Washington, D.C. on May 31 – June 1, 2000 resolved the outline of a new framework for continued work of the SSATP. The present note –taking account of decisions made by the Initial General Assembly in November, 2000 in Copenhagen – elaborates this resolution and proposes further details of the organizational structure, funding arrangements and operational practices of the program for the years to come.

The resolutions of the Business Meeting on the subject of the future framework of the SSATP are summarized in the minutes of that meeting and reproduced in Annex A hereto. Annex B excerpts decisions made in Copenhagen affecting the Framework.

Mission Statement

The SSATP is an international partnership to facilitate policy reforms 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.

Program Work Modes

- A. Analysis of transport sector and sub-sector performance in the perspectives of competitiveness and poverty alleviation as per the mission statement
- B. Definition of policy reform impact on sector and sub-sector performance; definition to be derived and validated through user consultations and stakeholder inputs
- C. Design of strategies to implement policy reforms
- D. Assistance in capacity building for A, B and C above
- E. Dissemination of results and stimulation of public debate and consciousness on the mission statement through conferences, publications and media at all levels (international, national and local; TV, radio and websites)

The elements of the organizational structure are proposed as follows:

Constituent Assembly (CA)

Each annual CA is composed of one representative of each of those donors from whom SSATP has accepted and is using a contribution, and a representative of the recipient governments (ECA). The CA determines who should be the members of the Annual General Meetings. The Board will annually propose to the CA the optional members for that year's AGM. The CA selects the members of the SSATP Board. As the case may be each year, the assembly can meet in person or discharge its responsibilities through virtual consultations.

Annual General Meeting (AGM)

- The AGM is the link between program management and the Board on one hand, and the close program partners, including the providers of funds, on the other.
- The AGM meets once a year in May or June, if not otherwise decided. It is constituted ex officio by all active donors to the SSATP; in addition, relevant international and private institutions, associations and companies as determined by the CA.
- The AGM comments on the annual reports and the 3-year rolling work plan. Decisions by the AGM are by consensus. If unanimous decisions cannot be obtained, the issue will be referred to and resolved by CA.
- Specific TOR have been approved.

The Board

Election of the Board is held during the Annual General Meeting and takes effect at the end of the meeting. The Board will be constituted of four members as follows:

- One representative from a multilateral development institution
- One representative from the beneficiary governments
- One representative from private sector, users and civil society
- One representative from the donor community

The Board will meet twice a year, immediately before the AGM and about 6 months thereafter. Additional meetings can be called by the Chairman. Chairman of the Board is elected by members of the Board. Program Manager will attend meetings of the Board as a non-voting member. Board approves work plans and progress reports, and submits them to the AGM.

Specific TOR have been approved.

The Advisory Group

The Program Manager identifies in consultation with the Board issues requiring advice. AGM proposes names of advisors and the PM selects up to 6 of them. The financing of the Advisory Group will be made explicit in the work program.

Program Staffing

Management

- 1 Program manager (full time)
- 5 Component team leaders (part time)
- 3 Thematic team leaders (part time)

Administration

- 1 Program administrator (full time)
- 1 Accountant (part time)

Execution

- 2 World Bank staff (full time)
- 16 World Bank staff (part-time)
- 2-3 seconded staff (full time)
- 3-4 JPOs (full time)

Support

- 1 Team Assistant (full time)
- 1 Media expert (part time)
- 1 translator/publications & website manager (full time)
- 1 editor/layout specialist (part time)

This is presented to give an idea of likely staffing requirements. Actual staffing composition that will ensure SSATP dynamism, efficiency and responsiveness will be the responsibility of the Program Manager.

Program Location

- Headquarters located in the World Bank, Wash. D.C.
- Component dedicated Field offices in Harare and Abidjan
- World Bank field staff in their African locations (presently Accra and Pretoria)
- Associated staff in other locations.

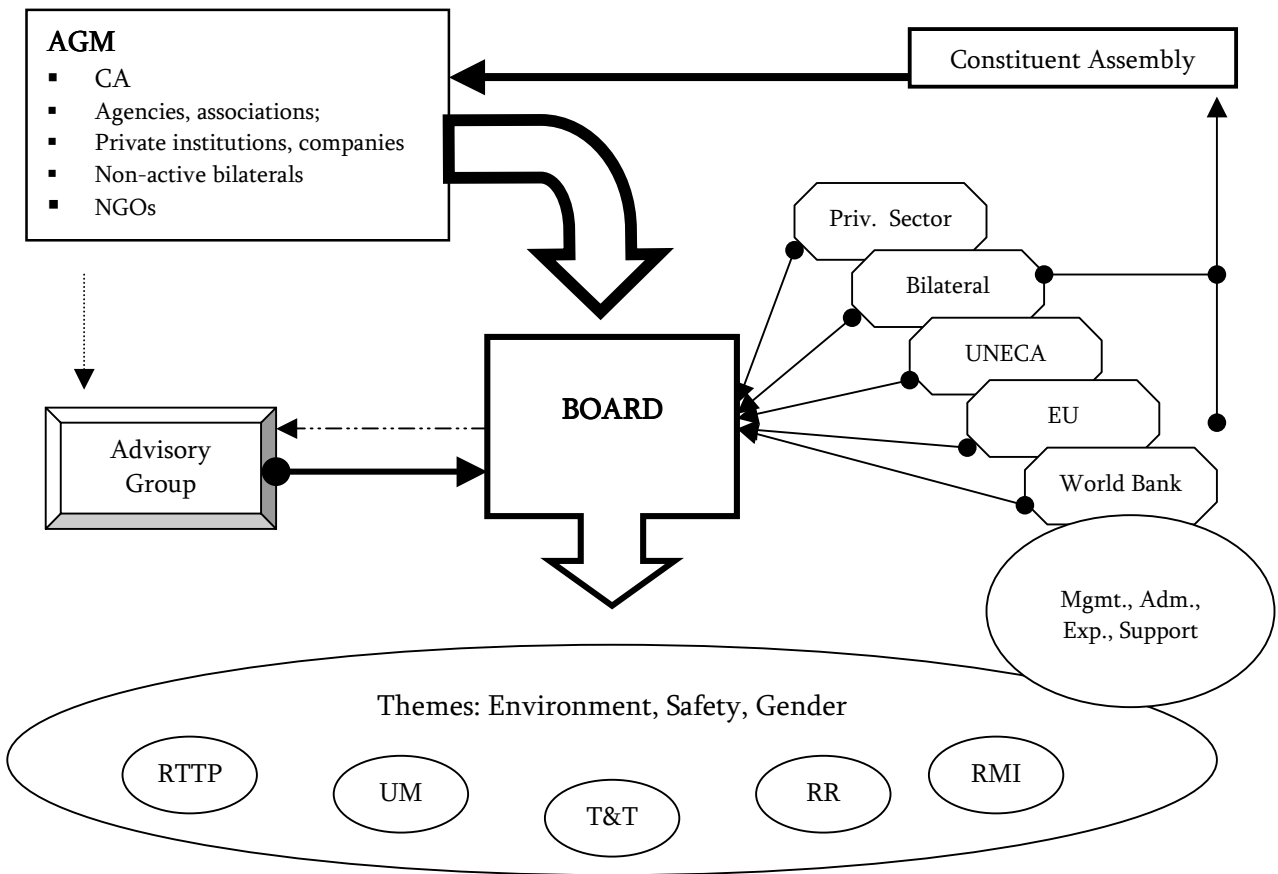
Program financing

- Bilateral donors and private foundations providing finances through Trust Fund arrangements to the World Bank; all funding under trust fund arrangements to be channeled through one common SSATP trust fund.
- World Bank administrative budget for supporting Bank staff expenditures to the program.

- World Bank Development Grant Facility funds, supporting other program activities than bank staff expenses.
- Bilateral donors and private foundations providing support to specific activities within the SSATP program, such support to be administered by the donor (foundation) concerned.

Program work planning, reporting on program progress and financial matters

- 3-year work plans to be prepared and renewed annually, by program manager, together with updated 3-year financial requirements; plans to be submitted by Board to AGM for financing packages to be arranged.
- Progress reports with expenditure reports to be prepared annually; format of reports to form annex to Framework Agreement; progress reports to be issued by program manager, approved by the Board and submitted for endorsement/comment to the AGM.
- Financial reports on individual contributions to be prepared in accordance with the requirements of each trust fund agreement.



DECISIONS MADE DURING THE INITIAL GENERAL ASSEMBLY MEETING IN COPENHAGEN NOVEMBER 20-22, 2001

Constituent Assembly (CA)

- The CA is composed of one representative of each of those donors from whom the SSATP has accepted and is using a contribution, and a representative of the recipient governments (ECA).
- The Constituent Assembly (CA) determines who should be the members of the AGM.
- The CA selects the members of the SSATP Board.

The Board

- Election to the Board is held during the Annual General Meeting and takes effect at the end of the meeting.
- The Board will be constituted of 4 members as follows:
 - One representative from a multilateral development institution
 - One representative from the beneficiaries governments
 - One representative from private sector, users and civil society
 - One representative from the donor community
- The following persons were selected by the CA to serve on the Board until the next AGM:
 - Ms Maryvonne Plessis-Fraissard from the WB
 - Mr. Hachim Koumaré from ECA
 - Africa Business Association, person to be selected
 - Mr. Bruce Thompson representing the donors
- Mr. Koumare will provide information on the Africa Business Association (ABA) to the participants with a view to select a Board member from that association by December 15.
- The Board will meet twice a year, just before the AGM and about 6 months thereafter.
- The final copy of the role of the Board with incorporated amendments discussed and agreed at this meeting will be distributed to the CA by December 1 – responsible Mr. Koumaré.

The Program Manager

- The selection panel set up by the World Bank to screen candidates for the post of Program Manager (PM) has recommended a short-list of candidates for selection by the Board.
- The Board will select the PM on behalf of the CA. The PM is hired by the World Bank, and his/her yearly performance is evaluated using the World Bank procedure for WB staff on the basis of the Board's input.
- The PM is responsible to the Board.

TOR for the Annual General Meeting (AGM)

- The AGM meets once a year in May/June if not otherwise is decided.
- The AGM receives the Progress Report for the preceding year, the 3-year work plan and any other relevant documents for revision one month before the meeting.
- AGM sends comments on the above papers at least 5 days before the meeting.
- Decisions in the AGM are by consensus. If a unanimous decision cannot be obtained, the CA will resolve the issue.
- The next AGM will be held around September 15, 2001.

Advisory Group

PM identifies in consultation with the Board issues requiring advice. AGM proposes names on advisors and the PM selects up to 6 of them. The financing of the Advisory Group will be made explicit in the work program.

ANNEX 2

Minutes of the SSATP Business Meeting

Washington, D.C. 30 May-1 June 2000

The following is a summary of the SSATP Business Meeting held in Washington, D.C. from 31 May to 1 June 2000. Copies of the SSATP Progress Report for the Year 1999 (in French and English), a PowerPoint presentation on the future framework of the SSATP, and a paper on the same topic were provided to participants prior to and at the meeting. Written comments on the proposed framework for future operations of the SSATP were provided prior to and at the meeting. Please see the attached agenda for reference. The meetings were a series of facilitated sessions with free expression of ideas and comments. These minutes do not attempt to record each comment but to convey the major themes of the discussions.

Tuesday 30 May

The meetings began with a welcome by Mr. Snorri Hallgrímsson, SSATP Program Coordinator, particularly recognizing Ms. Carol Hannon attending on behalf of Ireland Aid and Msrs. Yusif Suliman and Hachim Koumare representing the UN Economic Commission for Africa. Participants introduced themselves (a list of participants is in attachment B).

In his opening remarks, Mr. Hallgrímsson stressed that the focus of the meeting was what the SSATP should look like in the future; that focus, rather than reporting on components, would occupy most of the meeting time. However, for each component he provided a brief summary of general trends during the last year. These were:

- Road Management Initiative (RMI)—continued activities in 10 countries. The main focus is on the performance of road funds, development of road condition monitoring systems, and method of establishing feasibility of intermediary volume (50 – 200 vpd.) roads.
- Rural Travel and Transport Program (RTTP) — expanded, and is now working in 13 countries (versus 10 last years), on establishment of country policies and strategies.
- Urban Mobility (UM) — A focus on air pollution and regulation of public transport. UM is working with the World Bank Institute, the Municipal Development Program, and SITRASS to deliver activities in these areas.
- Trade and Transport (T&T) has been dormant.
- Railways (RR)—a toolkit for railway reform will be finished later this year.

Mr. Hallgrímsson introduced various SSATP staff and associates, and repeated the goal of the Business Meeting, which was to develop a consensus on the future of the SSATP, principally 1) the focus of the program, 2) funding arrangements, and 3) governance and structure.

The remainder of the 3-day meeting took the form of sessions facilitated by Ms. Nina Mirovirta-Nordgren and Mr. Bruce Thompson of the EC that sought to build consensus on issues relating the SSATP future as well as on the use of participants' time during the meeting. The first question posed to participants was what they expected for the first day of the meetings, which opened the floor for general discussion. Several themes dominated the discussion in the following days; these could be grouped under the following:

Focus of the SSATP

We must identify the bottlenecks for transport in Africa, and what issues SSATP can successfully address. The goal and vision should be clear before discussing organization and management. The objectives should be clear, including perhaps specifying SSATP outputs. Some comments maintained that the general transport needs in Africa were already known so the question should be what SSATP can do. Another point mentioned was the importance of government ownership of programs.

Evaluating the SSATP

The meeting decided that the SSATP would have an evaluation. The time horizon for both an evaluation and for the future framework should be considered – would it be two years or ten years? What has the SSATP achieved (or what will it achieve) in what time frame? There was discussion of an attempt to evaluate the impact of the SSATP as a whole as opposed to the program operations. As background, Mr. Hallgrímsson offered that there had been a full external evaluation of the SSATP in 1995, an audit by the Bank's internal audit department in late 1998, and an interim evaluation in 1999 funded by the UK.

Partnerships

What does partnership mean exactly, and what should the roles of partners be? There was considerable discussion of the role of partners and the role of the Bank (the latter as both a manager and client of SSATP work), some suggesting that SSATP funding should be made available for donor activities as well. The role of African partnerships in the field received attention. Ms. Maryvonne Plessis-Fraissard, Transport Sector Manager, Africa Region, the World Bank, emphasized the Bank's dedication to partnerships.

Capacity Building

What does capacity-building mean in the SSATP context? While some favored putting it as a main focus of the program, others found it a concept that is difficult to define in the context of program operations. There was general agreement that capacity building should not be an explicit program objective, but should be and is an implicit part of the program.

Conveying Information about the SSATP Activities

Even though the SSATP website is now available without restrictions, there is a need for much better reporting and information on SSATP activities throughout the year. Mr. Hallgrímsson informed the meeting that groundwork has been laid for an improve website and commented that the site would be instrumental in providing real-time information to stakeholders about relevant program activities.

Progress Report for 1999. After some discussion on expectations, the meeting turned to questions on the progress report. Discussions were grouped around each component, with forays back to the major themes outlined above. For *Railways*, the seeds for concessioning have been planted, and a toolkit is being produced that will be available at the end of CY2000. The natural question is the post-reform or "second generation" agenda; railway interconnection remains a major concern of African countries, and intermodal transport is another area where efforts might be best placed. *Urban Mobility* is following its 1998 strategy, which includes institutional and political reforms (especially on the environment/pollution, non-motorized transport, and safety), service provision, capacity building and dissemination of information. Discussion on the component centered on who were the "consumers" for UM products. UM is in some ways the most complex component with a number of different stakeholders. Comments on the *Rural Travel and Transport* included requests for a better flow of information. There was a request for better linkage of outputs stated as having being achieved with stated program objectives. There was also the request for additional time for donors to meet with RMI and RTTP teams to seek further clarifications. These meetings took place. Apropos of all the components, the strong comment was made that it is not possible to measure policy reform quantitatively, especially in the context of partnership. Trying to do so runs the risk of claiming a causal relationship rather than a contributory one. For the *Road Management Initiative*, discussion centered on the objectives and methods of the program, raising questions as to whether RMI was "reactive", which may be a part of being driven by demand instead of supply. The participants also reviewed issues such as measuring the impact of both RMI and road funds in general, regional initiatives on road management in Africa, and format for the coordinating meeting. The *Trade & Transport* component was discussed in terms of its future rather than progress in 1999. Comments included that it was time for this component to expand out of the port and maritime area, where most of the T&T work has been done so far. This means going into intermodal transport, logistics and facilitation aspects on a regional or sub-regional basis, working with a set of countries ready to consider how regional transport infrastructure and services can be improved to better serve intra- and inter-regional trade. This raised questions about interaction with regional measures, and whether it is realistic to expect impacts through approaches at a regional level. The view was forwarded that T&T is a "horizontal" or "cross-cutting" topic cutting across the other SSATP components, redefining its operational contents will be closely linked to the program approach emphasized during the meeting.

The participants agreed that the afternoon of 31 May would be dedicated to "brainstorming" on the program focus and governance arrangements. The former occupied most of the free-wheeling discussion, which included examining the mission statement to include "capacity-building" and policy "implementation" in the concepts. There seemed to be consensus that the mission statement should begin: "The SSATP is an international partnership to facilitate policy reform and implementation in the transport sector in Sub-Saharan Africa." There was also considerable discussion of the role of SSATP in relation to national and regional transport institutions.

Wednesday 31 May

Mr. Praful Patel, Sector Director, Infrastructure and Energy, The World Bank, opened the second day with an address that stressed the new types of collaboration between developing countries and the donor community within the Comprehensive Development Framework, and the role the SSATP can play across borders, using sector performance modeling as an example.

The meeting then heard presentations on Globalization by Mr. Gene Tidrick, on Gender Equality by Mr. Michael Bamberger, and on recent developments in Safety Issues, by Mr. Stein Lundebye. The presentations were well received, and were referred to repeatedly in subsequent discussions as indications that these themes should be systematically incorporated in SSATP work in the future.

Mr. Yusupha Crookes, Sector Manager, Transport, the World Bank, then summarized the first day's session, specifically recommending that the meeting come to closure on two issues: an agreement on the type and frequency of progress reporting and on the proposed SSATP evaluation.

On the evaluation issue, the participants delegated to Msrs. Lars Karlsson (SIDA) and Peter Roberts (DFID) the task of suggesting a format and timing, and that Mr. Bruce Thompson of the EU would develop terms of reference for an evaluation by 9 June. Mr. Hallgrimsson pointed out that financial assistance would be needed if the evaluation costs as much as it did in 1995. It was agreed to engage Mr. Peter Bentall, who contributed to the 1999 review, to draw up a reporting format that could be tested on the year 1999 and used for the year 2000.

The discussion turned to the central tasks of identifying the program focus and governance. On the former, there were contrasting views expressed on two subjects: the policy orientation of the program and capacity building. On the former, some representatives of bilateral donors felt that once policies had been developed and endorsed by countries, the SSATP had played its part, but others (representing multilateral institutions and quoting African clients) felt that there was a strong need for the SSATP to continue its focused policy development during implementation. The discussion covered the importance and meaning of capacity building. As with the issue of program focus, some participants felt that it was important for the SSATP to

keep its focus on policy development while others emphasized the need for capacity building as a program focus in itself and/or as part of policy implementation. Moving on to the issue of governance, it was agreed to define governance as the principles by which the future structure of the SSATP would be advanced. It was agreed that the principles of governance would be included in a framework paper. This might include defining a process for African involvement. The remainder of Wednesday afternoon was dedicated to reducing the number of issues/factors suggested by participants and to expressing the main headings (please see below).

1 June 2000

The morning discussions were dedicated to the structure of the future SSATP, centering on the role of an executive board, the program manager, and the role of partners and stakeholders. There were several analogies to a corporation made, including the role of an annual general meeting.

The World Bank hosted a luncheon at which Mr. Jeni Klugman spoke on the Bank's poverty reduction focus and the poverty reduction strategies that each country will be asked to produce. John Flora rounded up by stressing that the SSATP approach held significant experiences for other regions than Africa, and that the Bank would be interested in working with other donors in reaching out to such regions for transport policy reform in a pattern molded on the SSATP.

Participants met after lunch to finalize issues/factors and conclusions, and to assign next steps. The contributions of participants throughout the meetings were condensed to the following categories and conclusions:

PROGRAM FOCUS

- Facilitating and implementing policy reform within modes and across the transport sector;
- Facilitating and reviewing transport sector performance;
- Facilitating capacity building to deal with post-reform issues;
- Ensuring program responds to wider issues of globalization;
- Sharing of experiences and good practices across Africa and exchanging lessons learned with other regions;
- Ensuring a proper interface between SSATP reform work and country programs.

MODE OF WORKING

- Work within a framework of clearly defined goals, outputs and indicators backed by a realistic resource budget;
- Ensure active exchange and collaboration between components;
- Make the best use of modern technology for efficient communication;

- Coordinate with other government and donor activities in transport sector.

GOVERNANCE

- Ensure African participation in setting and implementing program priorities;
- Formulate role of African institutions, countries, donors and other partners;
- Ensure form of governance provides for accountability to stakeholders.

PARTNERSHIP AS PART OF GOVERNANCE

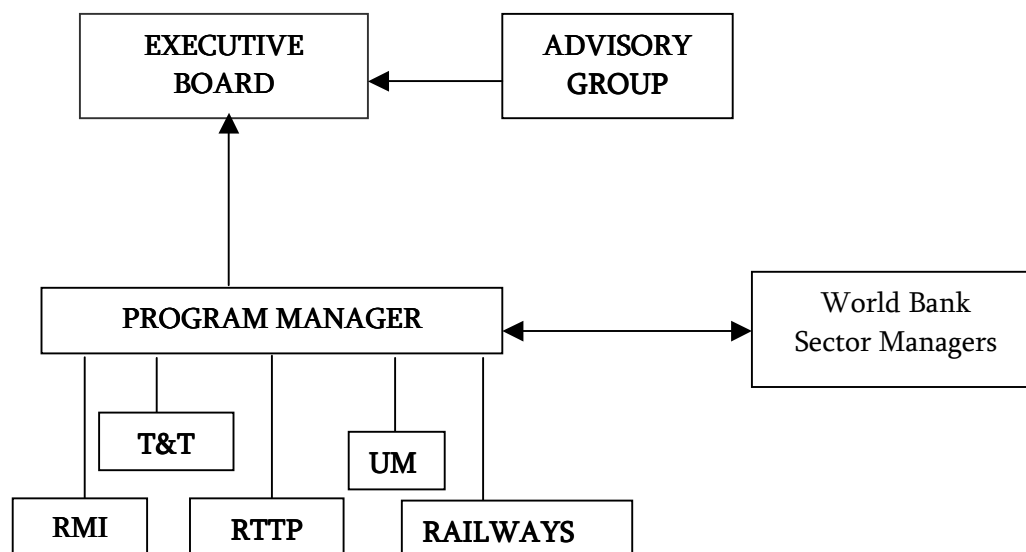
- Ensure coherence between SSATP and donor policy orientations;
- Ensure SSATP is responsive to national priorities;
- Seek involvement of partners beyond Africa.

STRUCTURE

The concepts behind the proposed structure are:

- Desire to develop a program (sector wide) approach;
- To continue component development and increase collaboration across components;
- The participation of stakeholders

The proposed structure of the future SSATP was the following:



There was agreement that the Board should include representatives of donors, the World Bank, an African development institution, the Economic Commission for Africa, and two representatives of private stakeholders from the transport sector in Africa.

Three other concepts were endorsed in this structure:

COORDINATING MEETINGS--For components

ANNUAL GENERAL MEETING--For stakeholders

A COMMON OR SINGLE RESOURCE POOL

ROLE OF THE BOARD

- Custodian of program
- Supervisor of program execution
- Ensuring program quality and the outputs
- Reports to Annual Program Meeting
- Ensure partnership reflected in Board
- Consult as needed with advisory group

ROLE OF ADVISORY GROUP

- Provides a wider view of world wide transport issues
- Provides access to knowledge of how transport can respond to wider globalization and development issues
- Provides specialized advice at request of the Board

PROGRAM MANAGER

- A full time task responsible to the Board
- High level professional recruited internationally
- Position needs sufficient administrative support
- Proven capacity to build relationships
- Involved in team selection

COMPONENT MANAGER

- Full or part time depending on component work plan
- Accountable to Program Manager
- Not exclusively drawn from present Bank Staff
- Participates in regional/operational work

ROLE OF BANK

- Provides quality support systems and people to program manager
- Provides internal audit function
- Provide recruitment procedures, selection of staff etc.
- Provides support infrastructure and space
- Sits on the Board

FINANCIAL RESOURCES

- Flexibility of financing to the Program is possible provided proper management practices and adequate reporting systems are in place;
- All donors present (except one) are ready to provide non-earmarked finance to a Board-approved work plan;
- Program should work towards a single consolidated Trust Fund.

STAFF RESOURCES

- Program approach requires flexibility for staff to move between components (team approach)

ANNUAL COORDINATING MEETINGS

- Desire to use annual coordinating meeting as a means of developing a program approach
- Recognize that the coordinating meetings in 2000 will adhere to 'old' format but pave the way for a more integrated program format

The participants set tasks and next steps to develop the SSATP framework.

TASK	RESPONSIBLE	DEADLINE & Comments
Developing or evaluating terms of reference for an evaluation	B. Thompson & H. Koumare	30 June
Agreeing on actions on reporting format and timing	P. Roberts, S. Hallgrimsson & L. Karlsson	02 June
Finalize SSATP future framework paper	S. Hallgrimsson and SSATP staff	31 July--to include TOR for Board Consultations/comments suggested
Conclusions from Meeting	B. Thompson, S. Hallgrimsson & L. Karlsson	2 June
Produce interim business plan through 2001	S. Hallgrimsson	Mid September?
Paper/comments on purpose of Annual General Meeting	S. Meunier	
Produce Terms of Reference for Interim Board and Executive Board	S. Hallgrimsson & H. Koumare	30 June
Develop job description for program and component managers	R. Python, Y. Crookes & M. Plessis-Fraissard	15 June [being developed]
Quantify the World Bank's support role to be circulated to participants	Y Crookes & M. Plessis-Fraissard	15 June

Bruce Thompson, Hachim Koumare, and Yusufa Crookes were elected by participants as members of the interim board. The principal responsibility of the interim board is to oversee and ensure execution of the tasks assigned and decide on and prepare for SSATP first Annual General Meeting.

It was suggested that the first annual general meeting be held around the time of the RMI meeting in late CY2000 possibly in Madagascar. It was also suggested that the first annual general meeting should be earlier, possibly in September and that this might be a "constituting" meeting involving all components. It was also suggested that in general, the annual general meeting should be a transport policy forum. Other component meetings this year include RTTP in Abidjan in December, and Urban Mobility in Harare (timing to be announced).

With thanks all round for a productive and forward-looking atmosphere, the meeting adjourned.

ATTACHMENT A

SSATP Business Meeting 2000

Focus and outline Agenda

In contrast to previous years, the Business Meeting will have one focus only: to advance as much as possible towards a consensus on the future of the SSATP. The meeting will aim at three principal areas:

- * Focus of the Program
- * Funding arrangements
- * Governance and structure

This year, the Progress Report for the Year 1999 was issued and distributed in late April. We therefore suggest to consider the report as read, dispense with the detailed presentations of the work of each component, and in stead set aside a period for supplemental questions and answers on the 1999 work and experiences, and how this can illuminate the debate on the future of the program.

Suggested Schedule

Tuesday, May 30, 2000	Preparatory Meeting
09h30 - 09h45	Welcome & Introduction <i>Snorri Hallgrimsson</i>
09h45 - 10h30	Questions and Answers on work and experience from 1999
10h30 - 10h45	Coffee break
10h45 onwards	Open Session on the future of the SSATP: <ul style="list-style-type: none">* the need for change* the nature of change* the implications for Organization and Governance* the implications for funding* the implications for program management Discussions will continue into the afternoon as required
Lunch	There are no particular arrangements for lunch

Day 1: Wednesday, May 31, 2000	Plenum Open
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09h30 – 09h45

Opening Address: *Praful Patel*
Sector Director, Infrastructure and Energy,
Africa Region, World Bank

09h45 – 10h30

Presentation of main themes

- Gender equality
Michael Bamberger
- Recent developments in Safety issues
Stein Lundebye
- Globalization
Gene Tidrick

10h30 – 10h45

Coffee break

10h45 – 11h00

Summary of Tuesday's open session
Yusupha Crookes

11h00 – 12h30

Initial group discussions on the guiding principles of the program:

- Approach between the CDF and the SSATP
- Sector monitoring
- Capacity building
- African Participation

Lunch

There are no particular arrangements for lunch

14h30 – 15h30

Continued group discussions on the guiding principles of the program.

15h30 – 15h45

Coffee break

15h45 – 17h00

Continued group discussions on the guiding principles of the program

Day 2: Thursday, June 1, 2000

Plenum: Open
MC Building, Room C1 - 108

09h30 – 12h30

Discussion on focus areas:
Program focus
Funding
Structure

12h30 – 14h00

Lunch hosted by World Bank
Presentation by *Frannie Leautier* on “Poverty and Transport” during lunch

14h30

Concluding session

ATTACHMENT B

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ANNEX 3

Initial General Assembly

**November 20-22, 2000
Copenhagen**

Minutes of Meetings

The following is a summary of the Initial General Assembly Meeting held in Copenhagen November 20-22, 2000. The following items were discussed during the meeting:

- SSATP Framework Paper – SSATP Work Plan 2001-2003
 - SSATP Progress Report 1999
 - TOR for the Board
 - TOR for the AGM
 - TOR for ACCM
 - TOR for the review of SSTAP
 - Transport Forum Symposium

Decisions taken at the meeting are summarized in the “Summary of decisions taken at the AGM meeting”.

Monday November 20

Chairwoman Ms Plessis-Fraissard (WB) opened the meeting with a welcome followed by participants introducing themselves. A list of participants is attached.

Mr. Hallgrimsson (SSATP Program Coordinator) presented the framework paper, which is summarized as follows:

- a. The framework paper reflects agreements reached at the previous Business Meeting in May-June, 2000. A Constituent Assembly (CA) has been added to the proposed program structure to remove ambiguity about membership in the AGM, and provide a forum for conflict resolution.
- b. All five components remain in the Program.

- c. The Board will be responsible for the translation into practice of the governance and the partnership and ensuring that the Program is responsive to the operating principle.
- d. African organizations are represented through the Annual General Meeting (AGM)

Mr Koumaré (UNECA) presented the TOR for the Board. Financing of the Board mainly includes time and travel for the members. It was agreed that cost for each member is covered by his/her own institution except for the private sector representative who – if it is requested – may be covered by the Program. Any incidental costs (meeting facilities, rapporteur, translation, etc.) should be covered by the Program.

There was a concern that the composition of the Board had been changed since last meeting by including the EU and ECA. EU represents the donors and ECA the beneficiaries and both are considered relevant by the Board, however, they are open for changes. It was resolved that the CA would in a separate meeting determine the composition of the Board. The AfDB raised a concern over not being represented in the Board. There was a general wish to have a balance between North and South. It was finally agreed by the majority that the Board should include 4 members:

- One representative from a multilateral development institution
- One representative from the beneficiary governments
- One representative from private sector, users and civil society
- One representative from the donor community

The Board will meet twice a year, just before the AGM and about 6 months thereafter.

It is suggested by the Board that the private sector is represented by Africa Business Associations (ABA). Mr. Koumaré will find more information on ABA and distribute it to the participants.

Mr. Thompson (EC) presented the role of the Advisory Group (AG), which is summarized as follows:

- * The AG is a resource base available to the Program.
- * Representatives from both non-transport and transport sectors should be represented by about 50% respectively.
- * PM identifies, in consultation with the Board, issues requiring advice. AGM proposes names on advisors and the PM selects up to 6 of them. The Program will finance the work carried out by the AG.
- * The AG will advise the Program at the Program level and the input could be in the form of a report, recommendations, etc.

Mr. Thompson presented the SSATP Work Plan 2001-2003. It is a 3-year Program with a proposed budget of about USD 20 millions.

There was a concern that the budget was too high and not realistic to manage and that the work plan was not detailed enough. A prioritization should be included to reflect different financing scenarios. The Board argued that the work plan and budget is feasible, in particular as transport increases in importance with a higher priority in the development sector and because of the introduction of improved instruments and new measures with the PRSP. However, it is important that finance is assured in order to run the Program properly.

Mr. Thompson asked what the donors would like to see in the Program. DfID was concerned that poverty reduction was not addressed sufficiently in particular under the RTTP and the UM. They would further like to see an Overall Sector Strategy and that SSATP uses the PRSP tool kit, which has recently been developed. Many emphasized the importance to ensure synergy and complementarity between the Program and national activities.

All donors agreed that they would like to see a more detailed work plan for year 2001. Further, a more detailed progress report for the Program and for each component needs to be developed. Objectives, outputs and activities should be defined for each component and the Program. This would make it easier for the donors to motivate financing support from their agencies.

Mr. Hallgrímsson confirmed that the Program will further develop the 3-years work plan and an interim work plan for the first year.

Funds contribution from the donors:

Danida has agreed on DKK 7,5 million (a little less than USD 1 million) for the next 3-year period of the Program, and offers a two-year secondment of a senior staff to the RMI in Washington.

WB is financing the Program with about USD 0,53 millions this Bank fiscal year and may increase that level before the end of the calendar year.

Norad is not expected to provide any additional funds for the SSATP for the coming year, but would like to stay associated with the Program, and may return to funding by 2002.

DfID is supporting the RTTP by USD 1.2 million to end of 2002, and is willing to consider programmatic financing in the future. DfID also declared its willingness to see about USD 100,000 of the on-going Trust Fund allocated to cover the cost of the PM for the first year. This can be confirmed by an exchange of letters.

MAE (France) supports T&T and is interested in continuing to do so, and to provide finances for the RMI if a work plan is available for 2001 and agreeable to MAE.

Tuesday November 21

Work plan

The Board felt they had not received sufficient feedback from the participants on what they felt was missing in the work plan.

DfID pointed out that the primary purpose at this stage should be to re-establish and strengthen SSATP and therefore felt uncomfortable to discuss the work plan in detail and before the new management is on board. Danida suggested that the meeting could identify expected outputs for next year and develop a process plan. The Sida representative emphasized the needs for prioritization in the Program in relation to available funds. MAE stressed a concern that the work plan is too general and the budget too ambitious and hard to monitor. Norad agreed with above statements but added that the review of the Program will help identify where it stands and how to carry on.

It was a general desire to know what the current status is for the Program and for the components. It would clarify if the Program is heading the right direction and give guidance to its future activities.

DfID expressed its willingness to support an interim Program for the next year with the purpose to reach the goals.

MAE was critical of the idea to have another review of the Program as previous reviews have not seemed to have led to improvements. It was, however, agreed by the other participants that a review was needed to help the Program forward and it should be carried out as soon as possible.

Progress Report

A Draft Progress Report was handed out at the meeting and the participants had a few minutes to look it through, in particular at RMI, which was later discussed.

It was a common view that the Progress Report was much clearer than the previous one. DfID lacked information on where the component stands in the process. They were also concerned that there is no linkage between development objective and outputs in the RMI report. The components should be presented in a logical way and in order to do that, it should include a logical framework analysis (LFA) on each component as well as for the SSATP. It would give a clearer picture of the Program and make it easier to prioritize within the Program in particular if funds are not sufficient. An LFA for the Program is developed and will be attached to the Progress Report, while LFA for the components are only partly or not at all developed.

It was agreed that the AGM meeting should be held at the end of May/beginning of June each year to allow preparation of the Progress Report and time for the participants to read and give comments. The report should be distributed one month prior to the meeting and in order to better prepare for the event, comments should be returned by email to the PM no later than 5 days before the meeting.

In a follow up of this discussion a decision was to be taken on Wednesday that given the timing of the hiring of the PM the year 2001 AGM would be organized later around September 15.

TOR of SSATP Review 2000 - A Strategy to 2005

Mr. Thompson presented the TOR. The purpose of the review is to provide a strategy to 2005 taking into account SSATP performance since 1997.

It is suggested that 2 countries are selected for the review. These two (or possibly more) should be well represented by as many of the Program components as possible.

DfID defined two main tasks for the review, one being to look back and learn from lessons and a second to look forward and recommend what the Program should focus on for the next 5 years. This should be captured in the TOR.

The TOR will be completed and agreed on, an institution will be selected and the procurement process will be carried out. This is expected to take about 3-4 months, which will allow the new PM to be in place. The review is expected to cost around 120,000-150,000 USD. The Program will finance the review.

It was agreed that the following institutions should be invited to tender:

- 1) Netherland Economic Institution
- 2) Transport Economic Institution (Norway)
- 3) Overseas Development Institution (UK)

The PM is responsible to coordinate the activity.

TOR of the Annual General Meeting (AGM)

The AGM meets once a year. It includes active donors, relevant international and private institutions, associations and companies.

It was decided that instead of a USD 200,000 contribution limit from a donor, any contribution accepted by the Program should decide if it is an active donor.

Decisions in AGM are taken by consensus. If decisions can't be made, CA will resolve the issue.

The PM is selected by the Board with general agreement from the AGM. The PM is responsible to the Board.

DfID reminded the WB that they should report on the Bank's support role into the SSATP. This was discussed at last meeting in May. Ms Plessis-Fraissard promised to follow it up.

Recruitment of Program Manager

Ms Plessis-Fraissard briefly summarized the recruitment procedures of the new Program Manager.

The announcement was made in September and 53 applications were received. The selection is carried out in three phases. The first was to select candidates based on 4 criteria; 1) minimum degree in transport economics or equivalent, 2) fluency in French and English, 3) Management experience in the transport field, and 4) at least 15 years experience in the transport sector. 20 candidates were selected including 11 clear candidates, 7 unclear related to the criteria and 2 not fulfilling all criteria but being outstanding candidates. After telephone interviews 2 of the 7 unclear remained. Secondly, the remaining candidates are being short listed by a selected committee. The committee will present a list of 2-6 candidates tonight to the Board. Third, the candidates will be interviewed face-by-face by a panel and it is expected to be completed by December 15. The Panel will recommend a candidate to the Board. A final selection is expected by the end of the year.

CA would like to be informed who the candidates are without intervening in the process. The Board agreed to share the CVs the following day when the shortlist would be finalized.

TOR and Mode of Operation of the SSATP Annual Coordinating Committee Meeting

There were no comments on the TOR. Danida raised a concern that it is difficult to be present at the meetings, which are 4-6 days per component. They could, however, try to send somebody from the Embassy in the relevant country.

Next Transport Forum

Mr. Koumare (ECA) presented the Draft Proposal of Transport Forum/Symposium. ECA proposes to the SSATP to use the occasion of the 12th meeting of the African Ministers of Transport and Communications scheduled for third quarter of 2001 as a platform for dissemination and networking. This is a unique opportunity for the SSATP as the Forum is of very high importance with many core people attending from all of Africa. The funds for SSATP participation should be reflected in the budget.

2001 Program

SSATP needs an additional USD 4 millions to finance the presented activity Program through 2001. The participants felt unsure about available finances at present. DfID suggested that the

existing money from them (about USD 1,2 million) for the RTTP could be used to cover the first year of the new PM and an increase in their funding would compensate for the component. Danida informed that their funding could be flexible as well. Mr. Hallgrímsson said he would give a more detailed picture of the finances the following day.

Wednesday November 22

Concerning the financial status, Mr. Hallgrímsson explained that about USD 1.5 million were available at the moment, however, indicative earmarking for individual components leaves virtually no leeway for additional activities. The Bank has a confirmed contribution through its present fiscal year of USD 530,000, with a possibility of increase during the mid-year budget adjustment exercise.

The participants went through the summary of decisions taken during the meeting (see attached Summary of Decisions Taken at the AGM).

Next steps:

- The Coordinating Committee Meetings will be held during the second quarter of 2001.
- A new PM will be on board no later than April 1, 2001
- The Review draft report should be finished by June 2001
- Next AGM meeting will be held around September 15.

The CVs of the candidates selected (8) were distributed to the assembly. The participants have to comment on the candidates by latest next week.

With thanks from all around the meeting was closed by Chairwoman Ms Plessis-Fraissard.

Summary of Decisions Taken

Constituent Assembly (CA)

- The CA is composed of one representative of each of those donors from whom the SSATP has accepted and is using a contribution, and a representative of the recipient governments (ECA).
- The Constituent Assembly (CA) determines who should be the members of the AGM.
- The CA selects the members of the SSATP Board.

The Board

- Election to the Board is held during the Annual General Meeting and takes effect at the end of the meeting.
- The Board will be constituted of 4 members as follows:
 - One representative from a multilateral development institution
 - One representative from the beneficiary governments
 - One representative from private sector, users and civil society

- One representative from the donor community
- The following persons were selected by the CA to serve on the Board until the next AGM:
 - Ms Maryvonne Plessis-Fraissard from the WB
 - Mr Hachim Koumaré from UNECA
 - Africa Business Association, person to be selected
 - Mr. Bruce Thompson representing the donors
- Mr Koumare will provide information on the Africa Business Association (ABA) to the participants with a view to select a Board member from that association by December 15;
- The Board will meet twice a year, just before the AGM and about 6 months thereafter;
- The final copy of the role of the Board with incorporated amendments discussed and agreed at this meeting will be distributed to the CA by December 1 – responsible Mr. Koumaré.

The Program Manager

- The selection panel set up by the World Bank to screen candidates for the post of Program Manager (PM) has recommended a short-list of candidates for selection by the Board.
- The Board will select the PM on behalf of the CA. The PM is hired by the World Bank, and his/her yearly performance is evaluated using the World Bank procedure for WB staff on the basis of the Board's input.
- The PM is responsible to the Board.

TOR for the Annual General Meeting (AGM)

- The AGM meets once a year in May/June if not otherwise is decided.
- The AGM receives the Progress Report for the preceding year, the 3-year work plan and any other relevant documents for revision one month before the meeting.
- AGM sends comments on the above papers at least 5 days before the meeting.
- Decisions in the AGM are by consensus. If a unanimous decision cannot be obtained, the CA will resolve the issue.
- The next AGM will be held around September 15, 2001.

Advisory Group

- PM identifies in consultation with the Board issues requiring advice. AGM proposes names on advisors and the PM selects up to 6 of them. The financing of the Advisory Group will be made explicit in the work program.

SSATP Work Plan 2001-2003

- The 3-year work plan will be developed by PM taken into account the review and comments from the AGM. It should be ready for the next AGM meeting.
- A detailed interim work plan for 2001 will be developed by December 31, 2000.

- A prioritization should be included based on different funding scenarios. One being with finances secured and one being without. Key activities in the Program should be prioritized reflecting the unsecured budget.
- The coordinating meeting for the UM is scheduled for April 2001. The ones for RMI and RTTP will be held no later than second quarter of 2001.

Progress Report

- The component activities will present development objectives, outputs, activities and indicators. The progress report should include a logical framework analysis (LFA) on each component as well as for the SSATP.
- The progress report should be distributed by January 31, 2001

Transport Forum/Symposium

- ECA proposes to the SSATP to use the occasion of the 12th meeting of the African Ministers of Transport and Communications scheduled for third quarter of 2001 as a platform for dissemination and networking.
- The meeting accepts this proposal and the related activities and financing will be incorporated into the interim work plan.

2001 Program

- The SSATP needs an additional USD 4 millions to finance the activity program for 2001 as it stands.
- There is only USD 2.0 million available at present. Of this, about USD 1,5 million is available for commitment. Release of an agreed tranche of funding of USD 350,000 from DfID, and a secondment from Danida (worth around USD 220,000 per year) are expected in 2001.
- DfID offered that about USD100,000 of its presently active Trust Fund be made available to cover the costs for the PM for the first year. This arrangement can be confirmed by an exchange of letters.
- The Board and the PM will follow up with the other donors not present at this meeting to discuss continued support to the Program.
- Danida confirmed the programmatic nature of its funding.

Funds contribution from the Donors

- **Danida** has agreed on DKK 7,5 million (a little less than USD 1 million) for the next 3-year period of the Program, and offers a two-year secondment of a senior staff to the RMI in Washington.
- **WB** is financing the Program with about USD 0,53 millions this Bank fiscal year and may increase that level before the end of the calendar year.
- **Norad** is not expected to provide any additional funds for the SSATP for the coming year, but would like to stay associated with the Program, and may return to funding by 2002.

- **DfID** is supporting the RTTP by USD 1.2 million to end of 2002, and is willing to consider programmatic financing in the future. DfID also declared its willingness to see about USD 100,000 of the on-going Trust Fund allocated to cover the cost of the PM for the first year. This can be confirmed by an exchange of letters.
- **MAE** (France) supports T&T and is interested in continuing to do so, and to provide finances for the RMI if a work plan is available for 2001 and agreeable to MAE.

TOR for SSATP Review 2000 - A Strategy to 2005

- Five years having passed since the Prospective Review of the SSATP was carried out, a review of the Program is needed to help the program forward
- There are two main purposes of the review; one is to look back and learn from lessons and a second is to look forward and recommend what the Program should focus on for the next 5 years. This should be captured in the TOR.
- The time schedule is to complete and agree on the TOR, select a company and carry out the procurement process. This is expected to take about 3-4 months. The process should start in December.
- The review is expected to cost around 120,000-150,000 USD.
- The financing will be covered under the SSATP budget.
- It was agreed that the following institutions should be invited to tender for the job:
 - 1) Netherlands Economic Institution
 - 2) Transport Economic Institution (Norway)
 - 3) Overseas Development Institution (UK)
- The PM is responsible to coordinate the activity.
- The finalization of the TOR will be made by November 27 - responsible Mr. Hallgrimsson and Mr. Thompson.
- The proposed schedule for the review should be included in the interim work plan
- The review draft report should be available by no later than June 2001.

Other

- The documents discussed at the meeting will be amended as agreed and distributed to the participants in two packages as follows:
 - Package 1 will be distributed by December 15, 2000 including:
 - 1) Minutes of meeting
 - 2) Summary of decisions taken at the meeting
 - 3) Framework paper
 - 4) TOR for the Board
 - 5) TOR for the AGM
 - 6) TOR for CCM
 - 7) TOR for the review of SSTAP
 - Package 2 will be distributed during the first week of January 2001 including:
 - 1) Interim Work Plan 2001
 - 2) Progress Report 1999

Annex A to the IGM Minutes

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