SSATP
Africa Transport Policy Program

Paving the way for

SUSTAINABLE TRANSPORT IN AFRICA

Annual Report 2018
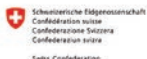
41

SSATP Member Countries

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

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

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The SSATP is a partnership of

41 African countries: Angola, Benin, Burkina Faso, Burundi, Cameroon, Cape Verde, Central African Republic, Chad, Comoros, Congo, Democratic Republic of the Congo, Côte d'Ivoire, Eswatini, Ethiopia, Gabon, The Gambia, Ghana, Guinea, Guinea-Bissau, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Morocco, Mozambique, Namibia, Niger, Nigeria, Rwanda, Senegal, Sierra Leone, South Sudan, Tanzania, Togo, Tunisia, Uganda, Zambia, Zimbabwe

8 Regional Economic Communities (RECs)

2 African institutions: African Union Commission (AUC) and United Nations Economic Commission for Africa (UNECA)

Financing partners for the Third Development Plan: European Commission (main donor), Swiss State Secretariat for Economic Affairs (SECO), *Agence Française de Développement* (AFD), African Development Bank (AfDB), and World Bank (host)

Many public and private national and regional organizations.

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

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More publications on the SSATP website: **www.ssatp.org**

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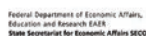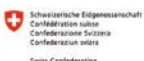
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ACRONYMS

ACMA	African Corridor Management Alliance
AfCFTA	African Continental Free Trade Agreement
AFD	Agence Française de Développement (French Development Agency)
AfDB	African Development Bank
AGM	Annual General Meeting
ALCO	Abidjan-Lagos Corridor Organization
AMC	African Member Country
ARMFA	African Road Maintenance Funds Association
ARSO	Africa Road Safety Observatory
AU	African Union
AUC	African Union Commission
AUDA NEPAD	African Union Development Agency NEPAD
BIAT	Boosting Intra-Africa Trade
BRT	Bus Rapid Transit
CBM	Coordinated Border Management
CCT	Conseil des Collectivités Territoriales (Council of Municipal Authorities)
CCTTFA	Central Corridor Transit Transport Facilitation Agency
CEMAC	Central African Economic and Monetary Community
CETUD	Conseil Exécutif des Transports Urbains à Dakar
C&F	Cost and Freight
CFTA	Continental Free Trade Area
CMI	Corridor Management Institution
COMESA	Common Market for East and Southern Africa
CPMS	Corridor Performance Monitoring System
DCC	Dar Corridor Committee
DP2	Second SSATP Development Plan

DP3	Third SSATP Development Plan	
EAC	East African Community	
EASI	Enable-Avoid-Shift-Improve	
EC	European Commission / Executive Committee	
ECCAS	Economic Community of Central African States	
ECOWAS	Economic Community of West African States	
EUR	Euro	
FEAFFA	Federation of East African Freight Forwarders Associations	
FESARTA	Federation of Eastern and Southern Africa Transport Associations	
FIA	Fédération Internationale de l 'Automobile	
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German International Development Agency)	
GPS	Global Positioning System	
GRSF	Global Road Safety Facility	
GSG	Global Solution Group	
ICD	Inland Container Depot	
ICT	Information and Communication Technology	
ICCCASU	International Conference on Canadian, Chinese and African Sustainable Urbanization	
IDA	International Development Association	
IRF	International Road Federation	
IRTAD	International Traffic Safety Data and Analysis Group	
IRU	International Road Transport Union	
ISOCARP	International Society of City and Regional Planners	
ITF	International Transport Forum	
JAES	Joint Africa – EU Strategy	
JICA	Japan International Cooperation Agency	

ACRONYMS

KARA	Kenya Alliance of Resident Associations
KPA	Kenya Port Authority
KRC	Kenya Railways Corporation
LUTP	Leaders in Urban Transport Planning Program
MCLI	Maputo Corridor Logistics Initiative
MDC	Maputo Development Corridor
MDTF	Multi Donor Trust Fund
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
MTR	Mid Term Review
MYC	Mobilize Your City
NAMATA	Nairobi Metropolitan Area Transport Authority
NCTTCA	Northern Corridor Transit and Transport Coordination Authority
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organization
NMT	Non-Motorized Transport
NPCA	NEPAD Planning and Coordinating Agency
NTSA	National Transport and Safety Authority
OA	Organizing Authority
OECD	Organization for Economic Co-operation and Development
OSBP	One -Stop Border Posts
PAP	Priority Action Plan (PIDA)
PCI	Presidential Infrastructure Champion Initiative
PIDA	Program for Infrastructure Development in Africa
PMAESA	Port Management Association for East and Southern Africa

PMAWCA	Port Management Association in West and Central Africa	
PMT	SSATP Program Management Team	
PPI	Port Performance Indicator	
PPP	Public Private Partnership	
PTA	Public Transport Authority	
REC	Regional Economic Communities	
REC-TCC	Regional Economic Communities Transport Coordination Committee	
RGI	Reference Group on Infrastructure	
RI	Regional Integration	
RMI	Road Management Initiative	
RS	Road Safety	
RSO	Road Safety Observatories	
RSS	Road-Side Stations and Rest-Stops	
SA	South Africa	
SAATM	Single African Air Transport Market	
SADC	Southern Africa Development Community	
SATIH	Southern Africa Trade and Investment Hub	
SCEA	Shippers Council of Eastern Africa	
SCT	Single Customs Territory	
SDG	Sustainable Development Goal	
SECO	Swiss State Secretariat for Economic Affairs	
SSATP	Africa Transport Policy Program	
STC	Specialized Technical Committee	
SUMP	Sustainable Urban Mobility Plan	
SW	Single Window	

TA	Transport Authorities
TKCS	Trans Kalahari Corridor Secretariat
TMEA	TradeMark East Africa
TMS	Truck Management System
TO	Transport Observatory
TOC	Terminal Operating Company
TOR	Terms of Reference
TSDMS	Transport Sector Data Management System
TT	Transforming Transportation
TTL	Task Team Leader
TTTFP	Tripartite Transport and Transit Facilitation Program
UATP	African Association of Public Transport
UITP	Union Internationale des Transports Publics
UEMOA	Union Economique et Monétaire Ouest Africaine
UNECA	United Nation Economic Commission for Africa
UNEP	United Nations Environmental Programme
USAID	United Stated Agency for International Development
USD	United States Dollar
UTM	Urban Transport and Mobility
WB	World Bank
WBCG	Walvis Bay Corridor Group
WCA	West and Central Africa
WCO	World Customs Organization
WCTRS	World Conference on Transport Research Society
WRI	World Research Institute / World Resources Institute

MESSAGE FROM THE EXECUTIVE COMMITTEE CHAIR

Mr. Cheikh Bedda

SSATP Executive Committee Chair and Director of Infrastructure and Energy at the African Union Commission

The Africa Transport Policy Program (SSATP) just completed the third year of its Third Development Plan (DP3) which focuses on regional integration, urban mobility and road safety. With the goal of ensuring that all Africans have access to, and are served by safe, sustainable and reliable transport systems, SSATP has actively partnered with African countries, development partners, regional economic communities, and other private and public sector organizations to address the main policy issues and challenges hindering the region's transport sector. The strong partnership between the African Union Commission (AUC) and SSATP has borne tremendous results, including the harmonization of policies for continental integration.

Under each pillar of the program, SSATP has been at the foreground of reform, driving deep-rooted policy changes and capacity building programs that are paving the path to a safer, more integrated, and sustainable transport system in Africa.

Having recently taken over from Mr. Stephen Karingi as Chair of SSATP's Executive Committee, I can't help but look back at the many positive contributions SSATP has made since its establishment in 1987. Today, SSATP has come to be recognized as our key partner for transport policy development forums in Africa. At the African Union Commission, we are quite cognizant of SSATP's vital role in the support of Africa's momentous

transport policy achievements. Nevertheless, much more needs to be done to strengthen and ensure the effective implementation of the right transport policies and strategies for Africa. It is with this goal in mind that the AUC partnered with SSATP to support the implementation of its DP3, which is well aligned to the key objectives of the African Union's Agenda 2063, popularly known as "The Africa We Want."

To further the collaboration and mobilize additional support for the Program, under my leadership, AUC has come to recognize SSATP as one of its policy partners, encompassing the entire transport sector. We hope that through this strengthened collaboration, SSATP will support the AUC to better formulate transport sector reforms that will help unlock investments in infrastructure projects under AUC's Programme for Infrastructure Development in Africa (PIDA).

I sincerely look forward to validating the 2018 Annual Report with all SSATP member countries at the last Annual General Meeting of the DP3, which will take place in Victoria Falls, Zimbabwe on November 25-29, 2019. The Program has made great strides in delivering solid results against its main development objective. I am confident that the progress made thus far will position SSATP for delivering a strong and ambitious Fourth Development Plan (DP4) that will help transform the face of transport in Africa.

FOREWORD FROM
THE PROGRAM MANAGER

Mr. Ibou Diouf

SSATP Program Manger

We completed the mid-term review of the implementation of SSATP's Third Development Plan (DP3) in May 2019. We are proud of the positive assessment that came out of the independent external evaluation, which was based on a comprehensive review of the Program's activities and extensive consultations with a wide range of stakeholders. The evaluation strongly reaffirmed the relevance of the Program, recognized DP3's overall achievements, and emphasized key lessons to consider incorporating in the design of the Fourth Development Plan (DP4). However, we firmly believe that beyond what was already achieved through the lens of the results framework, it is worth highlighting certain innovations that add as much value as the funded activities under DP3.

After thirty years, SSATP remains fully relevant. There is a real consensus among all stakeholders on the unique mission of SSATP as a continental platform for experience and knowledge sharing, and the key role it plays as both a convener and leader in transport policy advocacy. More specifically, over the last three decades, SSATP has been recognized as a leader for effectively supporting a wide range of member countries in designing sound transport policies and strategies and developing the capabilities of their transport practitioners. This would not have been possible without the unwavering commitment of SSATP's member countries, the financial support of its development partners (most notably the European Union, the Swiss Secretariat of Economic Affairs, the African Development Bank, the Agence Française de Développement, and the World Bank), and the strong ownership of African Union Commission and the United Nations Economic Commission for Africa. This joint

effort and collaborative spirit form the core value of SSATP - Partnership.

DP3 achievements and lessons learned. The DP3's mid-term review confirmed the continued relevance, impact and usefulness of SSATP. Under each pillar of the DP3 (regional integration, urban mobility and road safety), SSATP sponsored relevant research and knowledge creation; promoted knowledge sharing and dissemination through reports, publications and conferences; and provided a high-level advocacy platform for addressing Africa's most pressing transport issues. Furthermore, the Program undertook a robust capacity development agenda through training and institutional strengthening activities. Lastly, it has served as a trusted partner to the African Union Commission (AUC), regional economic communities (RECs) and African member countries by facilitating transport policy development, coordinating initiatives and sponsoring links between global and African institutions.

Introducing innovate partnerships. While recognizing SSATP's resource constraints, we are also mindful of its robust network of leaders and decision makers in the Africa transport community. As a result, we have been able to mobilize support and lay the ground for broader advocacy platforms on critical issues related to regional integration, road safety and urban mobility. During the implementation of SSATP's DP3, we have gone beyond traditional partnerships and built long-term coalitions to address the main transport challenges that are holding back the development of the continent. Furthermore, we strengthened our partnership with the AUC and European Commission (playing an instrumental role in designing the next strategy of the joint Africa-Europe partnership) and reinforced the collaboration

with RECs. Similarly, we expanded SSATP's country membership with Mauritania joining in 2017 and are expecting that South Africa and Djibouti will become formal members by the next Annual Meeting scheduled for end of November 2019 in Zimbabwe. In addition, the activity mapping exercise that we conducted has helped us identify and partner with initiatives that have the same objectives (UATP, UITP, ISOCARP, ICCCASU, IRF, IRU, WCO, AFD, etc.). As a result, we restructured the SSATP AGM program to include high-level sessions and specialized technical workshops. Finally, we worked hard to position SSATP as a transport policy leader in global forums, such as the WB's Transforming Transportation flagship event. Also, SSATP reinforced the strategic collaboration with AUC and joined the AUC Specialized Technical Ministerial Committee on Transport to advocate on key priority topics at a higher-level.

Transformative capacity-building model. SSATP agreed with the Leaders in Urban Transport Planning (LUTP) training initiative to systematically offer a course package to the technical experts and decision-makers, at both the national and local levels, of all SSATP member countries. Although this initiative has yielded good results and is much appreciated by clients, SSATP plans to go much further in DP4, leveraging other innovative approaches to build the continent's human capital. As a matter of fact, we at SSATP believe that a transformative approach towards sustainable capacity building must consider increasing the involvement of universities and academia in transport research, adapting undergraduate curricula to include emerging trends in the transport sector and offering to young graduates the opportunity to benefit from hands-on-training in the development arena. That is the reason why SSATP launched, in partnership with the World Conference on Transport Research Society (WCTRS) and the World Research Institute (WRI), the network of African Universities. In collaboration with the World Bank, SSATP also initiated the Infrastructure Practice Group's African Universities Internship Program and Career Centers. Over 10 universities have joined the network and the third cohort of students has commenced a 9-month internship at the World Bank. In line with the objective to broaden the scope for new opportunities, there is the pilot project to create Career Centers that will help young graduates entering

the labor market access information on employment opportunities, career counseling, and guidance on job searching and post-graduate programs.

Looking forward to the DP4. Although the areas of focus identified under SSATP's DP3 remain among the top transport sector priorities for Africa, DP4 will focus more on addressing policy constraints and leveraging a more sector-wide approach. This is essential considering the broader range of challenges and cross-cutting issues that the Africa transport sector faces. Embracing new paradigms and re-focusing on best practices in areas like road asset management, where SSATP has a strong competitive advantage, could unleash the sector's potential to support more sustainable economic growth in Africa. Furthermore, because a competitive aviation sector is key to accelerating intra/inter regional integration and supporting the AU sponsored African Continental Free Trade Agreement (AfCFTA), we believe that SSATP should plan to support the implementation of the policy dimension of the Single African Air Transport Market (SAATM). Finally, SSATP should collaborate with a diverse set of partners to set the new policy direction that will shape the future of transport in Africa in the digital era. In other words, this should translate into a comprehensive and conducive regulatory environment for governing disruptive technologies in the African context, and supporting the transformation of the transport sector.

1. INTRODUCTION

The 2018 Annual Report is a detailed review of the third year of implementation of the Africa Transport Policy Program's (SSATP) Third Development Plan (DP3). The purpose of this report is to keep member countries, donor partners and SSATP Executive Committee members up-to-date on the progress of the Program. In accordance with the Program's reporting requirements, the report covers all the activities and deliverables produced by SSATP from January – December 2018. It also includes an updated work plan for the coming year, specifying the goals and timeframes of activities, which will guide the program towards effectively delivering on its development objectives.

During 2018, the SSATP team adopted effective strategies based on the key building blocks of partnership, ownership and sustainability to guide interventions, a move that triggered remarkable progress across Program activities. Under its three thematic pillars, the Program undertook major activities to ensure the achievement of the DP3's expected outcomes.

FIVE MAJOR TASKS AND ACHIEVEMENTS CHARACTERIZED THE REPORTING PERIOD:

1. The second annual general meeting under the DP3;
2. The launch of the first-ever Africa Road Safety Leadership Training Program;
3. The laudable first African Road Safety Forum
4. The Transit and Facilitation Workshop for West and Central Africa and;
5. The high-level forums on sustainable urban mobility and accessibility policies in eight pilot countries.

In April 2018, SSATP partnered with the World Custom Organization (WCO), the International Road Transport Union (IRU) and the Abidjan-Lagos Corridor Organization (ALCO) to organize the West and Central Africa Transit and Facilitation Workshop. The meeting aimed to support the implementation of WCO transit guidelines and identify replicable good practices on trade and transport in Africa that could generate economic gains for the member states of the West and Central African corridors.

In May 2018, SSATP successfully launched the first-ever Africa Road Safety Leadership Training Program in Dakar, Senegal. This training program aims to build capacities in road safety management and advocacy in Africa, develop awareness of the road safety challenge and the need for strong champions and advocates at country level as well as develop leadership capabilities in road safety planning, implementation, management, and operations. Ultimately, the program intends to develop a highly-skilled community of road safety champions and leaders from multi-sectoral agencies across the continent who can drive the adoption of a road safety culture at the national and regional levels.

On July 2018, SSATP convened all partners and member countries in Abuja, Nigeria for the second Annual General Meeting, which provided a progress update on SSATP activities undertaken since the last meeting in February 2017 and was comprised of interactive sessions around the central theme of "Africa's rapid urbanization and the response to urban mobility in the digital era." During the sessions participants agreed that in the face of rapid urbanization, it is time for Africa to embrace the digital revolution and capitalize on existing digital tools to unravel urban mobility challenges and pave the way for sustainable, livable cities. The meeting also provided a platform for learning from and sharing experiences with each other.

In November 2018, SSATP partnered with the Government of Morocco to organize the First African Road Safety Forum, achieving a record attendance of African ministers and positioning road safety as a sustainable development issue in Africa. During the forum, a parallel workshop was also organized to discuss the development of the Africa Road Safety Observatory aimed at fostering cooperation to generate a robust body of road safety data that can

be used to influence public policies and monitor progress towards achieving targets set out in the Africa Road Safety Action Plan.

Finally, SSATP organized back-to-back, high-level national forums throughout the year in partnership with key national and urban decision makers. The forums convened more than 600 key players in urban transport and mobility to discuss the significant findings and propose recommendations coming out of the technical diagnostic studies conducted in eight pilot countries: Cote d'Ivoire, Ethiopia, Ghana, Guinea, Kenya, Nigeria, Rwanda and Senegal.

This report presents all SSATP program activities conducted throughout the year. Chapter 2 gives an overview of the Third Development Plan and the current governance structure of the Program. Chapter 3 focuses on measures taken by the SSATP team to empower stakeholders and cultivate strategic partnerships geared towards ensuring the sustainability of activities. Chapter 4 is an update on the status of implementation of the Program, progress towards goals, and a synopsis of an SSATP publication launched during the reporting period. Chapter 5 presents administrative matters and provides an overview of the Program's financial situation. The report concludes with an Appendix that provides additional details on the activities conducted by each of the SSATP pillars.

"SSATP, since its creation in 1987, has made enormous contributions to transport policy development in Africa. Ongoing efforts to develop a minimum set of road safety indicators, as requested by the African Union, and the development of an African Road Safety Observatory are eloquent testimonies of the usefulness of SSATP. SSATP has also made great strides in its role on regional integration and urbanization...."

— Mr. Robert Lisinge

CHIEF OF SECTION, STRATEGIC PLANNING AND OPERATIONAL
QUALITY DIVISION, UNECA

2.
BACKGROUND ON SSATP AND THE THIRD DEVELOPMENT PLAN

ABOUT SSATP

The Africa Transport Policy Program (SSATP) is an international partnership of 41 African countries, Regional Economic Communities (RECs), African institutions – including the African Union Commission (AUC) and United Nations Economic Commission for Africa (UNECA), public and private sector organizations and international development agencies. SSATP was established in 1987 to respond to the persisting and emerging challenges hindering region's transport sector. By facilitating the development of sound transport policies and related capacity-building, SSATP helps African countries establish safe, reliable, and cost-effective transport systems that help lift people out of poverty by improving access to economic opportunities. Over the last three decades, SSATP has developed a reputation as the leading transport policy development forum in Africa, with strong convening and networking powers capable of sensitizing and mobilizing policy makers at the highest-levels of government. SSATP brings together key decision makers and stakeholders while developing networks of specialists (researchers, operators, and consultants) in most transport-related fields in Africa.

The work of SSATP follows the policy development cycle consisting of the following stages: knowledge creation through assessments and case studies, dissemination of knowledge and best practices, support for translating knowledge into practice, review of capacity building needs and related support, and advocacy to raise awareness of key transport issues and mobilize support for implementing remedial policy reforms. To ensure the implementation and sustainability of its policy recommendations, SSATP cultivates strong partnerships with key stakeholders at the national, regional and global levels.

Currently, SSATP is financed by the generous contributions of the European Commission (EC), Swiss State Secretariat for Economic Affairs (SECO), Agence Française de Développement (AFD) and the African Development Bank (AfDB). Funds from SSATP's financing partners are channeled through a Multi-Donor Trust Fund (MDTF) administered by the World Bank.

The governance structure of SSATP provides a comprehensive, institutional framework designed to foster the two main foundations of the Program – ownership and partnership. It is comprised of the following parties:

- The *General Assembly* provides the strategic directions of the program and approves the work program of SSATP. It convenes in an annual forum attended by all stakeholders involved in policy formulation or strategy development for transport in Africa.

- The *Executive Committee* (*EC*) is comprised of representatives of the development partners, member countries, private sector, and RECs. The EC performs executive and advisory functions, providing guidance to the SSATP management team.

- The *SSATP Management Team*, also known as the Secretariat, is responsible for managing the day-to-day operations and implementation of SSATP program activities. It works in consultation with three thematic groups, one for each DP3 focus area (pillar). The thematic groups are composed of transport experts from the member countries.

This institutional framework was established to ensure, a high-level of engagement in program activities among all SSATP funding partners and member countries.

SSATP Response to Africa's Transport Challenges: The Third Development Plan (DP3)

Conceived and implemented through multi-year work programs, SSATP is currently delivering on its Third Development Plan (DP3), which spans 2015-2019. To effectively identify and address the region's main transport challenges, SSATP consulted African member countries and funding partners on their strategic priorities. Based on these consultations, the following areas of intervention were selected as the DP3's thematic pillars:

- **A.** Integration, Connectivity and Cohesion (or Regional integration-RI),

- **B.** Urban Transport and Mobility (UTM) and

- **C.** Road Safety (RS)

Annual work programs for SSATP's DP3 were developed in two phases. In the first phase, which covers the first two-year period, activities were pre-identified to allow for the timely launch of the Program. In the second phase, covering the last two years, activities were defined in accordance with the revised results framework of the Program. This flexibility was put in place to allow the Program to respond to client needs, new developments on the continent, and emerging transport sector policy requirements in the three pillar areas.

While the DP3 was very selective in structuring all its activities around three focus areas where SSATP has a comparative advantage and added-value, each pillar addresses key cross-cutting issues that affect the transport systems of Africa, including pro-poor and pro-growth policies and strategies; climate change; gender and social equity; transport sustainability and financing; institutional and regulatory frameworks and governance. National and rural access are part of the Integration, Connectivity, and Cohesion Pillar, which is broader than regional corridors and considers the chain linking rural, national, and regional transport networks.

For the past three years, the DP3 has set the strategic direction of the Africa Transport Policy Program as it works to ensure that all people of Africa have access to, and are served by, safe, efficient and sustainable transport systems. To monitor and evaluate the progress of all SSATP activities against their main development objectives, the DP3 includes a robust results framework with clear baselines and targets for all thematic pillars. The following sections describe the three thematic pillars and their main development objectives.

Pillar A: Integration, Connectivity and Cohesion (Regional Integration) – A Paradigm Shift

A well-functioning transport sector is key to advancing Africa's development efforts. However, African countries have yet to seize the huge socio-economic opportunities that improved economic integration and cross-border trade and transport can unlock. The African market remains highly fragmented and trade integration is low in comparison to other regions. In 2016, the total share of intra-regional good imports and exports in Africa stood at 13.2 and 17.7 percent, respectively, in comparison to 55.2 percent of intra-regional exports in America, 59.4 percent in Asia, and 68.7 percent in Europe. Inefficient transport logistics chains hamper intra-regional and international trade and slow down the pace of integration amongst African countries. Poor performance and associated inefficiencies are not only due to the lack of adequate infrastructure, but also - and most notably - to poor

governance, inconducive institutional and regulatory environments, and weak institutional capacity at both the policy formulation and implementation levels. The continent is beset by cumbersome and lengthy customs and administrative procedures, numerous barriers along corridors, and relatively high transport and logistics costs associated with poor-quality services. Ultimately, enhancing Africa's connectivity is critical for addressing its low trade integration and overcoming the challenges posed by the continent's fragmentation into small-scale economies. Connectivity can boost economic growth by facilitating trade and tourism, and also improve transport services, mobility and accessibility. In turn, this may facilitate Africa's integration in the global market.

The Integration, Connectivity, and Cohesion Pillar broadens the regional corridors approach to include the whole chain linking rural, national, and regional networks and geographical economic impacts. The paradigm shift entails moving from just facilitating the transit of international imports and exports along regional corridors to promoting the economic development of the areas affected by the corridors. Corridor development considers the movement of goods that are produced locally in order to facilitate their trade at the national and regional levels, increase food security, and provide local producers with new jobs and business opportunities. This approach to economic corridors aims to provide comprehensive connectivity among regional, national, and rural networks. It is a more holistic and cohesive approach to corridor development, which may further be extended to encompass the economic development of areas in the corridor zone of influence.

Pillar A was set up as a strategic instrument for African countries in addressing these challenges. The pillar supports the regional integration agenda of the continent in the areas of policy development, inclusive dialogue, capacity building, and the development of tools for improving transport and logistics services.

In their November 2011 Luanda declaration, the African ministers of transport gave top priority to the Africa Infrastructure Development Program (PIDA), which is the single most important program for interregional and continental integration. PIDA seeks to help interconnect transport networks, especially those serving landlocked and island countries, to support the territorial, economic, and social cohesion of Africa and its global competitiveness. The Luanda Declaration emphasizes the need to accelerate the facilitation of interstate transport. Therefore, it calls for

harmonizing legislation, simplifying transit procedures, removing nonphysical barriers, and improving the efficiency and safety of transport operations. These measures are complemented with a commitment to strengthening and, where necessary, putting in place institutions responsible for the management of safety, security, and facilitation in the transport sector. Finally, the Declaration fosters the use of information and communications technology (ICT) and other technologies in the development of transport infrastructure and operations.

Developing economic corridors is also part of the regional integration agenda of the African Union (AU), which seeks to establish a Continental Free Trade Area (CFTA) through the effective implementation of the African Continental Free trade Agreement (AfCFTA) in order to foster economic development through trade growth, particularly intra-Africa trade. By means of a combination of measures, the action plan for Boosting Intra-Africa Trade (BIAT) addresses the numerous constraints that restrict the growth of such trade. These measures relate to three broad themes: trade policies, trade facilitation, and trade competitiveness.

SSATP's Pillar A has been developed to address each one of these themes by achieving the following three strategic outcomes:

Outcome 1. Promote effective policy and strategy formulation and implementation for corridor development. This will be achieved through consensus built on (1) the strategic orientations for integrated corridor development and (2) the strategic orientations for performance-based corridor management.

Outcome 2. Develop the capacity of institutions for an inclusive dialogue on regional integration. SSATP will help regional integration institutions identify options for sustainability; identify critical stakeholders and design ways to ensure their involvement in the policy dialogue; and develop monitoring and diagnosis tools for focusing on policy interventions. On an overarching level, SSATP will continue to support the Regional Economic Communities Transport Coordination Committee (REC-TCC) as an inclusive forum for the exchange of experience and coordination of regional integration initiatives and programs among all stakeholders.

Outcome 3. Promote efficient logistics services through the development of the appropriate institutional and regulatory framework that will foster the provision of competitive and efficient logistics

services. This framework will cover a wide range of services, including trucking services, clearing and forwarding, terminal operations, rural logistics, railways, inland waterways, single windows, and customs, police, and other regulatory/control agencies operating in the various nodes (ports, inland container depots, and border posts).

Pillar B: Urban Transport and Mobility (UTM) – Promoting an Integrated Approach

Over the last two decades, urbanization in Africa has grown at an average of 4.5% per year. As a result, Africa's urban population will increase from about one-third of the total population today to more than half of the population by 2030. It is projected that by 2050 Africa will be home to an additional 300 million urban residents, and 60 percent of all Africans will live in urban areas. Such a high proportion of Africa's population living in cities has the potential for significant negative impacts on the environment, public health, and poverty.

Faced with fast-growing urbanization and motorization rates, providing a sustainable response to Africa's growing urban transport and mobility needs will be a struggle for most African cities. Inefficient urban transport systems are already hampering the movement of people and goods in many cities. This situation is further aggravated by inadequate policy frameworks and poor capacity to address associated environmental and social risks. There are also issues related to the lack of coordination between land-use planning and transport systems, which contribute to high levels of congestion and compound unsatisfied transport demands, most notably for vulnerable population groups. To sustain Africa's steady pace of economic growth, countries need to adopt an integrated approach to urban transport and mobility that can support the growing demands on Africa's transport sector.

Through the Urban Transport and Mobility (UTM) pillar, SSATP is helping address the rapid and uncontrolled urbanization of African cities by bringing the urban transport and urban development agendas together to

ensure the sustainable development of African cities. Activities under the UTM Pillar are focused on:

i. fostering knowledge of, and the demand for, effective policies for sustainable urban transport and mobility; and

ii. building the capacity of cities and metropolitan areas to design, adopt and implement effective policies for sustainable UTM management in Africa.

Ultimately, the UTM Pillar promotes the adoption of an integrated approach to UTM management in African cities. Activities are designed to help client countries develop a conducive UTM policy and management strategy as a pre-requisite for sustainable infrastructure development in urban areas.

Drawing on its extensive experience in policy formulation, SSATP developed the "EASI" (Enable / Avoid / Shift / Improve) framework to support African countries with developing strategies and policies that can help unlock the economic benefits of a well-functioning urban transport sector. The framework underpins all the activities of Pillar B, which aims to provide tools for developing safe, clean, and affordable urban transport systems for cities and urban areas in Africa. This objective is in line with Sustainable Development Goal (SDG) 11: "Make cities and human settlements inclusive, safe, resilient and sustainable." Ultimately, the expected outcome of Pillar B is to promote an integrated approach for achieving secure universal access to sustainable transport for Africa's urban populations by 2030.

Developed during SSATP's Second Development Plan (DP2), each component of the EASI framework provides a structured set of policy recommendations to help improve accessibility and mobility in Africa's urban centers. Under the UTM Pillar, each component's activities aim to achieve the following intermediate outcomes:

Outcome 1. ENABLE. National and urban decision makers and technical staff seek to adopt and put in place sustainable urban transport planning, monitoring, coordination, and financing mechanisms. This includes setting up an entity in charge of urban transport planning and management. Its regulatory functions would seek

Outcome 2. AVOID. Urban decision makers and technical staff have the knowledge and capacity needed to develop and implement urban mobility strategies that minimize the need for individual

motorized travel while favoring public and nonmotorized transport. To this aim, Pillar B seeks to develop guidelines that will help countries gain the know-how needed for effective land-use and integrated transport planning and management.

Outcome 3. SHIFT. Urban decision makers and technical staff have the knowledge needed to adopt and implement integrated, multimodal urban mobility plans with an emphasis on promoting nonmotorized transport modes and restructuring informal public transport services. These plans give due attention to developing and maintaining pedestrian networks and bicycle paths that are continuous, safe, and accessible. The intermediate outcome is to improve the level of service provided by paratransit operators through restructuring, modernization, and promotion of quality services.

Outcome 4. IMPROVE. Urban decision makers and technical staff have the knowledge needed to adopt and implement the key measures needed to improve traffic conditions in African cities. This would entail improving the planning, operation, and maintenance of urban roads while considering and balancing the needs of all transport modes, keeping the use of individual motorized vehicles under check.

The EASI framework is an important first step towards helping Africa improve urban mobility. It represents a comprehensive, clear-cut organization of the higher-level approaches (strategies) needed for developing and implementing sound policies. It also provides a common language through which technical and administrative practitioners can effectively communicate.
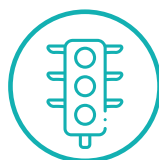
Pillar C: Road Safety – A New Holistic Approach

Africa's poor road safety performance is a major obstacle that is hampering the continent's competitiveness and development. Despite its low motorization rate, Africa has the worst road safety statistics in the world, and is the continent where

people are most likely to die from a road crash. In fact, more than 300,000 lives are lost in Africa every year. Meanwhile, the rate of road fatalities and road related injuries are projected to continue rising. This is attributable to Africa's economic growth, which has triggered an increase in vehicle population and expanded infrastructure to meet the growing demand. If no action is taken, the best available information and analysis indicate that the African road safety crisis will only get worse, disproportionally affecting the most vulnerable road users and the poor more than any other category of people.

According to the World Health Organization's *Global Status Report* on Road Safety, in contrast to all other regions of the world, road fatality rates in Africa continue to deteriorate. From 2010 to 2013, the fatality rate in Africa increased from an estimated 24.1 to 26.6 fatalities per 100,000 population.[1] Road trauma in Africa is projected to worsen further, with fatalities per capita likely to double over the period 2015-2030. By contrast, HIV/AIDS and malaria fatalities per capita are projected to decline by about 20 percent.[2] The 2013 Global Burden of Disease (GBD) study reveals that between 1990 and 2013 in Africa there was an 89 percent increase in the number of road injury deaths, a 72 percent increase in pedestrian deaths, a 93 percent increase in motorcycle deaths, and a 73 percent increase in cyclist deaths. Meanwhile, the ranking of deaths from road traffic injury compared with other causes of death increased from 14th place to 9th place.[3] While the majority of those killed are under the age of 30, the fatality rate for men is almost twice that for women, which has strong implications for households since men are the main breadwinners.

In partnership with the United Nations Economic Commission for Africa (UNECA) and the African Union Commission (AUC), SSATP was one of the key contributors to the African Road Safety Charter, which underpins the Decade of Action for Road Safety in Africa and the action plan adopted by the African heads of state in January 2012. In addition, the newly adopted SDG goals have defined targets under the cities and

health goals that specifically address the road safety agenda and are relevant to Pillar C.

The main development objective for Pillar C is to help African countries achieve the road safety goals of the UN Decade of Action for Road Safety 2011-2020 and the Africa Road Safety Action Plan. By working in close partnership and collaboration with the African Union Commission, SSATP's Road Safety Pillar aims to achieve the following outcomes:

Outcome 1. Improve the capacity to manage and monitor safety performance.

Outcome 2. Promote effective road safety policy and strategy formulation and implementation at the country and regional levels.

Outcome 3. Stimulate good practices in road safety management.

Outcome 4. Better integrate road safety policy and interventions in locally and externally-funded road developments.

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1   World Health Organization (WHO), Global Status Report on Road Safety 2013 and 2018. Geneva: WHO, 2013 and 2018.

2   M. Small and J. Runji, "Managing Road Safety in Africa: A Framework for National Lead Agencies," SSATP Working Paper 101, World Bank, Washington DC, 2014.

3   Institute for Health Metrics and Evaluation, "Global Burden of Disease Report," University of Washington, Seattle, 2013.

3. EMPOWERING STAKEHOLDERS AND ENHANCING STRATEGIC PARTNERSHIPS

The SSATP management team made great strides towards better anchoring the Program in Africa by empowering more SSATP stakeholders to take ownership of the Program and fostering partnerships with various partners and initiatives. Since the launch of the DP3, the SSATP team has been committed to fostering close connections with member countries and partners of the Program, including development partners, in order to emphasize its demand-driven nature. Mobilizing their support is not only important for ensuring the sustainability of the SSATP program and its activities, but also for achieving the downstream implementation of SSATP's transport policy recommendations. This chapter summarizes the SSATP team's efforts to empower SSATP stakeholders, enhance the partnership, and bolster ownership of the Program.

SECOND ANNUAL GENERAL MEETING OF THE DP3

Taking place in Abuja, Nigeria from July 3-6, the 2018 Annual General Meeting focused on *"Africa's rapid urbanization and the response to urban mobility in the digital era."* The meeting was well-received and highly-attended, attracting over 270 high-level participants from 36 SSATP member countries, demonstrating a growing level of ownership and continent-wide recognition of the SSATP Program and mission. In fact, the 2018 AGM was the most attended event since SSATP's inception. Participants included high-level officials (10 ministers, six permanent secretaries, more than 30 senior directors, and senior executives), representatives of the three continental institutions (AUC, AfDB, and UNECA), six regional economic communities (RECs), 10 international and regional private organizations, six international financial institutions, development partners, transport associations, academia and the media.

The 2018 AGM provided a progress update on SSATP activities undertaken since the last annual meeting held on February 2017 in Marrakech, Morocco. The agenda was structured around four separate, consecutive events: workshops/working groups, plenary discussions, thematic events in collaboration with other initiatives, and the General Assembly. It was designed to facilitate high levels of audience interaction, allowing enough time for all participants to engage in fruitful deliberations on substantive issues.

- The working group breakout sessions focused on each of the three pillars of SSATP's Third Development Plan. They created an opportunity to review and update the work program and agreed-on activities for each pillar until the completion of the current development plan.

- The plenary session opened with keynote speeches from the Chair of the SSATP Executive Committee, a World Bank representative, a donor representative, and the Permanent Secretary of Nigeria's Federal Ministry of Transportation, Sabiu Zakari (speaking on behalf of the Minister); all emphasized the importance of sustainable transport and urban mobility for Africa. The day was dedicated to learning from good practices and sharing experiences around the three thematic areas of the DP3, as well as drawing lessons for the continent. During the general discussion, each pillar leader summarized the discussions from the first two days of the working group sessions and outlined priority action areas together with their corresponding results framework. Participant suggestions concerned the minimum dataset for road safety indicators, sustainable urban mobility, transport observatories, and integrated corridor management. These suggestions are guiding the completion of the DP3 and serving as inputs for discussions on ongoing and future activities.

- The specialized thematic events were devoted to collaborating with other institutions working on initiatives that have similar objectives and cut across SSATP pillar activities. The goal was to foster collaboration and strengthen partnerships in order to build synergy and expand impact on the ground. The day also featured a "legislative session" designed to launch an African network of legislators for road safety advocacy. The session was attended by ministers and members of legislatures. Concurrently, a joint portfolio review meeting was held between World Bank Group and African Development Bank staff who shared information on their active and pipeline projects in order to strengthen collaboration and create additional synergies.

- The last event of the AGM convened the 2018 General Assembly, which reviewed and endorsed the 2017 annual report, adopted the remaining implementation plan activities for each pillar, and approved the election of the UEMOA Director of the Cabinet of the Commissioner of Infrastructure to represent the REC-TCC on the SSATP Executive Committee, among other items.

During the final day events, SSATP welcomed new members; called for expressions of interest to host the next AGM; reflected on the last two years of DP3 implementation and stakeholders' perspectives; reviewed the implementation plan for the remaining DP3 activities; and convened the SSATP Executive Committee meeting.

Throughout the annual meeting, participants reiterated the strong relevance of SSATP as a unique platform for discussing transport policies and strategies through a strong partnership and country ownership–driven approach. They also acknowledged that the three thematic areas of the DP3 are key priorities for meeting Africa's transport challenge and emphasized that they were well aligned with Africa's Agenda 2063. They equally embraced the central theme of the 2018 AGM. Detailed conclusions and recommendations coming out of the discussions are captured in the proceedings of the 2018 Annual General Meeting.

EMPOWERING STAKEHOLDERS

In addition to the strong efforts put into the implementation of ongoing activities, the program management team continued to strengthen ownership of the program among its African stakeholders and build strong partnerships.

Collaboration with the African Union Commission (AUC)

The year was marked by a strengthened working relationship between SSATP and AUC's Infrastructure and Energy Department. Recognizing SSATP as a key player in the development of continental transport policy and strategies, AUC reiterated its intent to leverage the Program to advance its work in the transport sector and recognized SSATP as its policy implementation arm. To this effect, throughout the year, SSATP supported AUC in the review of the Continental Transport Policy Paper, the design of the continental urban mobility agenda and the creation of a repository containing a variety of relevant transport information. This data repository will be used as a monitoring tool to track the progress of the transport sector in Africa.

During the year, a meeting was held between SSATP and the AUC Director of Infrastructure and Energy and his team to deliberate on how to best foster collaboration and work together to improve the transport sector. During the meeting, the AUC team committed to

continue working with SSATP on the three DP3 focus areas. They also conveyed their intent to extend their collaboration with SSATP beyond the DP3 with the aim of developing policies that will support the effective implementation of the Africa Continental Free Trade Area (AfCFTA), the Single African Air Transport Market (SAATM), and the Program for Infrastructure Development in Africa (PIDA) by de-risking fragile countries in the continent.

Stocktaking and Mapping of Key Transport Initiatives in Africa

Given the numerous partnerships, stakeholders and initiatives working to advance Africa's transport sector, SSATP conducted a stocktaking exercise to identify all existing initiatives related to the DP3's three thematic pillars. By mapping the key transport initiatives in Africa, SSATP aimed to avoid the duplication of efforts, maximize the impact of available resources, and ensure proper coordination among all stakeholders. For easy reference and access, the team developed an Excel-based database compiling relevant project and program information, including a short description of each initiative, a list of key stakeholders, and information on the geographical scope of the work and the main contact person. It also contains a summary of recent achievements as well as the ongoing and planned activities of each initiative. The mapping tool has proven very useful as it guides the SSATP program management team in identifying synergies and possible areas of collaboration with other partners and initiatives without duplicating efforts and reinventing the wheel.

SSATP Plays a Leading Role in the World Bank's 2018 Transforming Transportation Forum

Organized by the World Bank and the World Resources Institute (WRI), the Transforming Transportation (TT) Forum is an international event that brings together transport policymakers, experts, academia and representatives of development and transport institutions to explore the challenges and solutions for realizing a safe, sustainable, and accessible transport sector. It serves as a global platform for sharing and discussing new research, experiences and lessons learned in addition to the latest trends shaping the

transport sector.

As one of the main event organizers, SSATP played a key role in ensuring African representation at the 2018 TT Forum on *Sustainable Mobility in the Digital Era*. Leveraging its unique network and convening power, SSATP ensured the participation of African representatives in almost all TT sessions. By doing so, SSATP gave Africa a seat on the global stage, making sure that the continent's views and perspectives on existing transport issues were well represented and heard. To further the discussion around Africa's specific transport challenges and agenda, the SSATP team hosted well-attended breakout sessions on the three DP3 themes: urban mobility, road safety, and regional integration. Below are highlights of the discussion on the Africa agenda:

Urban Mobility in Africa: Participants agreed that African countries should begin to holistically address the complexities of urban transport and mobility through integrated land-use planning and control, sound transport policies, and adequate financing, operations and management of the urban transport system. They agreed that a proactive approach was needed to manage urbanization if African cities are to avoid being "locked-in" by a growing reliance on private cars and informal transit services. They advocated for the development and implementation of sustainable transport policies that promote safe and efficient urban transportation systems, such as non-motorized forms of transport, while reducing their negative impacts. By learning from and replicating good practices, panelists suggested that countries can avoid known failures in urban transport systems. The panel encouraged African countries to invest in ICT tools for the operations, planning and management of urban transport systems, and continue learning about Bus Rapid Transit (BRT) or mass transit systems from other regions of the world.

Centers of Excellence – SSATP Partners with African Universities: SSATP in association with the World Conference on Transport Research Society (WCTRS) and the World Research Institute (WRI) took the lead role in establishing a research network of African universities. This initiative was launched on January 12th, 2018 during the session *Promoting Research and the African Universities Network* of the 2018 TT Forum in Washington, DC. A Memorandum of Understanding (MOU) was signed by officials of the World Bank, WRI, WCTRS, the University of Nairobi, the University of Dar es Salam, the University of Johannesburg, the University of Dakar, and the *Institut National Polytechnique de Yamoussoukro*

(INP-HB). All the parties involved agreed to collaborate towards developing cooperative research activities (joint research, exchange and joint training programs) in the African transport sector to further develop the research potential of African universities and strengthen institutional capacity at the continental level. This cooperation agreement offers the unique opportunity for creating, developing and centralizing transport research on the African continent. Ultimately, the platform intends to unleash the research potential of African universities in the transport sector and strengthen the institutional capacity across Africa towards developing cooperative research activities related to the following topics: urban transport and mobility; innovation and disruptive technologies; traffic management and road safety; ports and logistics services; and cities as "living labs." Through this partnership, SSATP will undoubtedly support the development of sound policies and strategies that will lead to efficient, safe and sustainable transport for the people in Africa. Currently, SSATP is working to expand the partnership to include more African universities.

Partnering with the Council of Municipal Authorities (Conseil des Collectivités Territoriales – CCT) of the 8 UEMOA Member Countries around the Regional Integration Agenda

In December 2018, SSATP attended the annual meeting of the UEMOA Council of Municipal Authorities (CCT), which is tasked with overseeing the implementation of key regional integration programs in the 8 UEMOA countries, including the Trans-Border Cooperation Program and the Public Private Partnership Development Program. The meeting provided an opportunity for SSATP representatives to understand CCT's institutional arrangement and gather first-hand information on its ongoing work program. During the meeting, SSATP established a working relationship with CCT's top executive and discussed possible partnership opportunities as well as modalities for a formal partnership with local authorities on the regional integration agenda.

Contributing to the partnership dialogue on the Joint Africa-European Union Strategy

SSATP attended the 6th Annual Meeting of the Reference Group on Infrastructure (RGI), which took place on May 17-18, 2018 in Addis Ababa, following an invitation from the African Union (AU) and European Union (EU) commissions. The meeting focused on the role of AU-EU cooperation on investment and the delivery of quality infrastructure in the areas of energy, transport, ICT and water within the 2018-2020 Joint Africa-EU Strategy (JAES) framework. The meeting was attended by both the European and African Union Commissions, AU and EU member states, as well as European and international financing institutions, African regional economic communities and sectoral/thematic institutions. The discussions hinged on the following areas: interconnecting Africa by accelerating the implementation of PIDA, energizing Africa, digitalizing Africa, and scaling up investments for sustainable transformation. Also, the positive contributions of infrastructure on climate change, gender, youth, and job creation were discussed.

Based on its convening power and expertise in policy development, SSATP utilized this opportunity to present how the program can influence and support the policy dimension of the strategic infrastructure roadmap. The meeting ultimately acknowledged the synergies that could be created among SSATP, the RECs and other sectoral institutions in sustainable transport infrastructure development, and the critical role that SSATP could play in scaling up the implementation of AUC's Continental Transport Plans of Action for road, railways, maritime and air transport adopted in Lomé in 2017.

SSATP keeps UEMOA and ECOWAS Commissions engaged

An SSATP team visited Ouagadougou, Burkina Faso and Abuja, Nigeria to meet and interact with the respective UEMOA and ECOWAS Commissioners in charge of transport, customs and trade, and more specifically to:

i.   provide a brief update on SSATP and DP3 focus areas to the recently appointed commissioners;

ii. advocate for UEMOA/ECOWAS support and active involvement in key activities being conducted in West Africa by SSATP's Regional Integration Pillar;

iii. discuss areas where the partnership between SSATP and each of the two RECs could be further developed and the best way to achieve it; and

iv. reiterate the invitation to attend the 2018 SSATP Annual Meeting in Abuja, Nigeria. As a result of SSATP's proactive engagement, the UEMOA and ECOWAS commissioners in charge of transport attended the AGM.

Partnering with WCO to advocate for enhanced One Stop Border Posts (OSBPs) operations and efficient Single Window (SW) environments in the West and Central Africa Regions

As part of Pillar A's objective to advocate for the adoption of best practices for improving corridor efficiency, SSATP and the WCO organized a joint Regional Workshop on Coordinated Border Management (CBM) in West and Central Africa. The workshop promoted mainstreaming the SW environment within customs and administrative processes to improve OSBP operations in West and Central African countries. Participants included customs officials from the national customs administrations in the region, representatives from the RECs, development partners, donors as well as WCO customs experts. The workshop provided an excellent platform for sharing insights on the development and implementation of CBM, SWs and OSBPs. Similarly, SSATP presented its experience on OSBPs in Africa, showcasing how adopting effective policy interventions to address border crossing challenges bears a much higher impact on the efficiency of OSBP operations than investments in physical infrastructure. SSATP also recommended implementing an integrated corridor management approach and an SW environment enabling customs interconnectivity.

Partnering with JICA and NEPAD Agency to advocate for efficient One Stop Border Post (OSBP) operations in West and Central Africa

Consistent with its leadership role in advocating for the implementation of 2nd generation OSBPs, SSATP joined JICA and NEPAD Agency to deliver a regional

Participants of the Accra December 4-6, 2018 Regional workshop on OSBPs

knowledge sharing workshop – which took place in Accra, Ghana on December 4-6, 2018 - on how to make OSBPs operational as an instrument for facilitating trade in the West and Central African Regions. SSATP presented, chaired and moderated discussions in a session highlighting the importance of the "soft" component in efficient OSBP operations. TradeMark East Africa (TMEA) and Zambian Revenue Authorities were invited to foster the sharing of best practices and cross-fertilization among African regions. Furthermore, the workshop provided a platform for SSATP and the African Union Development Agency NEPAD (AUDA NEPAD) to agree on strengthening their partnership. SSATP's Truck Monitoring System (TMS) for East and Southern Africa is now the main tool showcased by AUDA NEPAD Agency for measuring the efficiency of OSBPs under its "Traffic Light System," part of its ongoing Move Africa initiative. The two parties lauded the prospect of a large-scale, practical implementation of the SSATP-developed knowledge product and resolved to work closely towards that end.

Prospective Partnership with African Road Maintenance Fund Associations (ARMFA)

In response to an invitation by the Secretariat of ARMFA, SSATP, represented by the UTM Pillar Leader, attended the 16th ARMFA Annual General Assembly

that took place in February 2018 in Addis Ababa, Ethiopia. Under the theme of *Preserving our Road Asset for Realizing Agenda 2063*, attendees discussed ways of improving road asset management performance along regional corridors. To ensure good road conditions, participants recommended that, through a consultative process, Corridor Management Institutions (CMIs) and respective road agencies should define and determine adequate maintenance and service levels along corridors. They also agreed that it is important to partner with, and invest in, universities and other road research centers since they are effective at leading the way to innovative discoveries in the road sector, particularly with regards to sustainable road asset management approaches that consider effective institutional set up, road safety solutions, and appropriate financing models.

Also, top on the discussion list was the reinstatement of SSATP's technical support to ARMFA, which is slated to be formalized and launched during SSATP's next development cycle. The partnership is expected to advance the development, ownership, and adoption of policy standards, innovative financing models for road asset management, and sustainable road financing approaches that will leverage road funds to cover long-term road maintenance strategies and capital expenditures such as road restoration programs and road development projects.

New Partnership with ISOCARP aims to Improve Urban Transport Planning and Mobility

SSATP initiated a new strategic partnership with the International Society of City and Regional Planners (ISOCARP), a global association of over 700 experienced professional city and regional planners. Founded in 1965 in a bid to bring together recognized and highly-qualified planners in an international network, ISOCARP is made up of individual and institutional members from more than 85 countries worldwide. Recognized by the UN, UN-HABITAT and the Council of Europe for their work on improving cities and territories through planning practice, training, education and research, SSATP partnered with ISOCARP to address Africa's urban planning and management issues head-on. The two institutions will complement each other's work in the field of urban planning and mobility, urban transport infrastructure and logistics, parking management, port-city interface, integrated street design and information technology.

Partnership with AFD's Digital Platform Initiative

With a keen focus on ensuring that Africa is not left behind by emerging paradigms in urban mobility driven by the digital revolution and finding effective solutions for integrating Africa's informal transport sector, SSATP partnered with the French Development Agency (AFD) in Paris to help steer this agenda. This forward-looking partnership has given rise to more discussions on leveraging digital platforms to professionalize and formalize the paratransit sector, with an emphasis on establishing a standardized open repository of transport and travel related data. The aim is to create a data-driven culture for effectively planning and efficiently managing Africa's urban transport system, including the provision of public transport services.

Partnership with the International Association of Public Transport (UITP)

SSATP and UITP jointly organized a meeting in Casablanca, Morocco that brought together SSATP's network of transport authorities and UITP's Organizing Authorities Committee. The meeting provided a platform for discussing and delving into Africa's main urban transport and mobility challenges,

trends and opportunities, especially with regards to public transport development. One of the many positive outcomes of the meeting was the launch of a new partnership between SSATP and UITP aimed at providing capacity building support to existing transport authorities and technical assistance on the establishment of new public transport authorities in Africa. The two organizations will also work together to develop urban mobility plans and policies and leverage innovative approaches to advocate and gain strong political commitment for the urban mobility agenda in Africa.

During the year, SSATP and UTIP published a joint policy brief titled the *Establishing a Public Transport Authority (PTA) in African cities*. The brief advocates for the establishment of PTAs in Africa and shares some key principles and guidelines on how to do so successfully based on the experience of the two partners. The policy brief concludes that while transport authorities are key to realize the benefits of integrated transport in a variety of city contexts across Africa, many governance, financial, and planning pre-requisites are needed to ensure their successful and sustainable functioning. Transport Authorities should ensure that the establishment and continuous operation is underpinned by: the power to act, long-term planning, a strong partnership between a political champion and a dedicated technocrat, and a data-driven and evidence-based investment logic.

Partnership with the Safer Africa Project

SSATP has continued to ensure complementarity between Safer Africa - an African-European dialogue platform on road safety and traffic management issues - and its activities, which are oriented toward the "Safe System" approach and are grouped in four pillars: (1) road safety knowledge and data; (2) road safety and traffic management capacity review; (3) capacity building and training; and (4) sharing of good practices. Throughout the year, SSATP leveraged its partnership with Safer Africa to scale up the Road Safety Pillar's work plan under the DP3, most notably the establishment of the Africa-wide road safety observatory.

In November 2018, SSATP participated in the 4th meeting of the Safer Africa project to deliberate on next steps and action items under the project plan in addition to fostering synergies and establishing more areas of collaboration. The project had undertaken

several capacity reviews in African countries, coming out with recommendations for improved capacity building in road safety across the continent. Also, a comprehensive digital platform for the storage and exchange of road safety knowledge was under development. Online e-courses covering the 5 pillars of road safety had been prepared with free access for African countries. With a seat in Safer Africa's main decision-making body, SSATP was privy to attending the management board workshop on road safety management in Africa. During this meeting, the team made a presentation on the World Bank and SSATP's commitment to realizing a safer Africa, especially as pertains to building a cadre of African road safety leaders through the African Road Safety Leadership Program, which launched in Dakar in May 2018.

Africa Infrastructure Forum 2018

The Program Manager of SSATP was invited by i-Conférences to deliver the keynote address of the Africa Infrastructure Forum. Held in Marrakech on November 15-16, 2018, forum discussions were centered on the theme: "Fostering competitiveness through infrastructure development - the policy element." SSATP's keynote presentation emphasized the need for comprehensive reforms that are backed-up by sound policies, appropriate strategies, effective institutions, adequate resources (both human and financial) and a conducive business environment for private sector participation in infrastructure development.

There is a real need for African countries to accelerate the implementation of transformational policies and reforms in the transport sector. They should also support measures and actions that promote technological and financial innovations that can unleash the great potential to cope with the infrastructure backlog. Attended by high-level officials from Africa's transport community, SSATP attended the Forum to advocate and mobilize support for reforming the sector.

United Cities and Local Governments of Africa (Africities)

SSATP partnered with Africities to organize the 8th Summit of Africities, which provided a platform for discussing the role of local and regional authorities in relation to the changes and the transition that the

Continent is facing. The event covered five major themes: women's rights, climate emergency, youth, migrants and local policies and strategies. SSATP's Program Manager chaired a panel session on *"Local Strategies for Access to Mobility and Transport for all,"* which focused on the consistency of national and local urban mobility strategies. Panelists agreed that the creation of an urban transport authority is a viable option, giving the mandate and the mission to a dedicated institution. On financing, the session reaffirmed the local character of mobility, hence the need for locally anchoring all mobility solutions. At both the national and local levels, the direct and indirect beneficiaries of urban mobility systems and services should contribute to their funding. As far as new technologies are concerned, panelists and participants agreed that digitalization makes it possible to leapfrog the transformation of urban mobility services, most notably the organization and modernization of paratransit transport systems (informal transport). In this regard, the session recommended effective collaboration with academia and research centers, as well as building partnerships with digital start-ups.

Sustainability through Dissemination/Outreach and Replicability

Because its resources are limited, SSATP focuses more on sharing and learning from experiences, disseminating best practices, and promoting the replicability of its generated knowledge products. When selecting priority activities to tackle under each SSATP pillar, the program management team evaluates whether the activity can be replicated with ease in other countries; this helps ensure the sustainability of the Program and its recommendations. The SSATP team disseminates its knowledge products through various on and offline communications channels.

Advocacy. The program uses its strong network of policy makers and practitioners to carry out gap analyses and advocate for changes. SSATP discusses policies and strategies developed with senior policy makers at the country and Regional Economic Community (REC) levels.

Mainstreaming. SSATP also uses its strong connections with project task managers in the development partner community to share evidence of good practices and lessons learned and seek their support for mainstreaming these policies into projects.

Dissemination. SSATP disseminates information using a wide range of on and offline channels, including workshops, seminars, communities of practice, conferences, the SSATP website, YouTube videos, and local news outlets. The SSATP distribution list, which includes about 4,000 transport practitioners inside and outside Africa, is instrumental to the dissemination process. In addition, SSATP shares information on its activities, outputs, and results through partner websites, SSATP donors, and other partners, and reports to its General Assembly through its annual general meetings. In this regard, the periodic updating and implementing of the communications strategy will be critical.

Communications. Effective communication is the backbone of the SSATP program. It is the workstream through which the program can raise its profile, disseminate its knowledge products, mainstream

policy recommendations in its member countries, and attract donor support. Based on the crucial role communication plays, the program has worked to improve the effectiveness of its communication. Nearing the end of FY2018's second semester, the program management team started recruiting a Communications Officer tasked with taking the lead in developing a revised the communication and stakeholder engagement strategy as well as proposing viable action plans for raising the visibility of the program. While the hiring process was delayed due to a last-minute decline by the originally selected candidate, the SSATP team reviewed the selection rankings of the first and second runner-up to select the new Communications Officer.
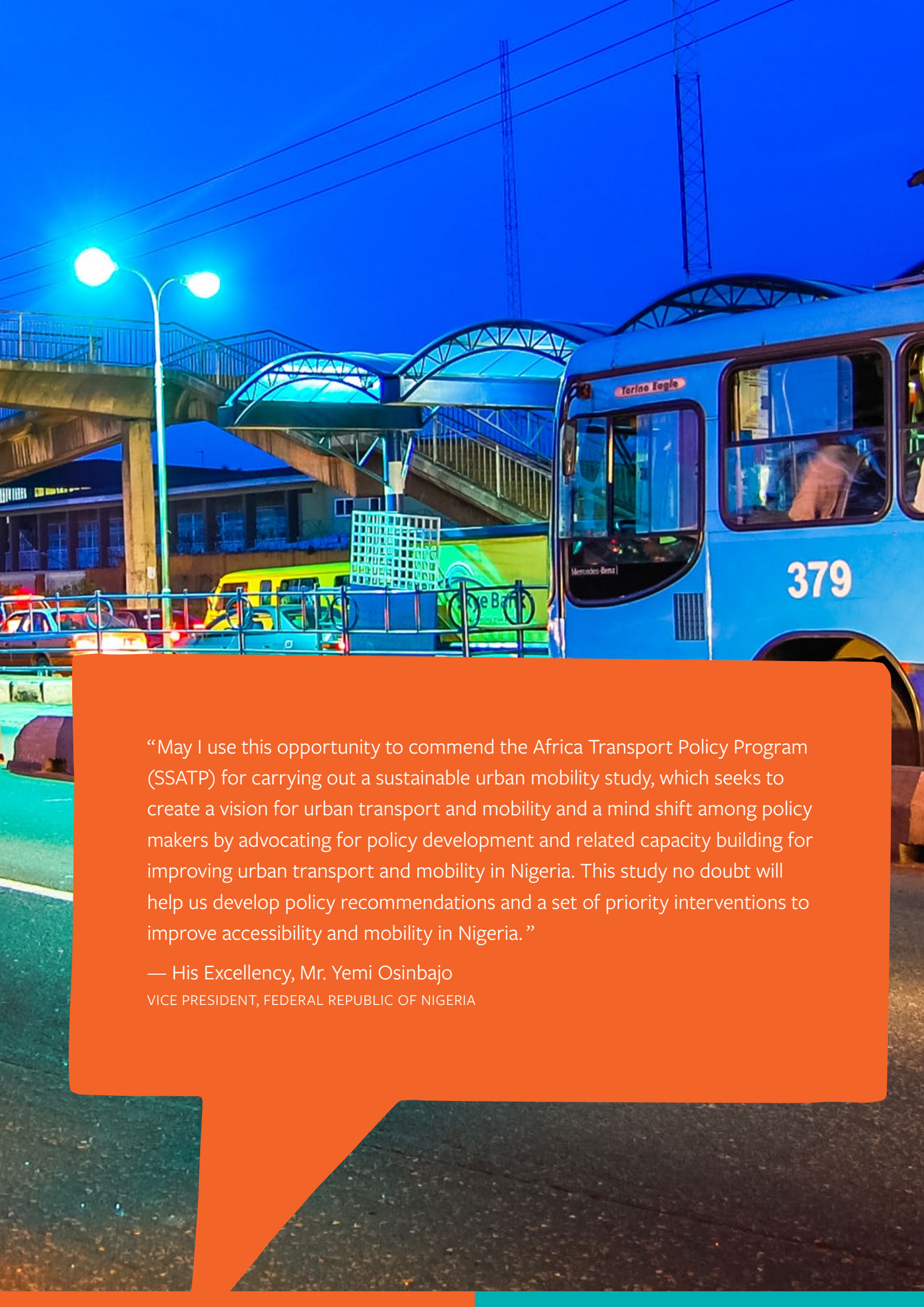
"May I use this opportunity to commend the Africa Transport Policy Program (SSATP) for carrying out a sustainable urban mobility study, which seeks to create a vision for urban transport and mobility and a mind shift among policy makers by advocating for policy development and related capacity building for improving urban transport and mobility in Nigeria. This study no doubt will help us develop policy recommendations and a set of priority interventions to improve accessibility and mobility in Nigeria."

— His Excellency, Mr. Yemi Osinbajo
VICE PRESIDENT, FEDERAL REPUBLIC OF NIGERIA

4. PROGRESS TOWARDS OUTCOMES: IMPLEMENTATION STATUS OF ACTIVITIES

During the year under review, the SSATP team succeeded in sustaining the momentum gained by the close of 2017. In many cases, the team even accelerated the pace of activity implementation to meet the high expectations of SSATP's stakeholders and bring the DP3 to a successful close. This chapter presents the activities under the three SSATP pillars – Pillar A on Integration, Connectivity, and Cohesion (Regional Integration); Pillar B on Urban Transport and Mobility; and Pillar C on Road Safety – and includes a detailed status report on the implementation progress of DP3 activities.

PILLAR A: INTEGRATION, CONNECTIVITY, AND COHESION: IMPLEMENTATION STATUS AND PRELIMINARY OUTCOMES

The main goal of Pillar A is to accelerate the regional integration of African countries through better connectivity, improved cohesion, and the provision of competitive and efficient logistics services. This contributes to the overall development objectives of DP3, which includes serving as a catalyst for establishing the African Continental Free Trade Area. Under Pillar

A, SSATP executes activities in close cooperation with the Regional Economic Communities' Transport Coordination Committee (REC-TCC). The REC-TCC is a forum for exchanging experiences and good practices and coordinating programs and activities. It comprises institutions involved in trade facilitation programs in Africa such as RECs, corridor management institutions, regional logistics industry organizations, and development partners. Through the REC-TCC, SSATP plays an advocacy role in promoting policy changes and harmonization at the continental, regional, and country levels, as well as a monitoring role in their successful implementation. The focus on an inclusive policy dialogue gives prominence to corridor management, *corridor* being viewed here as a broad concept responding to the objective of integration, connectivity and cohesion.

During the year, Pillar A was involved in activities that supported the outcomes defined in the program results framework which is comprehensively described below.

Table 1. Pillar A - Synopsis of Activities and Related Outcomes

Outcome 1: Promote effective policy and strategy formulation and implementation for corridor development at the country and regional levels	
Support tripartite (SADC-EAC–COMESA) corridor management institutions	Aimed at promoting corridor management institutions (CMIs) that include integrated development and performance-based management in their driving principles
• Support for review of the memorandum of understanding (MoU) and the strategic development plan of the Maputo Development Corridor • Support with developing strategic plan for the Central Corridor Transit Transport Facilitation Agency (CCTTFA)	**Component 1:** Promote the concept of integrated corridor development • Advocate for the adoption of the revised MoU and strategic plan by the Transport ministers of the three corridor countries: Mozambique, South Africa, and Eswatini • Assist in the review and adoption of a five-year strategic plan by the Council of Ministers of the corridor countries

• Feasibility study of the MCLI Transport Observatory	**Component 2:** Promote policies to improve corridor performance: establish a performance-based monitoring mechanism within the Maputo Corridor Logistics Initiative (MCLI) • Gather a set of guidelines, toolkit, information, and data enabling the MCLI Board of Directors and Secretariat to set up the MCLI Transport Observatory

Outcome 2: Development of the capacity of institutions for an inclusive policy dialogue on regional integration

Support the Regional Economic Communities' Transport Coordination Committee (REC-TCC)	Aimed at ensuring that the REC-TCC operates as a streamlined continental framework for cooperation on regional integration and will facilitate the monitoring of Pillar A activities
Support RECs for trucking industry regulatory framework (West and Central Africa)	Aimed at providing support to the Regional Economic Communities and countries in Africa so they can set up legal and regulatory frameworks to improve the performance of logistics operators
• West Africa road transport regulatory and institutional framework	• Support the RECs West African Economic and Monetary Union (UEMOA) and Economic Community of West African States (ECOWAS) in the review and harmonization of the regional road transport regulatory framework for improved efficiency
• Road map for efficient transit regimes in East and Southern Africa as well as in West and Central Africa	• Promote the implementation in several RECs of transit regimes that will reduce delays and costs along corridors while ensuring the safe and secure movement of the goods in line with the World Customs Organization (WCO) 2017 guidelines and best practices recorded in the two regions. Publish a compendium of best practices in collaboration with the WCO
• Support to transport observatories	• Build the capacity of transport observatories through review, harmonizing indicators, and improving methodologies, including publication of a second volume of transport observatory guidelines by SSATP as a collection of case studies, and successful integration of truck monitoring data in the Northern Corridor transport observatory and possibly the Dar es Salaam Corridor transport observatory

Outcome 3: Promote efficient logistics services

Tripartite (SADC–EAC–COMESA) regional standards for road transport	Aimed at creating the conditions for a tripartite-wide market for trucking services through harmonized standards, thereby eliminating barriers to entry and promoting a competitive and efficient regional trucking industry
• Guidelines on minimum standards for RSSs (roadside stations and rest stops) for tripartite member RECs (SADC–EAC–COMESA)	• Provide minimum harmonized critical requirements, design standards, and financing options for RSS to be constructed and operated within the tripartite member states, together with their key functions and purpose, physical siting, and management options for adoption by the competent decision-making bodies of the RECs
Guidelines on port performance indicators in African ports	Provide technical assistance to ports in PMAWCA and PMAESA member states in devising port performance indicators
• Port performance indicators (PPIs)	• Develop and make available a harmonized set of port performance indicators that can be produced and published in a sustainable way for African ports
• One-stop border posts (OSBPs) and coordinated border management	• Provide advocacy and policy advice on OSBP Source Book 2 and subsequent dissemination among stakeholders to ensure the promotion of second-generation OSBPs within RECs, corridor management institutions, and countries, as well as among development partners all aimed at a better design of border crossing interventions that reduce delays
• Corridor performance monitoring in eastern and southern Africa	• Develop a web-based corridor performance monitoring system (CPMS) – now the Truck Monitoring Systems (TMS) - using truck GPS data to monitor changes in border crossing and trucks' time in eastern and southern Africa and promote permanent hosting by regional industry players

OUTCOME 1 – PROMOTE EFFECTIVE POLICY AND STRATEGY FORMULATION AND IMPLEMENTATION FOR CORRIDOR DEVELOPMENT AT THE COUNTRY AND REGIONAL LEVELS

Corridors provide a spatial framework to organize cooperation and collaboration between different countries and public and private sector agencies. They play a great role in economic development by linking economic opportunities within and between the corridor countries. In fact, investments in industrial and agricultural productive activities as well as the development of cities are strongly influenced by the existence and performance of a nearby corridor. Similarly, rural areas within the sphere of influence rely on well-performing corridors to export their products and get them to market. For these reasons, leveraging an integrated approach to corridor development is considered a good practice for scaling up the economic benefits of trade, which include improving access to economic opportunities.

Nevertheless, there is a need for building consensus on the strategic orientations of an integrated, performance-based corridor development plan - including the scope, reach, membership and coordination mechanisms of Corridor Management Institutions (CMIs) – in order to ensure the sustainable performance of corridors. Results from DP2 clearly demonstrate that it is important for countries alongside corridors and respective CMIs to put in place appropriate Monitoring and Evaluation (M&E) tools. These will enable CMIs to assess problematic situations along specific corridors and identify adequate strategies for addressing them. This approach also enables parties to measure and understand the causes of poor corridor performance, which provide the foundation for adopting relevant policies and taking the necessary steps to improve corridor performance.

Activity 1.1 - Support the review and adoption of the Memorandum of Understanding (MoU) and strategic plan for the Maputo Development Corridor

SSATP supported the development of a revised Memorandum of Understanding (MoU) for the Maputo Development Corridor (MDC) and a 5-year strategic plan to guide the Maputo Corridor Management Institution (MCLI) in executing its management mandate over the MDC.

The revised MOU and strategy cover the following areas, among others: the inclusion of Eswatini as a regional partner of the corridor; the sustainability of MCLI, touching on its oversight role, relevance, and its financial and human resource components; and a proposal for an alternative, operational framework involving the adoption of a Public-Private Partnership (PPP) model which, once enacted, is expected to mainstream efficient corridor management and operations practices, as well as leverage increased financial resources from the private sector. Additionally, to help fast track the review process and the adoption of the two documents, SSATP supported South-South learning and capacity building initiatives, securing the participation of a high-level delegation of MCLI stakeholders together with the Northern Corridor Transit and Transport Coordination Authority's (NCTTCA) stakeholders in a NCTTCA Joint Technical Committee Meeting held in Mombasa, Kenya on May 28- 31, 2018

> The revised versions of the two strategic documents – a Memorandum of Understanding (MoU) for the Maputo Development Corridor (MDC) and a 5-year strategic plan to guide the Maputo Corridor Management Institution (MCLI) - encompass all the key features and evolving developments that, when implemented, will have positive impacts on the corridor's performance.

Following the completion of this activity as per the defined work program for Pillar A, SSATP will cease to provide direct support to the MCLI within the DP3 framework. As an exit plan, SSATP succeeded in securing the Southern African Development Community (SADC) Secretariat's commitment to take the lead in supporting the technical validation of the revised MOU and strategic plan and assist with the adoption process by the Ministries of Transport of the three corridor countries.

ACHIEVEMENTS OF THE YEAR:

- Organized a field visit for a high-level delegation of MCLI stakeholders to the Northern Corridor in Mombasa. The field visit provided members of the MCLI Board an opportunity to learn from NCTTCA's first-hand experience implementing corridor monitoring practices, the PPP model of operation, and sustainable financial modelling schemes that MCLI seeks to replicate in the operations of MDC. The visit motivated the three corridor countries' Ministries of Transport to take ownership of the MoU revision process and triggered the commitment of MCLI stakeholders to speed up the implementation of the MOU and strategic plan; they demonstrated this by structuring a road map of actions with clear timeframes.

- Secured SADC commitment to ensuring the continuity of support activities for the Maputo Development Corridor beyond 2018.

MCLI board members interacting with the SSATP team and NCTTCA management during the Joint Committees Meeting, May 28-31, 2018

NEXT STEPS:

- Explore avenues for high-level advocacy at the ministerial level to fast track the adoption process of the revised documents.

- Provide remote support to the joint SADC-MCLI team as and when requested while being mindful of the high financial stability risk currently faced by MCLI, which could jeopardize its existence if not timely and adequately addressed by its board members.

Activity 1.2 - Development of a strategic plan for the Central Corridor Transit Transport Facilitation Agency (CCTTFA)

Driven by the overarching ambition of transforming the Central Corridor into an economic corridor that contributes to the economic growth of the region, the Secretariat of the Central Corridor Transit Transport Facilitation Agency (CCTTFA) requested SSATP support in developing a strategic plan that will guide the overall achievement of this goal. The strategic framework - to be adopted by each regional partner, namely Burundi, the Democratic Republic of the Congo, Rwanda, Tanzania and Uganda - will specify the strategic priorities, feasible strategies, and proposed action plans for implementation. It will also define the additional scope and mandate of CCTTFA, taking into account ongoing developments along the corridor, such as its designation as a PIDA Pilot Acceleration Project under the Africa Strategic Infrastructure Initiative and the region's growing political commitment to the regional integration agenda, which has spurred many changes in the macroeconomic and business environments of the entire region.

ACHIEVEMENTS OF THE YEAR:

- SSATP supported the CCTTFA Secretariat with reviewing the inception report of the strategic plan submitted by a consultant. The CCTTFA Secretariat later adopted the report.

NEXT STEPS:

- Conduct field visits to Central Corridor member countries in order to consult with key stakeholders from the public and private sectors and development partners. The mission will identify existing bottlenecks in the Corridor's management and operations in order to guide the development of the strategic plan.

- Organize a series of CCTTFA stakeholder workshops that will serve as a platform for consultation, joint review, and validation of the subsequent reports.

- Submit the final document to the Interstates Council of ministers for adoption.

Activity 1.3 - Feasibility study of the MCLI Transport Observatory

Observatories are at the core of the regional integration pillar of the SSATP's DP3. They are featured under outcome 1 (effective policy and strategy formulation) and outcome 2 (capacity building). A feasibility study of the Maputo Corridor Transport Observatory was initiated in 2017 in collaboration with the MCLI, primarily as a support activity for the review and adoption of MCLI's strategic plan. The feasibility

study was intended to provide a proof of concept and showcase the strategic relevance and value for money that Mozambique, South Africa, and Swaziland could derive from a CMI managing the operations of a transport observatory.

To this end, SSATP facilitated the participation of a high-level delegation of MCLI stakeholders in NCTTCA's joint technical committees meeting in May 2018. The purpose of this meeting was to learn from NCTTCA's evidence-based initiatives focused on the sustainable operation of Transport Observatories (TOs) and adhering to a performance-based corridor development plan. During the meeting, the Maputo corridor's delegation was able to interact with the annual reports produced by the NCTTCA Transport Observatory (TO); network with and learn from Northern corridor participants; and partake in the public-private dialogue. Participants saw this exchange as a great learning opportunity for improving corridor performance - particularly as pertains to financial schemes, data publication, and the actual functioning of the public-private model of operation for TOs – and expressed their interest in replicating similar features when establishing the Maputo Corridor Transport Observatory.

NEXT STEPS:

SSATP will continue to hold discussions with the Southern Africa Trade and Investment Hub (SATIH) for the downstream support to the Maputo Corridor and the establishment of the TO after the proof of concept is confirmed. Effective establishment of the TO also hinges on the sustainability of the corridor management institution itself.

Activity 1.4 - East Africa Community (EAC) Joint Corridor Forum

Recognizing SSATP's expertise in developing efficient performance monitoring measures and systems for Africa's trade and transport corridors, TradeMark East Africa (TMEA) invited SSATP to the EAC Joint Corridor Forum to share knowledge and experience. The Forum's main objectives were as follows: (i) explore opportunities for harmonizing corridor performance monitoring and reporting systems; (ii) develop and formalize joint working frameworks; and (iii) present the TMEA strategy on the proposed transport observatory framework. The forum brought SSATP together with EAC CMIs – including the Dar Corridor Committee (DCC), NCTTCA, and CCTTFA – the United Nations Environment Program (UNEP), the EAC Secretariat and TMEA.

During the meeting, SSATP gave a presentation on the Truck Monitoring System (TMS) that was developed

in consultation with the RECs and CMIs of East and Southern Africa. SSATP highlighted the need to mainstream its use into the work processes of the East African TOs and expand its coverage to include more routes and borders. The Pillar Lead also informed all participants about SSATP's continental initiative on road safety data management and the establishment of an African Road Safety Observatory (ARSO) to which the TOs could contribute, based on their experience with monitoring road safety indicators along their respective corridors.

KEY OUTCOMES OF THE FORUM:

SSATP and TMEA made a commitment to establish an effective partnership. The following potential areas of collaboration were identified:

- Supporting the enhancement of the Northern Corridor Transport Observatory.

- Operationalizing GPS data obtained from the fleet management systems of trucking companies as additional data sources for monitoring indicators on road transport and border crossing times.

- Reviewing the TOs methodology and customs dataset in order to accurately reflect the impact of operating the Single Customs Territory (SCT) in East Africa.

- Preparing case studies on the development of Transport Observatories (TOs) that will be included in an updated edition of the Corridor Transport Observatory Guidelines developed by SSATP.

- Conducting a feasibility study for the Maputo Corridor Transport Observatory.

OUTCOME 2 - DEVELOP INSTITUTIONAL CAPACITY FOR AN INCLUSIVE POLICY DIALOGUE ON REGIONAL INTEGRATION

Activity 2.1 - Support the Regional Economic Communities' Transport Coordination Committee (REC-TCC)

REC-TCC members are drawn from the RECs, corridor authorities, regional industry (transport / logistics services/shippers) associations, African institutions, and development partners. The two main roles of the REC-TCC are knowledge sharing and coordination of regional integration programs. The main objective of this activity is to facilitate and strengthen the REC-TCC.

More specifically, it seeks to enable its stakeholders to define and monitor the implementation of the Pillar A work program, facilitate the REC-TCC dialogue (during meetings and online), and strengthen its role as a continental platform for policy dialogue and dissemination of best practices on regional integration.

This is an ongoing activity which the Regional Integration Pillar of SSATP has continued to support in accordance with the following guiding approach. A fully-fledged REC-TCC meeting is held each year. It is, as much as possible, hosted by a regional body composed of transport and logistics industry stakeholders. This approach contributes to building the capacity and enhancing the visibility of the host organization, as well as demonstrating inclusive ownership of the REC-TCC by its members. A REC-TCC stakeholders meeting is also always held as a side event during SSATP's Annual General Meetings.

ACHIEVEMENTS OF THE YEAR:

In line with its objective, Pillar A convened two REC-TCC meetings in course of the year. The first one was a 2-day side event during SSATP's Annual General Meeting that took place in Abuja, Nigeria in July 2018. This was followed by a second REC-TCC meeting, which was held in Dar es Salaam, Tanzania from November 28-30, 2018 in partnership with the Central Corridor Transit Transport Facilitation Agency (CCTTFA).

The Abuja REC-TCC meeting program consisted of three technical sessions covering road transport, corridor performance monitoring, and corridor development in addition to a REC-TCC statutory session. Below is a summary of the proceedings of the meeting:

- A progress report on Pillar A activities together with the long-term work program were presented to the REC-TCC. Members of the REC-TCC also discussed activities to be carried forward in FY2019 and endorsed the updated work program. It was agreed that the actual feasibility of the newly proposed activities and subsequent proposals from REC-TCC stakeholders would be considered at a later stage, in view of available funds for conducting Program activities. Overall, REC-TCC members endorsed the strategic direction of the Pillar.

- The meeting expressed appreciation to the outgoing Chair, Lovemore Bingandadi (SADC Secretariat), for the work done during his tenure and elected the UEMOA Commission Representative and Chief Director of Transport, Gouali Emmanuel Yoro, as the new chair.

- Other issues that REC-TCC members discussed included: fostering the RECs coordination framework; best practices in the Tripartite Transport and Transit Facilitation Program (TTTFP); the AUC's effort to examine the role the REC-TCC Chair could play in facilitating coordination among RECs to support the implementation of recommendations from the AUC Ministerial Specialized Technical Committee on Transport; the West Africa transport regulatory framework project and its extension to the Economic and Monetary Community of Central Africa (CEMAC)/Economic Community of Central African States (ECCAS) subregion; and efforts to strengthen the African Corridor Management Alliance (ACMA).

Main conclusions of the Abuja REC-TCC Meeting

- REC-TCC stakeholders were urged to continue their cooperation with SSATP to achieve the pillar's strategic outcomes;

- The Tripartite-member RECs agreed to widely disseminate the key findings of the ongoing roadside stations and rest stops (RSS) study;

- AUC and the RECs agreed to pursue efforts aimed at promoting corridor development and a performance- based approach;

- SSATP to deepen partnerships around sustainability and mainstreaming of the Truck Monitoring System (TMS) into the work of transport observatories;

- RECs, regional industry stakeholders and donors were urged to play an active role in implementing roadmaps for efficient regional transit regimes by leveraging existing best practices;

- The RECC-TCC Chair to scale up his continental advocacy on cross-cutting issues confronting RECs;

- Other RECs to examine the replicability of the TTTFP and ensure the creation of a formal inter-REC coordination mechanism;

- RECs, Corridor Management Institutions (CMIs), and regional associations and countries would advocate for, and promote the adoption of, self-regulatory charters and codes of conduct for transport and logistics industry players.

The Dar Es Salaam REC-TCC Meeting welcomed the first participation of the Federation of Carriers of ECCAS (FETRANS CEEAC), set up in July 2018 based on the experiences learnt by its founding members during the April 2018 Cotonou Regional Transit Workshop. The customs departments of EAC, ECCAS and ECOWAS attended the REC-TCC meeting and lauded the high turnout, which was in line with an earlier recommendation calling for the increased participation of RECs' Customs Departments. SSATP and the participants made a series of presentations during thematic plenary sessions on road transport, the truck monitoring system, corridor development, corridor performance monitoring, and efficient transit regimes and guarantee mechanisms after which discussions ensued. Issues discussed included:

- An overview of FETRANS CEEAC's mandate, institutional arrangement and financial sustainability; optimizing collaboration to increase the effectiveness of sub-regional transport and cost and freight (C&F) organizations;

- Leveraging FEAFFA and FESARTA experiences; updates on and lessons learned from the harmonization of road transport regulations and standards; outcomes under the TTTFP; progress status on the continuous enhancement of the TMS;

- Challenges and prospects with respect to the long-term sustainability and funding of the TMS; enhancing private sector involvement in corridor management, challenges and lessons learned from the CMIs; progress status and prospects of ACMA;

- The continental landscape of Transport Observatory (TO) development, including recent progress, challenges and lessons learned; and

- Summary and update on good practices and roadmaps on fostering collaboration for efficient transit regimes and guarantee mechanisms.

The meeting discussed the progress of SSATP's Pillar A activities and participants had the opportunity to make contributions to and adopt the Pillar's updated work program. It was noted that some earmarked activities may not materialize due to time and funding constraints at the SSATP level while other activities still required further discussion with the involved stakeholders in order to assess their scope, confirm their timeliness, or ensure strong ownership.

A brainstorming session on SSATP's Fourth Development Plan (DP4) also took place. Issues discussed included the possible building blocks of the future program and its operational model. Participants

REC-TCC Meeting held in Dar es Salaam, Tanzania on November 28-30, 2018

expressed their interest in ensuring the sustainability of the program; highlighted the need to maintain its relevance with donors and its demand-driven nature; and confirmed the relevance of the current Regional Integration Pillar's focus areas while providing some inputs and recommendations. Noting that the work of the Regional Integration Pillar is aligned with the African Union's Agenda 2063 and supports the implementation of continental flagship initiatives, such as the Program for Infrastructure Development in Africa (PIDA) and the Continental Free Trade Area, participants stressed the importance of having the AUC, UNECA and the AfDB take a lead role in the DP4 discussions, bringing their inputs to bear on its development. A subsequent REC-TCC meeting will be scheduled 2019.

Activity 2.2 - Roadmaps for efficient transit regimes in Africa

To achieve an efficient road transit system, it is critical to build capacity among professional logistics industry associations so they can effectively participate in policy dialogue with border management institutions on both regulation and enforcement. To this effect, public and private stakeholders from the West and Central African regions approached SSATP to request support for addressing the challenges affecting their transit regimes. Following this request for assistance, SSATP organized a regional workshop on transit and trade facilitation for West and Central Africa in partnership with the World Custom Organizations (WCO), International Road Union (IRU) and the Abidjan Lagos Corridor Organization (ALCO). Held in Cotonou, Benin in April 2018, the event brought together representatives from national and regional transit regulatory agencies and logistic service operators to discuss ways of increasing the efficiency of transit

regimes (learning from existing good practices) and advocate for the implementation of the 2017 WCO Transit Guidelines. It also served as a platform for reviewing the state of the West and Central Africa regions' transit regimes – including their operational performance, institutional capacities, technical capabilities and relevant legal aspects - relative to international best practices.

West and Central Africa Regional Transit Workshop held in Cotonou, Benin on April 11-13, 2018

KEY OUTCOMES OF THE WORKSHOP:

- Served as an open-dialogue platform for sharing experience and good practices on transit and cross-border trade in the region, identifying solutions for improving transport conditions along international corridors, and raising awareness on the benefits of establishing effective and efficient corridors.

- Identified priority interventions that could be implemented through thematic working groups consisting of regional stakeholders and development partners.

- Adopted recommendations, including the prospects to partner for fast-tracking implementation.

- Secured approval of a draft roadmap that will improve the transit schemes of the West and Central African regions by reducing the cost and time of transit transactions, most notably for their landlocked member countries; promote intra-African trade; and foster an enabling environment for the realization of the African Continental Free Trade Area (AfCFTA).

NEXT STEPS:

- Explore partnership opportunities for the implementation of the recommended actions plans.

- Contribute to WCO's compendium on global best practices for transit regimes by sharing good practices for regulating transit on Africa's corridors.

Activity 2.3 - Support to the Northern Corridor Transport Observatory

In February 2018 at the East Africa Corridor Forum held in Dar Es Salaam, SSATP and TMEA both committed to partnering together to support the operation of East Africa's Transport Observatories (TOs) and the enhancement of their performance monitoring tools. Technical assistance would first be provided to the Northern Corridor Transport Observatory on a pilot basis and then possibly replicated to support the TOs of the CCTTFA and the Dar Corridor Committee (DCC).

Leading efforts to operationalize the partnership with TMEA, SSATP presented a work program of activities aimed at supporting the NCTTCA TO during the NCTTCA Joint Technical Committee Meeting held in Mombasa, Kenya in May 2018. The well-received program was followed by several consultations which culminated in an agreement with the Secretariat of the Northern Corridor on the support SSATP would provide to the NCTTCA TO. The planned work program involves reviewing the TO data model to reflect changes in Customs IT and documentation processes resulting from the implementation of the EAC Single Customs Territory (SCT) regulation; expanding the TO's set of indicators to include indicators from the Truck Monitoring System (TMS); and integrating key performance indicators on the Standard Gauge Railway (SGR) bearing in mind the start of SGR's operations between Mombasa and Nairobi.

As part of the ongoing engagement with NCCTCA's Secretariat, SSATP organized a working visit to Mombasa in October 2018 to consolidate progress in implementing the program. SSATP and NCTTCA also held a series of consultative meetings with the key representatives of Kenya's logistics sector – including the Shippers Council, Transporters' Association, C&F organizations, and shipping agents' associations – in Nairobi and Mombasa. The purpose of these meetings was to assess the interest in, and identify the need for, leveraging the NCTTCA TO's indicators to strengthen the evidence-based advocacy initiatives of the Mombasa Port Community Charter stakeholders. As a result of these meetings, the Executive Secretary of the Shippers Council of Eastern Africa (SCEA) was designated by his peers to lead the dialogue.

SSATP also met with the Kenya Port Authority (KPA), Kenya Railways Corporation (KRC) and the customs departments of the revenue authorities of Northern Corridor countries (Rwanda , Burundi, Uganda, and Kenya) present in the port of Mombasa and the Nairobi Inland Container Depot (ICD) to provide first-hand information on the purpose and objective of the support program in addition to securing their buy-in and cooperation. As a follow-up, SSATP consultants traveled to Rwanda and Uganda to consult with the respective customs authorities. SSATP also held discussions with Kenyan transporters and a company providing electronic tracking services for fleet management to explore the possibility of sharing their GPS data as a means of expanding the TMS database.

ACHIEVEMENTS OF THE YEAR:

- An agreement reached with the NCTTCA Secretariat on the scope, deliverables, support measures and coordination modalities for the support program.

- The CEO of SCEA sent a letter to the Program Manager of SSATP formally requesting support for strengthening their advocacy capacity. This resulted in reaching an agreement in principle with the stakeholders of Kenya's logistics sector on using the TO-generated reports to support their advocacy initiatives within the framework of the Mombasa Port Community Charter's quarterly meetings. The proposed pilot template reports were shared with NTCCA and the private sector stakeholders; they provided inputs and approved the draft reports which are under review for finalization.

- Reached a common understanding with the revenue, port and railways authorities on the modality for sharing data (including the data type and format) used to generate the performance indictors and their readiness to provide the same.

- Reached an agreement in principle with a Kenya-based e-trucking service provider to donate the GPS data gathered from their truck fleet operating along East Africa's corridor routes in order to expand and improve the quality of the TMS database.

OUTCOME 3 – PROMOTE EFFICIENT LOGISTICS SERVICES

Findings from the DP2's analytical work and technical assistance, which echoed the experience of many key stakeholders, revealed the need to address the issue of inefficient logistics services by not only providing adequate transport infrastructure, but also dealing appropriately with the "soft" components of the transport system. Thus, to promote efficient logistics services, priority is given to case studies in which SSATP reviews the options for proposed reform scenarios, quantifies the cost of inaction, analyzes the specific political economy context, and assesses the capacity development and training needs of operators and other stakeholders involved at the operational level.

Activity 3.1 – Develop a Trucking Monitoring System (TMS) for Eastern and Southern Africa

To assess the impact of one-stop border posts in Eastern and Southern Africa, REC-TCC stakeholders requested that SSATP develop a web-based Truck Monitoring System (TMS) for monitoring border crossing and route trucking times using GPS data obtained from truck fleet management systems. Developed and upgraded in close collaboration with the Corridor Management Institutions (CMIs) of Eastern and Southern Africa (ESA) and the Federation of Eastern and Southern Africa Transport Associations (FESARTA), the TMS provides reports and indicators measuring border crossing time and route trucking time at various choke points – such as border crossings, fixed weighbridges, and metropolitan areas – along the international corridors of the region.

The TMS, which has been live since February 2017, currently covers 42 border posts with additional layers of disaggregation into subzones, and 50 routes across East and Southern Africa. While there are plans to expand the system to cover additional routes, SSATP's direct support for the pilot phase of this product ended in April 2018 after a two-month extension of the initial February 2018 closing date.

Starting November 2017, SSATP intensified discussions initiated with select regional players (EAC, SADC, ACMA) and development partners (IRU, AfDB, USAID/ SATIH and the JICA representative within NEPAD) on the long-term hosting and sustainable funding of the TMS considering SSATP's support for the pilot phase would end on April 2018 at the latest. As a result of these discussions, with the financial support of the USAID Southern Africa Trade and Investment Hub (SATIH), SADC committed to host the TMS on an interim basis from May 2018 to February 2019 while a permanent hosting solution is being sought.

Leveraging the newly started support program to TOs in Eastern Africa, SSATP continued to explore solutions

for strengthening the quality of TMS data and its relevance for corridor performance monitoring. SSATP efforts focused on two workstreams:

i. transforming data into intelligence by leveraging the expertise of key stakeholders (C&F, shipping and trucking associations, universities, and RECs) to generate data insights and analyze trends, and

ii. upgrading the TMS to include additional information on border posts which can evolve over time, including new truck parking facilities, advanced customs check points, and overflow areas. This also involved the review of buffer zone definitions, identification of truck idling areas (not only at borders) and testing on weighbridge types to assess potential inclusion. Findings from an exercise related to the upgrading of the TMS and its possible extension to West and Central Africa were presented at the Dar Es Salaam REC-TCC Meeting held on November 28-30, 2018.

In parallel, SSATP continued to engage regional stakeholders and development partners on the issue of the permanent hosting and long-term financing of the TMS, which hinges on two critical factors: the ability to showcase the system's value for money and secure funding for system maintenance and periodic upgrading costs. Possible solutions include mainstreaming the TMS within the processes of TOs and agreeing to share costs, as well as leveraging the TOs' position as a comparative advantage for providing fee-based services to development partners or consultants with specific, granular needs.

ACHIEVEMENTS OF THE YEAR:

- Played a key role in securing SADC commitment to host the TMS on an interim basis from May 2018 to February 2019 while pursuing discussions to secure permanent hosting and funding solutions.

NEXT STEPS:

- Engaging with SADC to explore possibility for an extension of the USAID /SATIH funding beyond the initial end date of February 2019.
- Engaging CMIs and ACMA as well as development partners to identify a long-term funding mechanism for the TMS.
- Coordinating the work to enhance the system and expand its coverage to more nodes and borders.
- Partnering with large and reputable customer-based private e-tracking service providers for the

provision of more data to improve coverage of the nodes and borders in East Africa;

- Mainstreaming TMS data into the work of TOs, which is part of a wider support that SSATP is providing to Eastern and Southern Africa TOs.
- Assisting TOs with providing detailed, focused reports that capture insights from TMS data to support private sector initiatives advocating for evidence-based reforms, starting by inclusion in the Mombasa Port Community Charter process.
- Exploring the possibility of collaborating with AUDA NEPAD to include the TMS within the framework of the "Traffic Light System" that seeks to monitor OSBP performance.

Activity 3.2 - Regional Guidelines for Roadside Stations and Rest Stops (RSS) for Tripartite (COMESA- EAC- SADC) Member States

SSATP provided support to the Tripartite Transport and Transit Facilitation Program (TTTFP), which aims to harmonize road transport and transit policies, regulations and standards in Tripartite member states. In collaboration with Tripartite member RECS, SSATP is conducting a study on the minimum required standards for RSSs. The outcome of the study will be a set of harmonized guidelines for RSSs to be adopted by the Council of Ministers from COMESA, EAC and SADC. It will also contain proposals on financial schemes and institutional set-up, with a clear assignment of management roles, in addition to a methodology for upgrading RSS facilities and services using a responsive, modular approach capable of adjusting to future traffic needs.

By developing comprehensive guidelines for RSSs that can be replicated in the other subregions, SSATP aims to ultimately boost the efficiency of logistic services, improve road safety conditions (through the implementation of rest stops) and generate employment opportunities for local communities situated along the concerned corridors. Upon completion, SSATP is looking to have AUC endorse the guidelines and recommend them to member states in order to guide the design standard of selected Trans African corridors under the Priority Action Plan of PIDA (PIDA PAP). SSATP will also seek endorsement from its development partners and donors with the aim of mainstreaming the guidelines in their infrastructure development projects and programs.

The Tripartite member RECs, SSATP, World Bank, AUC and IRU conducted a thorough review of the consultant's inception report and developed an interim report. Going forward, the review panel will be extended to include the CMIs in East and Southern Africa - CCTTFA, NCTTCA, DCC, MCLI, the Trans Kalahari Corridor Secretariat (TKCS), and the Walvis Bay Corridor Group (WBCG) - as well as the Federation of East and Southern African Road Transport Associations (FESARTA) to ensure their ownership of the project at an early stage. The preliminary findings stemming from the consultant's report were shared and discussed with REC-TCC members.

Activity 3.3 – Regional High-level Dissemination Workshop on Port Container Terminal Concession Guidelines
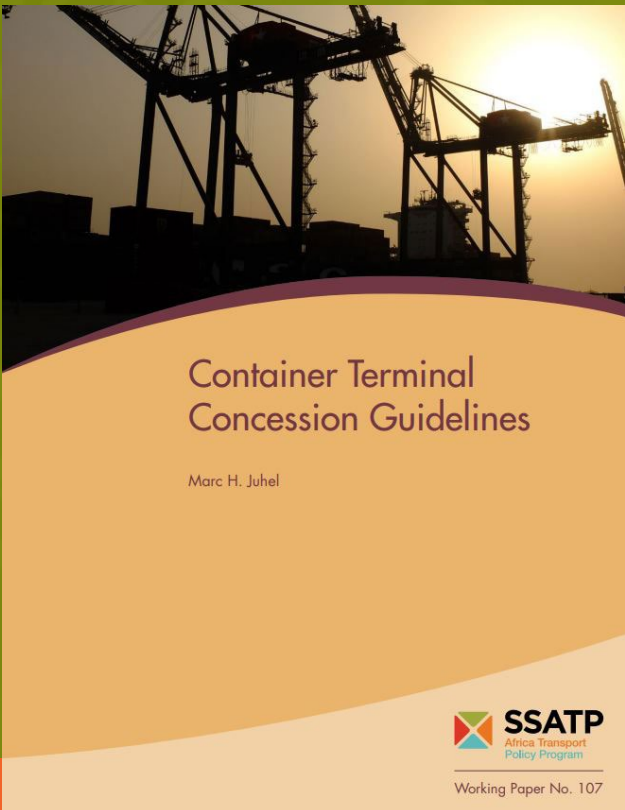
SSATP partnered with the Ports Management Association of West and Central Africa (PMAWCA) to organize a high-level dissemination workshop on the *Port Container Terminal Concession Guidelines* during the 39th Annual Council Meeting of PMAWCA held in Accra, Ghana on July 30-August 2018. Attended by the managing directors and director generals of more than 22 PMAWCA member ports, the event aimed to disseminate the Guidelines' main policy recommendations and strengthen their capacity to assist high-level government decision-makers with drafting, negotiating and managing such contracts building on lessons from known best practices in the world.

ACHIEVEMENTS OF THE YEAR:

- Effectively disseminated recommendations and best practices contained in the *Container Terminal Concession Guidelines* with the aim of strengthening the capacity of port authorities in West and Central Africa to effectively plan and manage terminal concession contracts.

- The workshop provided a platform for port authorities to not only share and learn from their respective experiences, but also explore avenues for cooperation among them.

NEXT STEPS:

- Consult with potential partners (i.e. AUC, AUDA-NEPAD, AfDB) to identify upcoming continental events that could be used to disseminate the

Container Terminal Concession Guidelines

Marc H. Juhel

SSATP
Africa Transport Policy Program

Working Paper No. 107

The *Container Terminal Concession Guidelines* provides strategic and practical advice that aims to strengthen the capacity of policymakers and port authorities to understand key issues at stake when preparing and managing container terminal concessions, with the goal of maximizing the economic benefits that countries can yield through concessions.

Published as SSATP Working Paper 107, the guidelines were developed at the request of, and with input from, the two African port associations: the Port Management Association for West and Central Africa (PMAWCA) and the Port Management Association for East Africa and Southern Africa (PMAESA).

guidelines and sensitize ministers who often play an important role in the port terminal concession process.

- Explore additional avenues of cooperation, reaching out to port authorities in North Africa for cross-fertilization and experiencing sharing on the issue of port container terminal concessions.

PILLAR B: URBAN TRANSPORT AND MOBILITY

The UTM Pillar's activities aim to foster knowledge and strengthen institutional capacities for achieving sustainable urban transport and mobility. The UTM Pillar's priority engagement areas adhere to the Enable / Avoid / Shift / Improve (EASI) concept framework and aim to help client countries effectively respond to their urban transport and infrastructure development needs. Its main activities involve:

i. Conducting, preparing, disseminating and sensitizing decision-makers to the findings of integrated urban transport studies that assess the UTM needs of client countries, and

ii. Building the capacity of urban transport leaders to respond to UTM demands in partnership with the Leaders in Urban Transport Planning Program (LUTP). The goal is to develop a collaborative platform that can help boost the capacity of cities to manage urban transport in Africa.

During the 2018 reporting period, the UTM pillar developed additional sustainable urban mobility and accessibility policy notes for the eight selected pilot countries. Through its partnership with LUTP, Pillar B also actively engaged in building and enhancing the capacity of institutions managing transport and mobility in cities. The table below summarizes progress in the implementation of the UTM activities.

Table 2. Pillar B - Synopsis of Activities and Related Outcomes

Outcome 1, 3 and 4

Outcome 1. National and urban decision makers and technical staff aim to adopt, and are capable of putting into place, sustainable urban transport management approaches (including planning, monitoring, coordination, and financing mechanisms).

Outcome 3. Urban decision makers and technical staff gain the knowledge and competencies needed to make the preliminary assessments required to adopt and implement sound, integrated multimodal urban mobility plans that promote nonmotorized transport modes and the restructuring of informal public transport services.

Outcome 4. Urban decision makers and technical staff gain the knowledge and competencies needed to take the preliminary steps toward adopting and implementing the key measures required to improve traffic conditions in cities of member countries.

Achievements

Integrated UTM study in eight countries completed:

- Côte d'Ivoire
- Ethiopia
- Ghana
- Guinea
- Kenya
- Nigeria
- Rwanda
- Senegal

- Organized National Urban Mobility Forums in the eight pilot countries to share findings and mobilize support for the UTM studies' recommendations.
- Launched national platforms for policy dialogue encompassing all actors involved in urban transport management.
- Produced final reports detailing work programs for implementing the endorsed recommendations.
- Undertook a transnational analysis to develop policy notes benefitting African countries.

Outcome 2. Urban decision makers and technical staff are knowledgeable of and adopt policies that favor urban forms that minimize the need for motorized transport and favor public and nonmotorized transport.

Achievements

Training on selected UTM components in pilot countries: • Regional and country-based LUTP training for managers of and experts in urban transport • Practical training to support knowledge application in selected cities on UTM urban and planning	• LUTP training held for francophone countries: over 40 high-level participants from transport ministries and municipalities of 19 countries attended the training in Abidjan (AfDB's HQ), March 5-9, 2018. • 8th Summit of Africities in Marrakech, Morocco on November 20-24, 2018: SSATP led the session on "Local Strategies for Access to Mobility and Transport for All" showcasing d the importance of leveraging an integrated approach for urban transport and mobility planning and management.
Good practices on urban transport and mobility management in Africa	Prepared and shared good practices on: • Setting up an Urban Transport Management Authority in Addis Ababa, Ethiopia • Formalization of the Paratransit Sector: The Example of Dakar • Prospects for financial support for secondary cities in Africa: Good Practice on a Financial Incentive Program targeting Local Governments in Morocco • Case study on the Kenya Alliance of Resident Association (KARA) and constructive civil society engagement in the transport sector
Provide support to the Government of Mauritania on Urban Transport Improvement in the city of Nouakchott	• Completed diagnostic of the urban transport system in Nouakchott and wrote a report which identified significant weaknesses in the institutional setup and management of urban transport services. • Developed comprehensive guidelines on proposed intervention measures.

SUBCOMPONENT 1. FOSTERING KNOWLEDGE AND INSTITUTIONAL STRENGTHENING FOR SUSTAINABLE URBAN TRANSPORT AND MOBILITY: DEVELOPING A HOLISTIC AND INTEGRATED APPROACH

The objective of this component is to mainstream the integrated approach to sustainable urban transport and mobility management in African cities. By leveraging the EASI framework, the UTM pillar aims to develop specific policy recommendations and guidelines that would ultimately inform the development of integrated urban transport and mobility management plans in African countries. The general methodology underlying the activities of the UTM pillar involves identifying successful experiences and promoting their replication. A big factor determining the activity's success will be how effectively African governments can be convinced to adopt and take ownership of the recommended actions. The team not only engages in strong advocacy and knowledge dissemination activities, but also works in close collaboration with key stakeholders to mobilize their support for applying these guidelines in their countries.

With this goal in mind, the UTM pillar launched an activity to support eight pilot countries (Côte d'Ivoire, Ethiopia, Ghana, Guinea, Kenya, Nigeria, Rwanda, and Senegal) in the development of sound policies geared towards improving integrated urban transport and mobility management. Through field visits, interviews with key decision makers and technical experts, and a deep dive analysis of documents stipulating the institutional setups and regulatory environment for urban transport management, the consultant carried out integrated studies in the each of the countries' main urban areas. A similar methodology was used in all the 8 countries to facilitate country comparisons and the exchange of good practices. During this exercise, the consultant identified six priority areas of focus:

- Strengthening the institutional framework for urban transport management
- Promoting the effective participation of civil society and the private sector in urban transport
- Establishing mechanisms for the sustainable financing of urban transport systems

Tweet from Rwanda's Ministry of Infrastructure announcing the National Urban Mobility Forum held in Kigali, Rwanda on April 19-20, 2018

- Improving multi-modal planning and traffic operation in urban centers
- Promoting public transport and reforming paratransit transport systems
- Leveraging national government assistance for integrated urban transport management in secondary cities.

Based on a comprehensive assessment of these 6 areas, the consultant produced interim reports for each of the eight pilot countries.

To discuss, share and mobilize support for the findings, analysis and policy recommendations contained in the interim reports, throughout the 2018 reporting year, the UTM Pillar organized a series of National Urban Mobility Forums in the pilot countries (see Table 3). The forums provided a rich opportunity to review the proposed recommendations with clients in addition to ensuring that they assumed full ownership of the recommended activities. One of the main outcomes of all the forums was the launch of national platforms for policy dialogue encompassing all actors involved in urban transport management in each country.

Table 3. National Urban Mobility Forums Organized by Pillar B in 2018

Location	Number of participants	Date of Forum
Kigali, Rwanda	60+	April 19-20,2018
Abidjan, Côte d'Ivoire	90	April 23-24,2018
Conakry, Guinea	52	May 8-9,2018
Nairobi, Kenya	80+	May 17-18,2018
Dakar, Senegal	110+	May 22,2018
Addis Ababa, Ethiopia	45	May 29-30,2018
Abuja, Nigeria	65	June 11-12, 2018
Accra, Ghana	133	July 25-26,2018

After each forum, draft action plans with specific timelines for implementing the endorsed recommendations were produced for each of the pilot countries. And shortly thereafter, the consultant prepared the final reports which detail the complementary work programs for implementing recommendations tailored to each pilot country.

The consultant also undertook a transnational analysis to develop policy notes and draw lessons that could benefit other member countries. The table below summarizes the key findings and policy recommendations stemming from the eight pilot country assessments.

Table 4. Key Findings and Policy Recommendations from the 8 UTM Pilot Studies

Key Findings	Policy Recommendations
Low accessibility and poor mobility conditions	Build institutions to serve long term vision
Absence of leadership for urban mobility	Set up adequate institutional with clear allocation of responsibilities
Weak technical capacity	Develop proper skills to enhance capacities at every level
Lack of urban mobility plans	Promote integrated urban development and transport at planning and implementation stages
Lack of sustainable resources for urban mobility	Design specific funding mechanisms for investments and operations
Short-term focused private sector	Enhance private sector and strengthen local economy
Lack of awareness of the civil society	Promote civil society engagement by empowering users and citizens

Following the positive response to the UTM Pillar's activities in the 8 pilot countries, SSATP received requests for assistance from several member countries who are looking to conduct a similar study in their urban areas. SSATP has since launched a second phase composed of Benin, Burkina Faso, Mali and Togo.

Figure 1. Senegalese Forum on Sustainable Urban Mobility and Accessibility

On May 22, 2018, SSATP in collaboration with the Conseil Exécutif des Transports Urbains à Dakar (CETUD) organized a Forum on Sustainable Mobility and Accessibility Policy in Senegalese Cities. This high-level forum brought together decision-makers from the main institutions, agencies, and companies concerned with urban mobility issues. During the forum, participants examined and discussed the findings of the interim report on improving urban mobility management, which was prepared as part of SSATP's support to the Ministry of Infrastructure, Land Transport and Access. The main takeaways from the forum are summarized below.

Urban mobility institutional framework: Strengthening the role of CETUD and providing it with the necessary resources to carry out its mission as the Transport Organizing Authority in Dakar; assigning the "Road, Traffic and Parking" competence to the transport organizing authority.

Inter-modality and multimodal planning: Integrating the urban and transport planning strategy documents; Developing a comprehensive strategy to improve the mobility conditions of pedestrians in Dakar and other cities in the country.

Sustainable urban mobility policies for secondary cities: Launching urban mobility planning processes in regional capital cities; and implementing road traffic and parking management policies.

Source of sustainable financing: Reforming the Urban Transport Development Fund (FDTU) and ensuring the sustainable financing of urban mobility through revenue diversification, including through roadworthiness tests, operator fees, infrastructure taxes and new sources, such as taxes on vehicle registration documents, additional fuel taxes, and levies on toll tariffs.

Citizen engagement: Establishing a multi-stakeholder committee on urban mobility chaired by the Ministry of Transportation, with the objective of bringing together all stakeholders in the sector, including civil society organizations.

NEXT STEPS:

- Finalizing the consolidation of the eight policy notes, which will be published and shared with all SSATP stakeholders.
- Completing a comprehensive analysis of the policy notes, with a focus on cross-country lessons that could be replicated across the continent.
- Commencing the second phase of pilot studies in the first quarter of 2019.

SUBCOMPONENT 2. UTM CAPACITY BUILDING AND KNOWLEDGE CREATION

The UTM Pillar provides capacity building support to transport ministries and municipal officials to facilitate the development and implementation of an integrated approach to urban transport management in African countries. By initiating and supporting the organization of a high-level course in urban transport planning, the UTM Pillar has provided an effective platform for learning and experience sharing among leaders in urban

transport, equipping them with the basic knowledge and tools needed to recommend appropriate actions in the context of their primary and secondary cities. The following summarizes the progress made on each activity under the UTM Pillar's capacity building subcomponent:

Activity 2.1 - Training for Leaders in Urban Transport Program (LUTP)

On March 5-9, 2018, SSATP organized an LUTP training program for SSATP's Francophone member-countries. The training, which was held in the African Development Bank's (AfDB) headquarters located in Abidjan, Cote d'Ivoire, was attended by over 40 high-level participants from the transport ministries and municipalities of 19 countries. Through interactive discussions and case studies, the LUTP training program was able to:

  i. raise the profile of urban mobility awareness among leaders in urban transport;

 ii. equip leaders in urban transport planning with the basic knowledge and tools needed for identifying, assessing, and implementing appropriate decisions for improving urban transport; and

iii. provide a solid platform for learning and sharing experiences based on both the successes and failures of different countries and cities.

Holding the workshop on AfDB's premises provided an excellent opportunity for SSATP to strengthen its partnership with AfDB, engaging directly with their TTLs to improve their understanding of SSATP activities.

Activity 2.2 - Support to the Government of Mauritania on Urban Transport Improvement

SSATP is supporting the Government of the Islamic Republic of Mauritania in its efforts to improve the urban transport system in the city of Nouakchott. The scope of the activity involves:

  i. flagging limitations and inefficiencies in the regulatory framework of the urban transport systems;

 ii. proposing measures to enhance inter-governmental coordination in the management of the urban transport system; and

iii. recommending strategies for reviving, modernizing, and improving the operational efficiency and sustainability of the public transport company (STP).

During the year, SSATP carried out a diagnostic of the urban transport system in Nouakchott and produced a report which identified significant weaknesses in the institutional setup and management of urban transport services. The diagnostic also identified the poor operation and provision of public transport services as additional impediments to maintaining an efficient urban transport system in Nouakchott. In response to the findings of the first report, the team developed comprehensive guidelines on proposed intervention measures. Below is a summary of the report's key findings along with corresponding policy recommendations:

  ● Proliferation of urban transport institutions results in a high degree of fragmentation in the management and implementation of interventions; this reflects the need for an Urban Transport Authority.

  ● Significant operational and capacity challenges are faced by the only formalized bus company (STP – a state owned company) with critical financial constraints.

  ● Existence of numerous informal, unregulated transport providers with poor service provision raises the need for a formalized, regulated mass transit system operated using a performance-based approach.

Activity 2.3 - Support to the Government of Côte d'Ivoire for Creating an Urban Mobility Authority in Abidjan

SSATP supported the Government of Cote d' Ivoire in setting up the Urban Transport Authority for the Greater Abidjan Metropolitan Area named *Grand Abidjan Mobilité*. SSATP assisted the Government with reviewing the different deliverables provided by TRACTEBEL at the different stages of the study, including:

  i. analysis of previous experiences,

 ii. diagnosis of the regulatory and institutional framework of mobility in Abidjan, and

iii. the feasibility analysis for the establishment of an urban mobility authority in Abidjan.

Based on its global knowledge of the subject matter and experiences in Africa, SSATP provided strategic guidance regarding the institutional setup, the organizational chart, the source of funding and the expertise and skills required to run the new agency. *Grand Abidjan Mobilité* is now in place and its operationalization is being supported by an ongoing World bank funded project.

Activity 2.4 - Africities 8th Summit on the "Transition to sustainable cities and territories: The role of African local and regional authorities"

The SSATP team was invited to attend the 8th Summit of Africities that was held in Marrakech, Morocco on November 20-24, 2018. The summit was jointly organized by the United Cities and Local Governments of Africa (UCLG Africa), the African Association of Local and Regional Governments, and the Moroccan Association of Presidents Communal Councils (AMPCC) with the support of Morocco's Ministry of the Interior. SSATP led the session on "Local Strategies for Access to Mobility and Transport for All," using the platform to sensitize local authorities on guiding principles for the development of effective policies and strategies that lead to transformative, structural improvements in urban mobility. During the session, SSATP showcased the importance of leveraging an integrated approach to urban transport and mobility planning and management to facilitate the transition to more sustainable cities. This involves establishing an efficient governance structure led by experts who synchronize urban development and transport planning in the context of fast-growing cities and metropolitan regions. The top three recommendations and takeaways coming out of the session were as follows:

- To ensure consistency of national and local urban mobility strategies, the creation of an urban transport authority is a viable option, giving the mandate and mission to a dedicated institution.

- On financing, all direct and indirect beneficiaries of efficient mobility systems at both the national and local levels should contribute to the funding of urban mobility services.

- Digitalization makes it possible to transform urban mobility services. Partnering with academia, research centers, and start-ups can advance efforts aimed at organizing and modernizing

paratransit transport systems (informal transport) using digital technology.

Activity 2.5 - Good Practices on Urban Transport and Mobility Management in Africa

SETTING UP AN URBAN TRANSPORT MANAGEMENT AUTHORITY IN ADDIS ABABA, ETHIOPIA

The Addis Ababa Road Transport Bureau (AARTB) is an autonomous urban transport authority tasked with managing passenger and freight mobility under the supervision of the Mayor of Addis Ababa. It operates on a budget allocation from the municipal government, which currently stands at approximately US$290 million. AARTB has four strategic departments with clear mandates as shown below:

- **Addis Ababa City Roads Authority** is responsible for the maintenance and development of the extended road network within Addis Ababa.

- **Addis Ababa Transport Authority** is responsible for the public transport sector in Addis. It regulates the routes and fares in the city and is responsible for providing transport facilities for freight vehicles.

- **Traffic Management Agency (TMA)** is responsible for ensuring vehicular flow with minimal congestion, implementing road safety interventions in Addis' roads, and monitoring vehicle emission levels.

- **Driving Vehicle and Licensing Authority (DVLA)** is assigned the role of regulating and registering licenses for all the passenger and commercial freight drivers in Addis Ababa.

Two new institutions have also been set up by AARTB to improve its effectiveness and remain relevant to the dynamic changes of the city. A Trust Fund Office has been established to secure the collection of urban transport related revenues that will be dedicated to the development of urban transport mobility. A Transport Program Management Office (TPMO) was also established to serve as an urban transport think tank.

AARTB's work is guided by a strategic plan with efforts geared towards improving public transport services and traffic management through the following interventions:

- Development of infrastructure; increasing road networks, improving the bus transit services and developing the pedestrian facilities
- Increasing the supply of public transport service with a goal of 10% increase in buses per year
- Establishing the diverse source of funding for the urban transport systems (already TFO is in place)
- Increasing the technical capacity through international cooperation.

Such a well-articulated framework is an essential tool and foundation for the improvement of urban transport management. This comprehensive set up must be accompanied with adequate technical expertise, financial muscle, and appropriate strategic plans with a good coordination mechanism among all urban transport stakeholders.

FORMALIZATION OF THE PARATRANSIT SECTOR: THE EXAMPLE OF DAKAR

The city of Dakar is shifting from the old, unregulated and small-scale provision of public transport services to a formalized system of operation that is well-structured and keen on maintaining a performance level that meets the demand for public transport services while ensuring efficiency in operations. Through CETUD (Conseil Exécutif des Transports Urbains à Dakar) and the support of the World Bank, a minibus fleet renewal and contracting program under a lease scheme was established as an approach to professionalizing the traditional, informal public transport sector. The approach of the program is illustrated below:

- Public transport operators were organized into economic interest groups eligible to secure loans.
- By providing a loan totaling 25 percent of a vehicle's total price, each group was to replace the old "Ndiaga Ndiaye" buses with new and higher occupancy vehicles. This loan was to be paid collectively by the operators in the respective economic interest group.
- Financial structures were created to support the fleet renewal program, including an urban transport financing group (Agence de Financement des Transports Urbains, Dakar - AFTU); a mutual guarantee fund (Fonds de Garantie Mutuelle, Dakar - FGM); and a transport operators micro-credit organization known as Mec-Trans (Mutuelle d'Epargne et de Crédit des Transporteurs de la Région de Dakar).

- Successful economic interest groups were assigned to operate in specific routes under a concessional agreement with CETUD.
- On-board cash payments to controllers were replaced by a user paid ticketing system.
- The fare receipt-based remuneration system of drivers and controllers which was replaced by a wage system.

The paratransit sector is a well-established industry that has provided public transit services for years across the continent. It is therefore key to ensure that interventions aimed at the development of a mass transit system, or any improvements in the transit system of urban regions, consider the paratransit sector to facilitate a smooth and successful transition.

PROSPECTS FOR FINANCIAL SUPPORT FOR SECONDARY CITIES IN AFRICA: GOOD PRACTICE ON A FINANCIAL INCENTIVE PROGRAM TARGETING LOCAL GOVERNMENTS IN MOROCCO

The Fund for the Support of Urban and Interurban Road Transport Reforms (Fonds d'Accompagnement des Réformes du Transport Routier Urbain et Interurbain – FSTR) is a financial incentive mechanism created in Morocco in 2007 to encourage the development of mass transit infrastructure in cities by funding infrastructure investments. It can also finance the initial operating deficit incurred during the first three years of operation, with the expectation that the mass transit line will have no operational deficit thereafter.

Based on the estimated infrastructure needs of Morocco's 10 main cities, FSTR aims to implement a total investment program of about 30 billion MAD (approximately 3.27 billion USD) until the year 2027. The fund's resources come from the State budget and a special purpose account for the Value Added Tax (VAT) managed by the Ministry of Interior.

Projects eligible for FSTR's financial support include: 1) Construction of tramway and BRT lines (including contributions to cover operating deficits up to the third year of launching operations; 2) Creation of dedicated bus lanes and/or facilities designed to improve their commercial speed, such as tricolor traffic signal systems capable of giving priority to buses and trams. Projects are considered eligible for funding based on certain allocation criteria, most notably the strategic, technical, financial and socio-economic pertinence of the project;

the relevant coordination, planning and implementation modes and processes; and the urgency of satisfying mobility needs in the cities considered.

CASE STUDY OF CONSTRUCTIVE CIVIL SOCIETY ENGAGEMENT IN THE TRANSPORT SECTOR: KENYA ALLIANCE OF RESIDENT ASSOCIATIONS

The Kenya Alliance of Resident Associations (KARA) is an organized group of residents that partake in citizen engagement fora for infrastructure development to advocate for improved and efficient access to public services. It has also been a major player in dealing with transport sector issues and works closely with local governments to express the needs of residents, determine appropriate interventions, and advocate for the expedited implementation of interventions that mitigate transport concerns or challenges, particularly as pertains to the increase in road congestion and road crashes in the country.

In 2016, KARA successfully worked with the Nairobi City County to pass the Nairobi City County Community and Neighborhood Associations Engagement Act which sets out a formal framework of cooperation between resident associations and the City to deliver better transport services. Below are highlights of their involvement in the transport sector:

- KARA created focus groups and forums on the Thika Highway Improvement Project and lobbied for more footbridges and the consideration of road safety interventions (KARA 2012).

- Kara was actively involved in the NCC Nairobi Transport and Decongestion Committee (Nairobi City County 2014) which leveraged an inclusive, consultative process to determine a number of actions that could be taken to address Nairobi's severe traffic congestion.

- KARA successfully led a collaboration with the City, the United Nations Environment Program (UNEP), the University of Nairobi, and other key actors to develop and pass through the county assembly a Non-Motorized Transport (NMT) policy which was adopted in 2017. This policy provides for the development of an adequate, continuous network of NMT infrastructure and a facility with necessary funding for maintenance initiatives. Currently, KARA is pushing for the implementation of the policy.

Overall, KARA has been facilitating meaningful public participation in Kenya's transport sector in line with article 10 of the Kenyan constitution, which mandates such participation in governance. The association voices the needs of the people and ensures their integration in the development and implementation of transport policies. KARA is an exemplary case of how citizen participation in urban mobility matters can improve access to public transport services for all when government and civil society both value participatory decision-making.

PILLAR C: ROAD SAFETY

Africa's weak road safety performance and its significant social impacts continue to be a major obstacle to Africa's competitiveness and development. Poor road safety affects the most vulnerable road users and the poor more than any other category of people. Under Pillar C, SSATP contributes significantly to initiatives aimed at saving lives on Africa's roads. Building on its road safety work under the previous development plan, SSATP is employing a two-pronged approach to tackle issues in road safety by (1) improving road safety management in a comprehensive way and (2) introducing bolder measures to deal with the safety of vulnerable road users.

The Africa Road Safety Action Plan 2011–2020, developed in consensus with African countries, identifies specific actions in support of the five pillars of the UN Decade of Action for Road Safety 2011–2020 and defines indicators to be used for monitoring activities, the key actors, and the period within which the activities are to be accomplished. This plan was endorsed by the African Union Conference of Ministers in Charge of Transport and adopted by the heads of state in Luanda, Angola, in 2012. The African Road Safety Charter further reinforced the commitment to speed up implementation of national, regional, and continental road safety programs. During the Third African Road Safety Conference in July 2016, countries agreed that the lack of quality data was a challenge and resolved to improve the quality of their data through collaboration with the International Traffic Safety Data and Analysis Group (IRTAD) of the Organization for Economic Co-operation and Development (OECD). At their meeting in Lomé in March 2017, the African ministers of transport adopted a recommendation to accelerate implementation of the Africa Road Safety Action Plan 2011–2020. In this regard, they recommended that SSATP work with the African

Union Commission (AUC) and the United Nations Economic Commission for Africa (UNECA) to develop a minimum set of road safety indicators to monitor and ensure comparability between African countries. The AUC and UNECA made commitments to foster this process, and SSATP has been supporting these two organizations with achieving the desired outcomes.

During the reporting year, Pillar C has worked diligently to achieve the following objectives/outcomes: (1) enable the AUC and UNECA to encourage countries to achieve the goals of the UN Decade of Action for Road Safety 2011–2020 and the Africa Road Safety Action Plan 2011–2020; (2) promote effective policy and strategy formulation and implementation at the country level;

(3) stimulate good practice in road safety management by promoting systematic implementation of the Africa Road Safety Action Plan; and (4) better integrate road safety policy and pillar-based interventions in locally and externally funded road developments (see table 5).

Table 5. Pillar C - Synopsis of Road Safety Activities and Related Outcomes

Outcome 1. Improved capacity for African countries to manage and monitor performance in road safety

Short-term work program

- Organize regional workshops for the establishment of a Regional Road Safety Observatory.
- Identify road safety data needs.
- Assess road safety data management capacity at all levels.
- Agree on a harmonized set of road safety indicators to be measured by each member state.
- Develop regional and continent-wide road safety data observatories.

Achievements

- A minimum list of road safety indicators was adopted.
- Organized workshops with member countries on the establishment of regional safety observatories.
- ARSO's 2019-2021 work plan was developed for implementing crash-related data collection procedures, improving other road safety related areas, such as vital registration records, and adopting selected global performance indicators.
- A governance structure was also proposed for ARSO.

Outcome 2. Promotion of effective policy and strategy formulation and implementation at the country level

Short-term work program

Better align country and city road safety policies with the goals of the UN Decade of Action for Road Safety 2011–2020 and the Africa Road Safety Action Plan 2011–2020.

Achievements

- Developed Accra's first-ever road safety strategy spanning 2018-2030 as part of the Mayor's efforts to reduce road traffic deaths and injuries (launched on October 30, 2018).
- Assisted the government of Côte d'Ivoire in developing a national road safety strategy; Based on findings from a diagnostic of the road safety conditions in the country, SSATP developed a comprehensive road safety policy and multisectoral strategies for improving road safety.

Outcome 3. Stimulation of good practice in road safety management by promoting systematic implementation of the Africa Road Safety Action Plan 2011–2020

Short-term work program

- Create national lead road safety agencies where none existed.
- Raise the profiles of existing road safety agencies.
- Improve financing by countries of lead agencies.
- Encourage RECs to create regional organizations to support lead agencies.

Achievements

- Assisted the Government of Senegal with developing a legal framework for the establishment of an autonomous road safety lead agency. The draft decree and law for the establishment of the agency were submitted to the National Parliament for their consideration.
- Worked with the Task Team Leader (TTL) of the proposed World Bank Freetown Integrated Transport Project and the Sierra Leone Road Safety Authority (SLRSA) on road safety capacity building initiatives and appropriate policies to be adopted.
- Provided support to Kenya's National Transport Safety Agency (NTSA) to help improve the agency's capabilities and operational performance.

Outcome 4. Better integration of road safety policy and interventions in locally and externally funded road developments

Short-term work program

Support the mainstreaming road safety in transport infrastructure projects by approaching countries, development partners, and agencies responsible for road construction and maintenance at the early stage of pipeline project review to promote greater investment in the safety-focused activities.

Achievements

- Launched the First African Road Safety Leadership Training Program in Dakar on May 28-June 1, 2018 in partnership with GRSF, UN, and Delft University. The course addresses the road safety skill gaps of senior policymakers, road safety influencers, and high policy officials of transport and health agencies at the national, provincial/state, and municipal levels of government, as well as other stakeholders.

The four outcomes of the road safety pillar are interrelated even though each is an outcome on its own. Sustainable, effective, and efficient road safety outcomes that lower the number of deaths and serious injuries from road traffic fatalities depend on having the right data and the ability to manage it effectively. Strong road safety institutions with the appropriate legal and regulatory mandates and adequate financing are required as well, and they must be staffed by those who have the right skills and can take responsibility for results. Finally, these institutions must rely on having the appropriate sustainable policies and strategies in place. Each outcome is one of the building blocks that serve the overarching goal of seeing African countries work together at the local, national, and regional level to improve the continent's road safety record. Given the limited funds available for this pillar and the multi-sectoral dimension of its work, SSATP works strategically with other partners to scale up, and provide complementarity on, planned activities. The establishment of a regional observatory or observatories, the initiation of a dialogue platform for dissemination and knowledge transfer, and the creation of regional associations of road safety agencies will also help in the effort to build capacity across the continent. Pillar C outcomes are being achieved through the implementation of the following activities.

OUTCOME 1 - ENABLING THE AUC AND UNECA TO ENCOURAGE AFRICAN COUNTRIES TO ACHIEVE THE GOALS OF THE UN DECADE OF ACTION FOR ROAD SAFETY 2011–2020 AND THE AFRICA ROAD SAFETY ACTION PLAN 2011–2020 THROUGH AN IMPROVED CAPACITY TO MANAGE AND MONITOR PERFORMANCE.

This outcome focuses on working with the AUC and UNECA to monitor road safety performance by supporting African countries with the fundamentals needed to manage road safety performance at the municipal, country, sub-regional, and regional level. Improving data management systems is essential to developing and monitoring effective strategies and policies. The following achievements have been attained thus far:

Activity 1.1 - Minimum Set of Road Safety Indicators

In close working relationship with a consultant, Pillar C successfully completed a draft report on the minimum set of regionally harmonized road safety indicators for all African countries. The common road crash dataset will allow for reliable comparative analysis and performance benchmarking in addition to helping inform policy decisions on road safety at the national, regional and international levels based on insights extracted from road crash data. The proposed, harmonized set of road safety indicators were identified based on an analysis of the currently available national crash data collection systems in Europe. These were then circulated among 30 countries which were requested to select and validate the minimum set of indicators. Botswana, Ethiopia, Gambia, Ghana, Malawi, Mauritius, South Africa, Sierra Leone, South Sudan, Tanzania all responded to the request. The proposed indicators were also discussed at length in meetings with authorities in Kenya, Nigeria, Benin, Cameroon and Togo. Furthermore, in July 2018, as part of the SSATP's Annual Meeting in Abuja, Pillar C held a working group session to discuss the indicators with all members present. The members agreed that an initial list of 44 indicators would be adopted at the national level and that they would be examined and later enriched at a more advanced stage.

Activity 1.2 - Regional Workshops for the Establishment of a Regional Observatory

Driven by the experience of the Europeans and Latin Americans on the establishment of regional road safety observatories, SSATP joined forces with the International Transport Forum (ITF), the Federation International de l´Automobile (FIA) and the Global Road Safety Facility (GRSF) of the World Bank to work collaboratively towards the establishment of regional observatories. On February 20-21, 2018, this partnership organized a workshop in Dakar on the establishment of a Regional Safety Observatory (RSO). They discussed ways of accelerating key elements for the establishment of an observatory, most notably the:

i. Design of a governance structure;

ii. Selection of the potential hosting organizations;

iii. Development of appropriate communication channels, such as a website; and

Workshop on the Establishment of a Regional Safety Observatory (RSO) held in Dakar on February 20-21, 2018

iv. Determination of the standard minimum set of indicators, including SDG targets, SUM4All and WHO performance indicators. They also agreed that all interested countries would continue to work on the RSO's bylaws and structure for approval and signature during the First African Road Safety Forum scheduled to take place later in the year.

In July 2018, a second workshop was held in Abuja, Nigeria. Representatives of 29 African Member Countries (AMCs) attended. The members present agreed on the proposed minimum crash-related variables, including other crash and mobility-related indicators relevant for safety, and fully aligned with the UN Decade for Action and Safe Systems approaches. They also agreed to create three task groups in preparation for the parallel RSO workshop scheduled during the First African Road Safety Forum, namely the:

i. Transitional Steering Committee;

ii. Transitional Task Force on Governance; and

iii. Transitional Task Force on the Development of a Work Plan.

Each working group was comprised of six to eight AMC representatives and had one or two chairs. Terms of Reference (TORs) were developed and approved for each task force. To move the agenda forward, between July and November 2018, the three transitional groups held periodic teleconferences.

Coinciding with the First African Road Safety Forum, which took place in Marrakech on November 13-15, 2018 and as was attended by some 700 participants, another RSO meeting/workshop was held. Representatives of 31 AMCs were invited to attend the African Road Safety Observatory (ARSO) workshop. During the workshop, a work plan for the Observatory for the period 2019-2021 was reviewed and approved, a final list of crash data variables was validated, and provisional statutes

for the Observatory were elaborated. With regards to discussions on the preferred governance structure and location of ARSO's secretariat, there was a consensus that the program should sit within the African Union. To further the decision-making process, a renewed (transitional) governing structure was also agreed upon with the integration of all three transitional task force members into one steering committee. This Transitional Steering Committee is comprised of ten AMC representatives and a chair.

Activity 1.3 - First African Ministerial Road Safety Forum

In collaboration with the Government of Morocco, SSATP organized the First Africa Road Safety Forum held in Marrakech, Morocco in November 13-15, 2018 under the theme "Road Safety in Africa: A Sustainable Development Issue." The forum convened 1,200 high-level participants from the transport and health sectors of 75 countries, including 46 from Africa and 22 Ministers, including 18 African transport ministers and the Prime Minister of Morocco. The forum served as a platform for: (i) Securing high-level ownership of the UN Decade of Action for Road Safety 2011–2020 and Africa Road Safety Action Plan 2011–2020 to ensure each country is implementing the concrete measures stipulated in the action plans; (ii) identifying good practices with regards to the adequate financing of the road safety initiatives, and (iii) sharing and learning from the road safety experiences of other African countries. At the meeting, ministers committed to implementing the following actions during the 2019 calendar year:

- Updating the legislative and regulatory framework of the transport sector to ensure comprehensive road safety provisions are included.
- Adopting sound road safety policies and strategies backed-up with comprehensive action plans, with the support of the international community and SSATP.
- Creating lead agencies to manage road safety (for countries that have not yet done so).
- Allocating adequate funding to road safety activities.
- Proposing to nominate a road safety champion at the next meeting of the Specialized Technical Committee of Transport Ministers.

First Africa Road Safety Forum held in Marrackech, Morocco on November 13-15, 2018

ACHIEVEMENTS OF THE YEAR:

With regards to the first outcome, several products were developed and/or validated by AMCs participating in the RSO workshops:

- Building on the work of SSATP, Safer Africa and the EuroMed Transport Support Project (TSP), a minimum data set of crash-related variables was produced and openly debated. Whenever available, standard operational definitions from international bodies were adopted, most notably the OECDE/WHO/UNECE Glossary of Transport Terminology.
- ARSO's 2019-2021 work plan was developed for implementing crash-related data collection procedures, improving other road safety related areas, such as vital registration records, and adopting selected global performance indicators. The work plan outlines structural and work processes to be followed until ARSO is fully integrated within the AU's specific procedures.
- Proposed statutes for the Observatory, which are to serve as a basis for legal consultation with AU.

NEXT STEPS:

- Continue to support AMCs with developing the Observatory's network and promoting opportunities to improve data collection. This will include identifying priority countries with whom to work, building their capacity for improving their data systems and undertaking data reviews.
- Organize the First General Assembly of the Africa Road Safety Observatory (ARSO) in the second quarter of 2019 under the auspices of the AU.

OUTCOME 2 – PROMOTION OF EFFECTIVE ROAD SAFETY POLICY AND STRATEGY FORMULATION AND IMPLEMENTATION AT THE COUNTRY LEVEL.

Most African countries lack formal or effective road safety policies and strategies, and, where they do exist, the agencies charged with road safety management often face serious implementation challenges. Recognizing this shortcoming, SSATP is helping African countries and municipalities with the preparation of road safety policies and strategies, which are the key deliverables under the Africa Road Safety Action Plan 2011–2020. The objective is to encourage countries to have well-articulated and developed plans with results that can be monitored and for which the lead agency can be held accountable. The activities of Pillar C revolve around conducting systematic analyses and institutional capacity reviews of the agencies or departments in charge of road safety. It is expected that this effort will improve the capacity of countries and municipalities to develop and implement contextually appropriate road safety strategies and policies that are better aligned with the road safety goals and objectives articulated in the UN Decade of Action for Road Safety 2011–2020 and the Africa Road Safety Action Plan 2011–2020. The following activities are aimed at responding to this need:

Activity 2.1 - Developing a road safety strategy for the city of Accra, Ghana

SSATP supported the city of Accra in developing its road safety strategy. Two field missions were carried out in January and April 2018 to support the Mayor of Accra, Honorable Mohammed Adjei Sowah, and other city stakeholders in defining the essential elements of a strategy: the road safety vision, targets, critical issues, overall approach, strategic direction, and management and implementation arrangements. It was agreed that the strategy should be based on the vision of establishing a safe road traffic system in Accra, which is free from death or serious injury. The Mayors' own vision is to make Accra a safe, smart, sustainable and resilient modern city. The strategy was built around the principles of a *Safe System*. Some of the critical issues identified by stakeholders involved the governance and ownership of road safety in the city, including the role that the different local and national agencies play; the legal framework applying to road safety within Accra; driver testing and licensing of both commercial and

Launch of the Accra Road Safety Strategy held on October 30, 2018

private drivers; vehicle safety standards; and post-crash emergency response and care. It was agreed that the Accra Metropolitan Assembly (AMA) Road Safety Strategy would focus on things which were in their direct power to reform whilst supporting and advocating for national reforms beyond their operational scope.

On October 30, 2018, the Mayor of Accra launched the city's first-ever road safety strategy spanning 2018-2030 as part of its efforts to reduce road traffic deaths and injuries. The development of the strategy directly complemented the work being undertaken by the Bloomberg Global Road Safety Initiative which seeks to support 10 cities across the globe with interventions aimed at establishing and reducing fatalities and building capacity at the municipal level to manage road safety effectively.

Activity 2.2 – Supporting the Ivory Coast with Developing a National Road Safety Strategy

SSATP has been supporting the Ivory Coast with preparing the National Road Safety Strategy. First, the team carried out a diagnostic of the road safety conditions in the country. Guided by the findings, the SSATP team together with officials from the Ivory Coast developed a comprehensive road safety policy and multisectoral strategies for improving road safety accompanied by a framework for implementing the proposed strategies. The team also completed a draft road safety strategy and submitted it to the Ministry of Transport and the national road safety agency (Office Nationale de la Sécurité Routière - OSER) for review. The strategy outlines a combination of institutional/ policy and physical measures that address the capacity weaknesses identified during the diagnostic. It also includes a review of ongoing actions and recommends

new measures. The proposed measures are based on international best practices, which are customized to the local context. The Government comments are expected before finalizing the draft strategy and its associated implementation plan before the end of the first quarter of 2019.

OUTCOME 3 - STIMULATION OF GOOD PRACTICE IN ROAD SAFETY MANAGEMENT BY PROMOTING SYSTEMATIC IMPLEMENTATION OF THE AFRICA ROAD SAFETY ACTION PLAN 2011–2020.

The international community has now recognized that road safety management, the first pillar of the UN Decade of Action for Road Safety 2011–2020, is a strong enabler of the other four pillars: safer road infrastructure, safer vehicles, improved road user behavior, and post-crash response. Moreover, the World Health Organization's *Global Status Report on Road Safety 2015* indicates that 49 of 54 African countries have lead road safety agencies in one form or another. Aligned with this development, the SSATP program of activities aims to promote the establishment of lead agencies where they do not exist and to strengthen those already in place. The objective is to raise the profile of road safety at both the national and regional levels. The Pillar achieves this by developing the institutional strength of national road safety lead agencies and enhancing professional exchanges between these agencies at the regional level. What follows is the status of the activities implemented under this component:

Activity 3.1 - Assistance to the Government of Senegal

SSATP assisted the Government of Senegal with developing a legal framework for the establishment of an autonomous road safety lead agency. A comprehensive report defining the organizational structure, reporting lines, preliminary budget, and possible sources of funding for the entity was prepared, and a legal consultant completed work on a draft decree and laws for the establishment of the agency.

In mid-February 2018, the SSATP team participated in a one-day workshop in Dakar to review the consultant's proposals. Workshop participants, which included all the key stakeholders working on road safety, endorsed the main recommendations related to:

i. creating the Road Safety Authority (RSA) as a legal entity;

ii. securing adequate RSA funding;

iii. ensuring the organizational chart and areas of expertise are appropriate; and

iv. making sure that accompanying measures are in place for effective and efficient implementation.

In May 2018, a subsequent high-level advocacy workshop held at the World Bank offices was attended by members of parliament, senior officials from other key sector ministries, representatives of civil society, and NGOs. This workshop generated awareness and mobilized support from key legislators and decision makers. Ultimately, meeting participants endorsed the work of the consultant. Both the final drafts of the law and decree were submitted to the Government who will present them to the National Parliament for their consideration.

Activity 3.2 - Assistance to the Government of Sierra Leone

As part of the SSATP's objective of integrating its road safety policy work with transport projects in development and implementation, Pillar C is working with the Task Team Leader (TTL) of the proposed World Bank Freetown Integrated Transport Project and the Sierra Leone Road Safety Authority (SLRSA) on road safety capacity building initiatives and appropriate policies to be adopted. An SSATP team visited Freetown in April 2018 to support the World Bank's operational transport team and discuss capacity building opportunities to be supported under the project. Since more than 50 percent of the vehicle population in Sierra Leone is concentrated around the Freetown metropolis, the team also identified an opportunity to assist with the development of a comprehensive urban road safety strategy.

Key areas of assistance that were agreed upon include:

i. the development of a road crash data system;

ii. the development of a new road safety strategy for Sierra Leone with a strong urban focus, encompassing both the national and municipal perspectives;

iii. support for structuring the road safety governance framework in Sierra Leone;

iv. support to the road safety enforcement function, which entails clearly defining roles and coordination

measures between SLRSA and the Sierra Leone Traffic Police in addition to identifying legislative changes that would be required; and

v. capacity building and training opportunities.

The specific areas were incorporated into the Project Appraisal Document for the Integrated and Resilient Urban Mobility Project, which was approved in June 2019.

Activity 3.3 - Support of the National Transport Safety Agency (NTSA) of Kenya

In Kenya, Pillar C has been providing support to the National Transport Safety Agency (NTSA), the lead agency for road safety. The SSATP team met with NTSA to identify areas of support and capacity building initiatives aimed at improving the agency's capabilities and operational performance. Initial observations indicate that NTSA requires strategic guidance around a multi-sectoral strategy, an inter-agency governance mechanism, and the possibility of establishing a road safety fund. Furthermore, existing road safety legislation in Kenya is obsolete, and a new law will be needed to address pressing road safety issues. As a result, a series of policy papers covering key issues for consideration will need to be prepared to support the drafting of a new road safety bill. These policy papers will provide the necessary justification to advocate for policy change at the parliamentary level.

OUTCOME 4 – BETTER INTEGRATION OF ROAD SAFETY POLICY AND INTERVENTIONS IN LOCALLY AND EXTERNALLY FUNDED ROAD DEVELOPMENTS

In 2012, a quick review of the World Bank's International Development Association (IDA) pipeline for road projects in Africa showed that, at the concept stage, all projects aimed to support road safety as part of larger operations. However, the proportion of road

safety funding and the scope, implementation, and impact of road safety components, especially where such components form part of larger road investment projects, were often suboptimal. In fact, road safety activities were on the margin, and there was a need to better define the road safety component, its outputs, and how its impact would be measured.

To support the mainstreaming road safety in transport infrastructure projects, Pillar C approaches countries, development partners, and agencies responsible for road construction and maintenance at the early stage of pipeline project review to promote greater investment in the safety-focused activities. This component not only targets activities funded at the national and municipal levels, but also externally supported programs and projects. The objective is to engage countries, including road agencies where they exist, and development partners so that they allocate a greater percentage of resources to road safety activities and earmark financing for lead agencies. The following activities are under way to achieve these objectives:

Activity 4.1 - African Road Safety Leadership Program

Driven by a lack of champions advocating for the implementation of the road safety policies and interventions in African states, SSATP developed the African Road Safety Leadership Program. The main objectives of the program are to:

i. develop awareness of the road safety challenge and the need for strong champions and advocates at the country level;

ii. develop leadership capabilities in road safety planning, implementation, management, and operation; and

iii. create a network of road safety stakeholders and partners so they can continue to share best practices amongst each other in the future. Key program elements are set out below:

Table 6. Elements of the Africa Road Safety Leadership Program

Element	Content
Road Safety	• Global public health crisis • African context and challenge • "Safe System" approach • UN Sustainable Development Goals, UN Decade of Action, African Road Safety Action Plan, African Road Safety Charter • Governance in road safety
Leadership	• Advocating and promoting road safety, and a shared vision • Coordinating agency activity • Communication and persuasion • Establishing/Strengthening a Lead Agency
Direction	• Performance/Capacity review • Developing a meaningful strategy and deliverable action plans • Specifying key results • Securing necessary funding
Knowledge	• Data collection, analysis, and use for evidence-based decision making • Monitoring and evaluating projects/activities • Learning, practicing & building capacity
Interventions	• Roads • Speed • Vehicles • Users (particularly the vulnerable) • Post-crash response
Reflection	• Experience sharing among countries • Self-assessment • Peer discussion • Actions to take away

In Dakar, May 28-June 1, 2018, SSATP in partnership with GRSF, UN IDEP and Delft University organized the First African Road Safety Leadership Training Course. The course was designed to address the road safety skill gaps of senior policymakers, road safety influencers, and high policy officials of transport and health agencies at the national, provincial/state, and municipal levels of government, as well as other stakeholders. The course provided a platform to:

- Focus on key road safety leadership and management issues

- Foster future interaction amongst stakeholders and between countries

- Facilitate discussion about what it means to be a road safety leader in Africa today

- Support participants generate options for action

Overall, the training sessions provided an opportunity for identifying the common road safety issues present across most of the African states represented in the program. Data was a persistent issue, and the discussion recognized the benefit of promoting a regional response through the establishment of the African Road Safety Observatory. Motorcycles were also clearly a common issue, with their surge coinciding with a breakdown in public transit services and options. Other issues raised by participants were related to speed, pedestrians, transport options, post-crash response, traffic law, motor vehicle regulation, strategic business cases, planning, enforcement, education and awareness, injury insurance, and lead agencies.

In anonymous evaluations distributed after the course, participates left very positive responses, especially as pertains to the applicability of the course material covered to their work. Participants also left useful feedback requesting more African examples, the involvement of legal and health actors, more information on the linkages between road safety and poverty growth, and best practices for developing road safety strategies. These considerations will be incorporated into the next offering of the course scheduled for early 2019.

NEXT STEPS:

Activities in the pipeline as part of the work program include partnering with UNECA and the United Nations Economic Commission for Europe (UNECE) to deliver a workshop on urban road safety and developing a network of African legislators for road safety.

PUBLICATIONS

During the reporting period, SSATP published one technical working paper, which is being widely publicized using different dissemination channels.
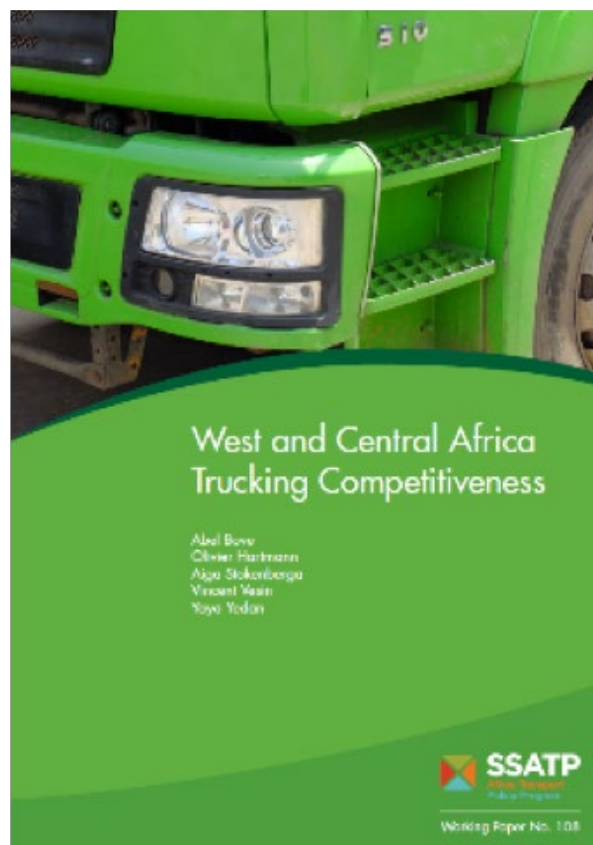
West and Central Africa Trucking Competitiveness. Landlocked countries in West and Central Africa (WCA) are characterized by large trade imbalances, with export-import ratios below 30 percent, and an overwhelming reliance on road transport. While further improvements in infrastructure are still very much needed, policy reforms that reduce costs and increase competition in transport and logistics services are more critical than ever. However, the political economy of the necessary reforms is complex and not well understood.

The trucking industry is known as a complex political economy sector, especially in countries that heavily rely on it for their food security and trade. In WCA, fragility, the political context, and structural economic and trade imbalances affect the reform dynamics of the sector. Although notable

gains have been made in improving the region's road infrastructure, key policy reforms that would correct market distortions and increase the value of infrastructure investments have yet to follow.

This SSATP working paper sheds light on trucking sector inefficiencies in the region and identifies key political economy challenges that have thus far prevented meaningful reform. It surveys past analytical work on trucking sector reforms in the region, describes the current challenges and the opportunities going forward, presents an analytical framework to assess trucking sector reforms, with an emphasis on the political economy and feasibility of implementation, and offers practical recommendations for policy makers. In doing so, the paper aims to provide guidance for future World Bank engagement in the sector. Its geographic coverage is limited to the major transport corridors in the region, selected based on their role in the region's trade, availability of recent trucking industry data, and past and current engagements of the World Bank.

This paper is deeply rooted in the analytical work conducted by SSATP on the legal and regulatory framework for transport and the trucking industry, most notably the *Review of International Legal Instruments for the Facilitation of Transport and Trade in Africa*; a total logistic costs study in WCA; and trucking surveys in Benin and Niger as well as in East Africa and the Continent. Its publication marks the launch of a regional effort to build a template legal and regulatory framework for transport at the national, bilateral and regional levels.

"SSATP actions across the three pillars of regional integration and connectivity, urban transport and mobility and road safety are exactly geared to the notion of quality. They are designed to transform sectoral policy and strategy processes towards quality, share knowledge, build capacity, test approaches through pilot projects, derive lessons learnt, and build on partnerships to further implement. Through this, SSATP essentially contributes to the ever-increasing need for sound and enabling transport sector environments."

— Mr. Paolo Ciccarelli
HEAD OF UNIT, DG DEVCO C5 – CITIES, LOCAL AUTHORITIES, DIGITALIZATION, INFRASTRUCTURE, EUROPEAN COMMISSION

5. FINANCIAL STATUS

5.   FINANCIAL STATUS

FINANCING PARTNERS

This financial report, the third since the launch of the Third Development Plan (DP3), covers the DP3 period up to December 31, 2018. SSATP's DP3 is financed by the generous contributions of four donors: the Economic Commission (EC) of the European Union, the Swiss State Secretariat for Economic Affairs (SECO), Agence Française de Développement (AFD), and the African Development Bank (AfDB).

CONTRIBUTIONS AND RECEIPTS

Multi-Donor Trust Fund

Like previous development plans, DP3 is administered by the World Bank, and funds from the current financing partners are channeled through the Multi-Donor Trust Fund (MDTF), which follows World Bank policies and procedures and its accounting and control systems.[4]

Table 7. Statement of Contributions and Receipts to the Multi-Donor Trust Fund

Financing Partners	Amount of Contribution	Amount in USD	Paid in Contr. Currency	Paid in USD	Unpaid in Cntry. Currency	Unpaid in USD
Swiss State Secretariat for Economic Affairs (SECO)	$5,000,000 USD	5,000,000	5,000,000	5,000,000	—	—
Agence Française de Développement (AFD)	€1,000,000 EUR	1,058,100	1,000,000	1,058,100	—	—
African Development Bank (AfDB)	$900,000 USD	900,000	895,000	895,000	5,000	5,000
European Commission (EU)	€8,000,000 EUR	9,058,300	9,058,503	9,058,300	1,058,100	1,058,100
TOTAL		16,016,400		16,011,400	—	5,000

Note: *The World Bank provided a budget contribution of US$477,176 in 2016 to DP3 to offset the first-year setup and start-up costs, including the salaries of the program management team, together with all the associated direct and indirect costs, which included consultant services.*

The contribution of the financing partners to SSATP's DP3 is estimated at US$16,016,400. As of December 31, 2018, the contributions channeled to the MDTF amounted to USD$16,011,400. There was an outstanding balance of USD$5,000 from the total amount pledged by the AfDB due to foreign exchange losses; the outstanding balance will be cancelled. AFD paid its full contribution of €1,000,000 (US $1,058,100) on April 9, 2015. SECO paid its contribution in two equal tranches of US $2,500,000 in January 2015 and in October 2016. The EC paid its first tranche of €4,000,000 equivalent to US $4,505,700 in February 2016 while the second tranche of €4,000,000 equivalent to US $4,552,600 was received in December 2018. AfDB paid its first installment of US $300,000

in December 2015 followed by a second installment amounting to US $300,000 in February 2018. The last installment amounting to US $295,000 was paid in November 2018. Table 7 summarizes the total contributions and receipts from financing partners to the DP3 MDTF.

OTHER RECEIPTS

In-Kind Contribution

In addition to the first-year setup contribution of US$477,176 in 2016, the World Bank continued to provide an in-kind contribution of staff time. World

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4   The World Bank fiscal year starts on July 1st and ends on June 30th. Therefore, some of the tables provided in this report refer to the World Bank fiscal year period.

Bank staff are still contributing through the process of peer review of concept notes, terms of reference, outputs, and other technical input to the program deliverables that are not accounted for by the system, but are reflected in the consultation and review process required to ensure the quality of program deliverables. The World Bank Financing Framework does not allow the Bank to contribute or to mingle its funding with funding from the trust funds it administers and does not have a system in place to quantify the amount of staff time contributed to the SSATP program.

Investment Income

Another source of income and receipts for the DP3 MDTF is investment income. The World Bank invests the undisbursed amounts of cash contributions received from the financing partners. By December 31, 2018 the total receipts from investment income applied to the DP3 MDTF amounted to US $272,619.81, and the total receipts in the DP3 MDTF amounted to US $16,284,019.81.

Global Road Safety Facility (GRSF)

In support of the Road Safety Pillar's work on the development of the African Road Safety Observatory, the Global Road Safety Facility pledged and allocated $1.7 million over the next three years. An initial amount

of $500,000 was placed in an associated TF for the remainder of FY19.

STATEMENT OF DISBURSEMENTS

Administration Fee

The DP3 MDTF total disbursement included a two percent administration fee of US $320,228.00. The administration fee is stipulated in the financing partners' administration agreement with the World Bank, and it is applied on all cash receipts from the four financing partners. It represents the cost recovery of the World Bank applicable at the time the DP3 MDTF was established and consequently is stipulated in the legal agreement with all the financing partners.

Total Disbursement

The DP3 MDTF total disbursement position as of December 31, 2018 stood at US $9,501,876. Figure 2 shows the proportion of the amounts disbursed by December 2018 versus the receipts from donors. The amount US$9,822,104 represents the program's direct disbursements, inclusive of the two percent administration fee. The overall program disbursement reached 71.95 percent of the total contribution amount, exclusive of the administration fee.

Figure 2. Total Receipts (Contribution Paid In + Income on Investment) vs. Total Disbursement (DP3 Diswbursement + Administration Fee)
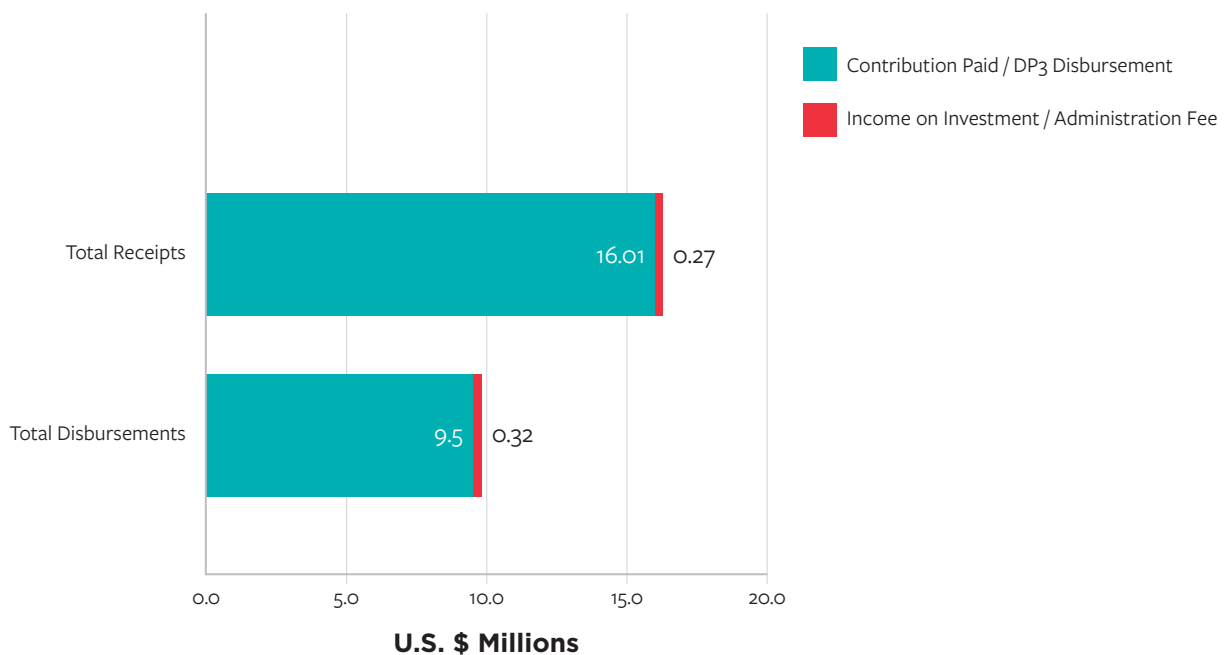
Allocations are made from the MDTF to finance all pillar activities as well as program management and administration, communication and outreach initiatives, the DP3 midterm review, and the organization of SSATP's annual general meeting. By December 31st, 2018, the total receipts committed was equal to US$13,206,172. Pillar A received US$3,553,800, Pillar B received US$3,740,000, and Pillar C US$3,476,000. A total of US$2,436,372 was allocated for program

management, the midterm review, and communication and outreach activities (see Figure 3). Figure 4 illustrates the disbursements by pillar and activity, and Figure 5 illustrates the disbursements by category of expense.

It is anticipated that by end of 2019, direct disbursement will amount to US$14.5 million. Figure 6 illustrates the projected disbursements by pillar and activity, showing that the disbursement structure remains largely unchanged.

Figure 3. Receipts versus disbursements per activity
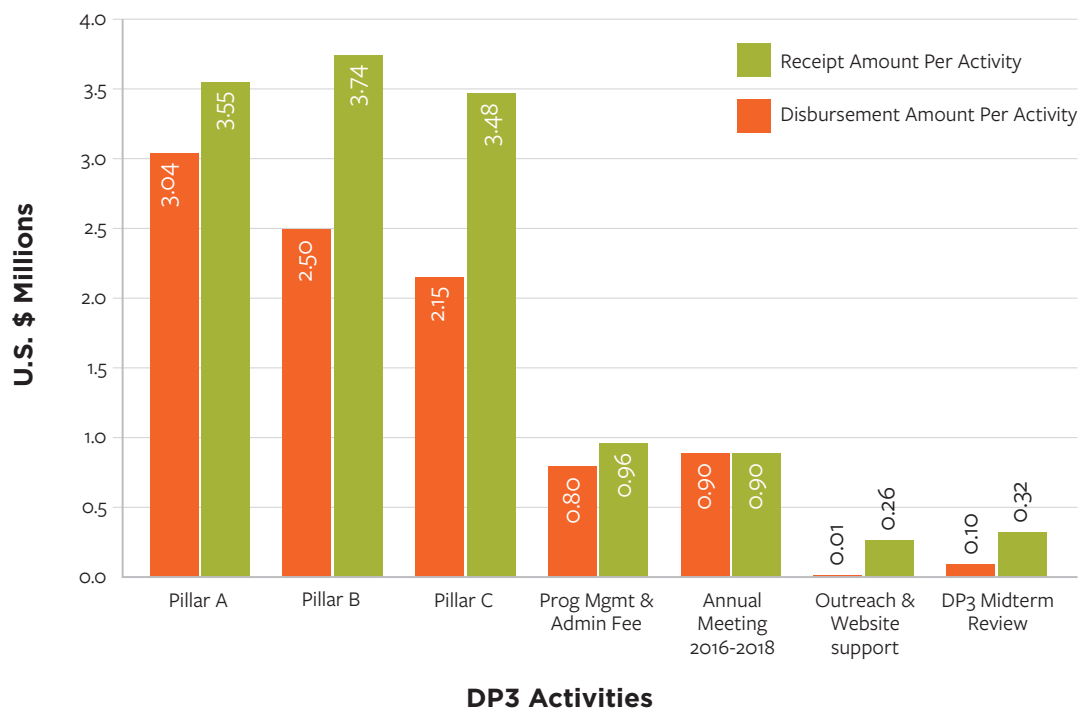
Figure 4. MDTF Disbursements by SSATP Pillar & Activity (as of December 2018)
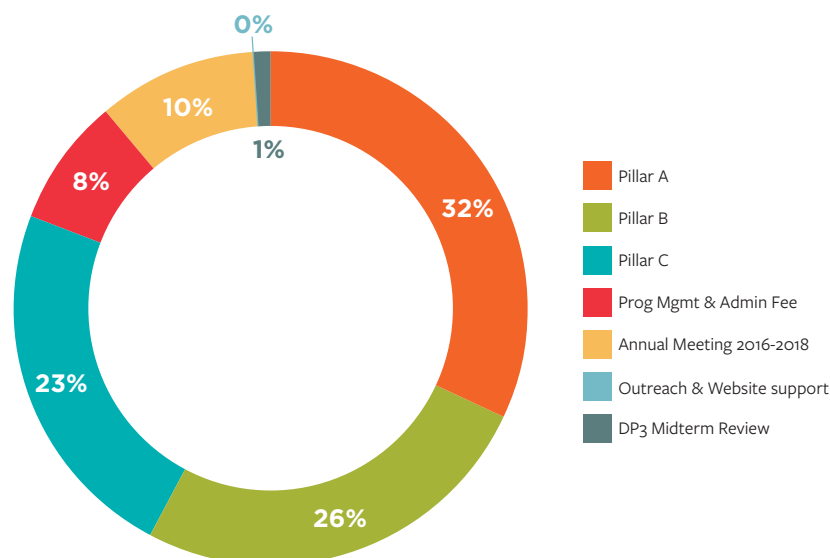
Figure 5. Disbursement by Expense Category
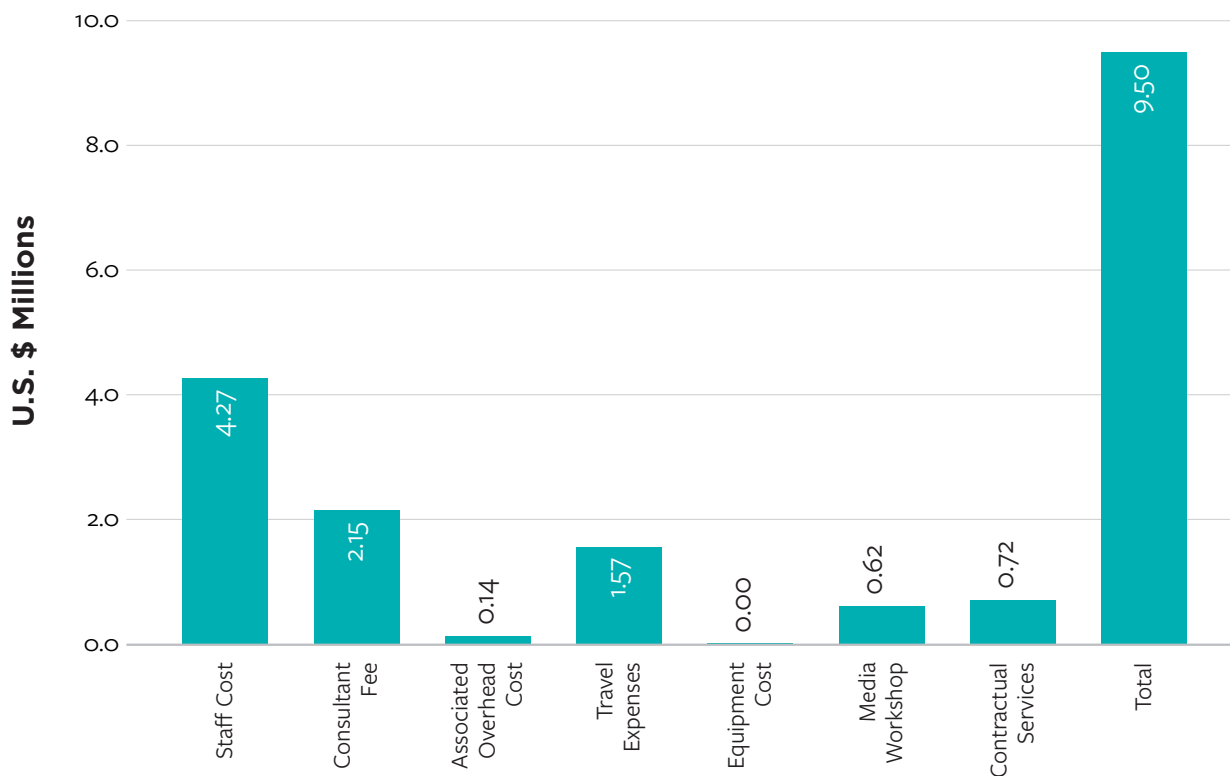
Figure 6. Projected Disbursement for Pillar & Program Management Activities (As of December 2018)

- Prog Mgmt
- Pillar A
- Pillar B
- Pillar C
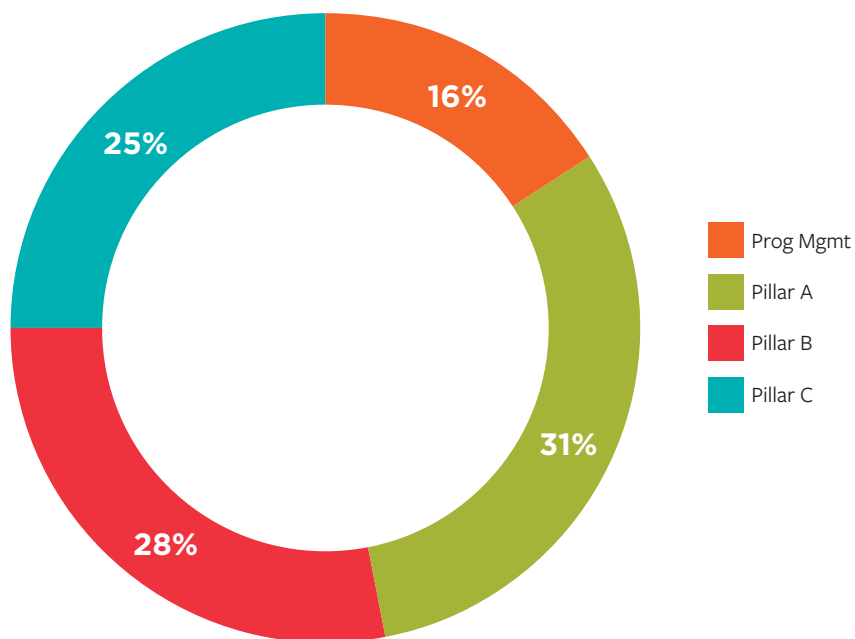
"SSATP offers its member countries and partners an array of expertise and is known as an entrusted source of knowledge on transport related policies owing to its three decades of valuable African experience and deep involvement."

— Mr. Benedictus Eijbergen,
PRACTICE MANAGER, EAST AFRICA REGION, TRANSPORT GLOBAL PRACTICE, THE WORLD BANK

6. ANNEXES

ANNEX 1: RESULTS FRAMEWORK

PILLAR A: INTEGRATION, CONNECTIVITY, AND COHESION

Table 8. Pillar A: Results Framework

High-level objective to which the pillar is contributing: Supporting Africa's accelerated integration and growth, technological transformation, trade and development

High-level objective	Indicators	Means of verification
Promote effective policy and strategy formulation and implementation for corridor development at the country and regional levels	As defined in the Sustainable Development Goals (SDG 9) and Logistics Performance Index (LPI)	United Nations (UN), World Bank Group (WBG), Africa Union Commission (AUC), United Nations Economic Commission for Africa (UNECA), Regional Economic Communities (RECs), industry associations, and other international organization reports

Outcome 1: Promotion of effective policy and strategy formulation and implementation for corridor development at the country and regional level

Outcome	Indicators	Means of verification
Promotion of effective policy and strategy formulation and implementation for corridor development at the country and regional level	Continental Free Trade Area (CFTA) indicators	United Nations (UN), World Bank Group (WBG), Africa Union Commission (AUC), United Nations Economic Commission for Africa (UNECA), Regional Economic Communities (RECs), industry associations, and other international organization reports

Intermediate outcome 1	Indicators	Means of verification
Consensus built on the strategic orientations for integrated corridor development	One REC has adopted a holistic and multimodal approach in planning and executing integrated corridor development.	REC, country, and corridor decisions

Outputs	Indicators	Means of verification
• Assessment of corridor development approaches in Africa; review of REC/corridor strategic development plans • Preparation of technical notes on knowledge gaps, assessment and dissemination of experience and good practices, and promotion of integrated corridor development • Program to promote integrated corridor development	• Assessment carried out of strategic development plans of RECs and corridor authorities • One case study of integrated corridor development in Africa carried out • International good practices reviewed • Stakeholder meetings held to advocate integrated corridor development approach	SSATP publications and progress reports

Activity 1.1: Support review and adoption of the Memorandum of Understanding (MoU) and strategic plan for the Maputo Development Corridor

Support review and adoption of the Memorandum of Understanding (MoU) and strategic plan for the Maputo Development Corridor

Objective

Advocate for the implementation of the MOU and the 5-year strategic plan for MDC. The revised MOU and strategy cover the following areas: the inclusion of Eswatini as a regional partner of the corridor; the sustainability of MCLI, touching on its oversight role, relevance, and its financial and human resource components; and a proposal on an alternative, operational framework that involves the adoption of a Public-Private Partnership (PPP) model which, once enacted, is expected to mainstream efficient corridor management and operations practices, as well as leverage increased financial resources from the private sector.

Achievements in 2018

• Organized a field visit for a high-level delegation of MCLI stakeholders to the Northern Corridor in Mombasa. The field visit provided members of the MCLI Board an opportunity to learn from NCTTCA's first-hand experience implementing corridor monitoring practices, the PPP model of operation, and sustainable financial modelling schemes that MCLI seeks to replicate in the operations of MDC. The visit motivated the three corridor countries' Ministries of Transport to take ownership of the MoU revision process and triggered the commitment of MCLI stakeholders to speed up the implementation of the MOU and strategic plan; they demonstrated this by structuring a road map of actions with clear timeframes.

• Secured SADC commitment to ensuring the continuity of support activities for the Maputo Development Corridor beyond 2018.

Intermediate outcome 2	Indicators	Means of verification
Consensus built on strategic orientations for performance-based corridor development plans	Strategies for performance-based corridor development adopted by one REC	REC, country, and corridor decisions

Outputs	Indicators	Means of verification
• Preparation of technical notes on knowledge gaps, assessment and dissemination of experience and good practices, and promotion of performance-based corridor development • Program to promote integrated, performance-based corridor development	• International good practices reviewed • Stakeholder meetings held to advocate performance-based corridor development approach	SSATP publications and progress reports

Activity 1.2: Development of a strategic plan for the Central Corridor Transit Transport Facilitation Agency (CCTTFA)

Development of a strategic plan for the Central Corridor Transit Transport Facilitation Agency (CCTTFA)

Objective

Technical support for the development of strategic plan that considers ongoing, dynamic developments along the corridor, such as its designation as a PIDA Pilot Acceleration Project under the Africa Strategic Infrastructure Initiative and the region's growing political commitment to the regional integration agenda, which has spurred many changes in the macroeconomic and business environments of the entire region. The plan is to be implemented by the regional partners (Burundi, DRC, Rwanda, Tanzania and Uganda).

Achievements in 2018

• Supported the CCTTFA Secretariat with reviewing the inception report of the strategic plan submitted by a consultant. The CCTTFA Secretariat later adopted the report.

Activity 1.3: Feasibility study of the MCLI Transport Observatory

Feasibility study of the MCLI Transport Observatory

Objective

Provide proof of concept and showcase the strategic relevance and value for money that Mozambique, South Africa, and Swaziland could derive from a corridor management institution managing the operations of a transport observatory.

Achievements in 2018

- Facilitated the participation of a high-level delegation of MCLI stakeholders in NCTTCA's joint committee meeting in May 2018. The purpose was to learn from NCTTCA's evidence-based initiatives focused on the sustainable operation of Transport Observatories (TOs) and adhering to a performance-based corridor development plan. Participants expressed their interest in replicating similar features when establishing the Maputo Corridor Transport Observatory.

Activity 1.4: Feasibility study of the MCLI Transport Observatory

East Africa Community (EAC) Joint Corridor Forum

Objective

Share knowledge and experience in developing efficient performance monitoring measures and systems for Africa's trade and transport corridors.

Achievements in 2018

- SSATP gave a presentation on the Truck Monitoring System (TMS) that was developed in consultation with the RECs and CMIs of East and Southern Africa. SSATP highlighted the need to mainstream its use into the work processes of the East African Transport Observatories (TOs) and expand its coverage to include more routes and borders. The Pillar also informed all participants about SSATP's continental initiative on road safety data management and the establishment of an African Road Safety Observatory (ARSO) to which the TOs could contribute, based on their experience with monitoring road safety indicators along their respective corridors.

- SSATP and TMEA made a commitment to establish an effective partnership, and identified potential areas of collaboration, which includes supporting the enhancement of the Northern Corridor Transport Observatory; operationalizing GPS data obtained from the fleet management systems of trucking companies as additional data sources for monitoring indicators on road transport and border crossing times; reviewing the TOs methodology and customs dataset in order to accurately reflect the impact of operating the Single Customs Territory (SCT) in East Africa; preparing case studies on the development of TOs that will be included in an updated edition of the Corridor Transport Observatory Guidelines developed by SSATP; and, conducting a feasibility study for the Maputo Corridor Transport Observatory.

Outcome 2: Development of the capacity of institutions to engage in an inclusive policy dialogue on regional integration

Outcome 2	Indicators	Means of verification
Development of the capacity of institutions to engage in an inclusive policy dialogue on regional integration	One institution that meets the capacity criteria (must be sustainable, inclusive, and have monitoring and diagnosis tools)	Institution charters

Intermediate outcome 3	Indicators	Means of verification
Capacity building to ensure that institutions are (1) sustainable, (2) inclusive, and (3) have adequate monitoring and diagnosis tools	Capacity development plan prepared in one institution, including financing framework with composition of institution reflecting diversity of stakeholders (control agencies, logistics operators, traders, agricultural producers, civil society organizations)	• Budgets of the institutions • Decisions of the institutions • Transport observatory reports

Outputs	Indicators	Means of verification
• Capacity review of regional integration institutions, including funding needs and ways to involve stakeholders • Assistance for establishment and expansion of transport observatories	• Capacity review and capacity development plan approved by one institution with funding framework for the institution identified and strategies prepared to engage, involve, and inform stakeholders • Two Regional Economic Communities with unit created or regional entity, including corridor/regional transport observatory entrusted with responsibility for corridor performance monitoring	Study report / decision by the institution

Intermediate outcome 4	Indicators	Means of verification
Continental framework for cooperation in place through the REC-TCC	• Indicators on corridor performance published • One institution has agreed to host the REC-TCC	• Budgets of the institutions • Decisions of the institutions • Transport observatory reports

Outputs	Indicators	Means of verification
Support for regional coordination mechanism	One REC-TCC meeting a year for four years	

Activity 2.1: Support to Regional Economic Communities' Transport Coordination Committee (REC-TCC)

Support to Regional Economic Communities' Transport Coordination Committee (REC-TCC)

Objective

The main objective of this activity is to facilitate and strengthen the REC-TCC. More specifically, it seeks to enable its stakeholders to define and monitor the implementation of the Pillar A work program, facilitate the REC-TCC dialogue (during meetings and online), and strengthen its role as a continental platform among stakeholders for policy dialogue and dissemination of best practices for regional integration. This is an ongoing activity, which the Regional Integration Pillar of SSATP A has continued to support.

Achievements in 2018

- Convened two REC-TCC meetings in course of the year. The first one was a 2-day side event during SSATP's Annual General Meeting that took place in Abuja, Nigeria in July 2018. This was followed by a second REC-TCC meeting, which was held in Dar es Salaam, Tanzania from November 28-30, 2018 in partnership with the Central Corridor Transit Transport Facilitation Agency (CCTTFA).
- During the Nigeria meeting, the REC-TCC elected the UEMOA Commission Representative and Chief Director of Transport, Gouali Emmanuel Yoro, as the new chair.
- The Dar Es Salaam REC-TCC Meeting welcomed the maiden participation of the Federation of Carriers of ECCAS (FETRANS CEEAC), which was set up during the April 2018 Cotonou Regional Transit Workshop to share the experiences learnt by its members.

Activity 2.2: Roadmaps for efficient transit regimes in Africa

Roadmaps for efficient transit regimes in Africa

Objective

Build capacity among professional logistics industry associations, so they can effectively participate in policy dialogues with border management institutions on both regulation and enforcement. Provide support for addressing the challenges affecting the transit regimes of public and private stakeholders from the West and Central African regions. Organize regional workshops on transit and trade facilitation for West and Central Africa.

Achievements in 2018

- Organized a regional workshop on transit and trade facilitation for West and Central Africa in partnership with the World Custom Organizations (WCO), International Road Union (IRU) and the Abidjan Lagos Corridor Organization (ALCO). Held in Cotonou, Benin in April 2018, the event brought together representatives from transit regulatory agencies and logistic service operators to discuss ways of increasing the efficiency of transit regimes (learning from existing good practices) and advocate for the implementation of the 2017 WCO Transit Guidelines.

- The meeting served as a useful platform for reviewing the state of the West and Central Africa regions' transit regimes – including their operational performance, institutional capacities, technical capabilities and relevant legal aspects - relative to international best practices.

- Participants adopted recommendations, including the prospects to partner for fast-tracking the implementation phase.

- During the workshop, secured approval of a draft roadmap that will improve the transit schemes of the West and Central African regions by reducing the cost and time of transit transactions, most notably for their landlocked member countries; promote intra-African trade; and foster an enabling environment for the realization of the African Continental Free Trade Area (AfCFTA).

Activity 2.3: Support to the Northern Corridor Transport Observatory

Support to the Northern Corridor Transport Observatory

Objective

In February 2018 at the East Africa Corridor Forum held in Dar Es Salaam, SSATP and TMEA both committed to partnering together to support the operation of East Africa's Transport Observatories (TOs) and the enhancement of their performance monitoring tools.

Achievements in 2018

- During the NCTTCA Joint Technical Committee Meeting held in Mombasa, Kenya in May 2018, SSATP presented a work program of activities aimed at supporting the NCTTCA TO. SSATP later came to an agreement with the NCTTCA Secretariat on the scope, deliverables, support measures and coordination modalities for the support program.

- Reached an agreement in principle with the stakeholders of Kenya's logistics sector on using the TO-generated reports to support their advocacy initiatives within the framework of the Mombasa Port Community Charter's quarterly meetings. The proposed pilot template reports were shared with NTCCA and the private sector stakeholders; they provided inputs and approved the draft reports which are under review for finalization.

- Reached a common understanding with the revenue, port and railways authorities of Northern Corridor countries on the modality for sharing data (including the data type and format) used to generate the performance indictors and their readiness to provide the same.

- Reached an agreement in principle with a Kenya-based e-trucking service provider to donate the GPS data gathered from their truck fleet operating along East Africa's corridor routes in order to expand and improve the quality of the TMS database.

Outcome 3: Promote efficient logistics services

Outcome 3	Indicators	Means of verification
Promote efficient logistics services	Decrease in total logistic cost on selected corridors	Data collected by transport observatories

Intermediate outcome 4	Indicators	Means of verification
Regulatory framework in place for each type of logistic service: (1) trucking services, (2) terminal operators, (3) inland waterways, (4) control agencies (customs), and (5) single window systems	At least one country is engaged in paratransit services restructuring or improvement program	REC and country gazettes

Outputs	Indicators	Means of verification
For each type of logistics service, a case study that includes:	Three case studies carried out	Decisions of RECs and countries

- Analysis of the problems
- Preparation of reform scenarios and review of options
- Quantification of the cost of inaction
- Political economy analysis
- Assessment of capacity development and training needs for operators

Activity 3.1: Develop a Trucking Monitoring System (TMS) for Eastern and Southern Africa

Develop a Trucking Monitoring System for Eastern and Southern Africa

Objective

- Develop a web-based TMS that will provide reports and indicators measuring border crossing times and route trucking times for several corridors in eastern and southern Africa.
- Such a system takes advantage of data collection and analysis techniques based on GPS (spatial) tracking data. The core issue is to quantify the impact on border crossing time and the associated costs to all stakeholders of the introduction of fully functioning one-stop border posts (OSBPs) at border crossings on transport corridors. This activity was launched in November 2016, and Crickmay, a South Africa–based company, is the technical IT service provider.

Achievements in 2018

- Starting November 2017, before ending its direct support, SSATP intensified discussions initiated with select regional players (EAC, SADC, ACMA) and development partners (IRU, AfDB, USAID/ SATIH and the JICA representative within NEPAD) on the long-term hosting and sustainable funding of the TMS. As a result of these discussions, with the financial support of the USAID Southern Africa Trade and Investment Hub (SATIH), SADC committed to host the TMS on an interim basis from May 2018 to February 2019 while a permanent hosting solution is found.
- The TMS has been live and continuously reporting on corridor performance since February 2017. The online dashboard covers 42 border posts with additional layers of disaggregation into subzones, and 50 routes across East and Southern Africa.

Activity 3.2: Regional Guidelines for Roadside Stations and Rest Stops (RSS) for Tripartite (COMESA- EAC-SADC) Member States

Regional Guidelines for Roadside Stations and Rest Stops (RSS) for Tripartite (COMESA- EAC-SADC) Member States

Objective

Provide support to the Tripartite Transport and Transit Facilitation Program (TTTFP), which aims to harmonize road transport and transit policies, regulations and standards in Tripartite member states. In collaboration with Tripartite member RECS, SSATP is conducting a study on the minimum required standards for RSSs. The outcome of the study will be a set of harmonized guidelines for RSSs to be adopted by the Council of Ministers from COMESA, EAC and SADC. By developing comprehensive guidelines for RSSs that can be replicated in the other subregions, SSATP aims to ultimately boost the efficiency of logistic services, improve road safety conditions (through the implementation of rest stops) and generate employment opportunities for local communities situated along the concerned corridors.

Achievements in 2018

- The Tripartite member RECs, SSATP, World Bank, AUC and IRU conducted a thorough review of the consultant's inception report and developed an interim report.
- The preliminary findings stemming from the inception report were shared and discussed with REC-TCC members.

Activity 3.3: Regional High-Level Dissemination Workshop on Port Container Terminal Concession Guidelines

Regional High-Level Dissemination Workshop on Port Container Terminal Concession Guidelines

Objective

Disseminate the policy recommendations and best practices contained in the *Container Terminal Concession Guidelines* with the aim of strengthening the capacity of port authorities to effectively plan and manage terminal concession contracts.

Achievements in 2018

- SSATP partnered with the Ports Management Association of West and Central Africa (PMAWCA) to organize a high-level dissemination workshop on the *Port Container Terminal Concession Guidelines* during the 39th Annual Council Meeting of PMAWCA held in Accra, Ghana on July 30-August 2018.
- The workshop was attended by the managing directors and director generals of more than 22 PMAWCA member ports.

PILLAR B: URBAN TRANSPORT AND MOBILITY

Table 9. Pillar B: Results Framework

High-level objective to which the pillar is contributing: Securing universal access by sustainable transport for urban populations by 2030

High-level objective	Indicators	Means of verification
Securing universal access by sustainable transport for urban populations by 2030	As defined in Sustainable Development Goals 11	United Nations report on progress in achieving the SDGs

Outcome 1: ENABLE - National and urban decision makers and technical staff aim to adopt, and can put in place, sustainable urban transport management approaches (including planning, monitoring, coordination, and financing mechanisms).

Outcome	Indicators	Means of verification
ENABLE - National and urban decision makers and technical staff aim to adopt, and are capable of putting in place, sustainable urban transport management approaches (including planning, monitoring, coordination, and financing mechanisms)	At least six countries have integrated transport plans based on the EASI concept	

Intermediate outcome 1	Indicators	Means of verification
Institutional: Establishment of a clearly defined entity in charge of urban transport management and coordination, as well as assurance that key responsibilities are properly assigned and carried out	At least two countries have set up a lead entity in charge of urban transport planning or have ensured that the main urban public transport responsibilities at the urban/ metropolitan levels are clearly assigned and carried out	Country decisions under their laws and regulations

Outputs	Indicators	Means of verification
Guidelines based on the best practice standards to support the establishment of an entity in charge of urban transport planning, management, and coordination with all stakeholders as well as a road map to serve as guidance to setting up a metropolitan entity in charge of urban transport planning	Guidelines published	SSATP publications

Achievements in 2018

- SSATP partnered with the Government of Senegal to organize the first national urban transport forum. It has come out with strong recommendations to strengthen the UTA (CETUD) mandate, its financing, and its power to enforce the rule of law.

- SSATP supported the Government of Cote d'Ivoire in setting up the Urban Transport Authority for the Greater Abidjan Metropolitan Area named Grand Abidjan Mobilité, which is now in place and its operationalization is being supported by an ongoing World bank funded project. SSATP provided strategic guidance regarding the institutional setup, the organizational chart, the source of funding and the expertise and skills required to run the new Agency.

- National urban mobility forums were held in each of the other seven pilot countries to share and discuss at length the findings, analysis and pertinent recommendations contained in the interim reports on building and strengthening the urban transport authorities.

- SSATP and UITP jointly organized a meeting of the Africa Transport Authorities in Casablanca that brought together SSATP network of Transport Authorities and UITP Organizing Authorities Committee (OAC). The meeting created a platform for discussions on the sustainable urban mobility in Africa delving into the challenges, concepts, new trends and opportunities as possible solutions to the urban transport challenges in Africa especially with regards to the public transport development.

- SSATP and UITP jointly prepared and launched a policy brief titled the Establishment of the Public Transport Authorities in African cities. The brief advocates for the establishment of public transport authorities as the single entity integrating all the transport function as the solution for the development of an integrated, interoperable and intermodal transport systems and execution of long-term effective strategies. It also gives the guidelines and key principles for the successful and sustainable establishment and operation of public transport authorities in Africa. It identifies the power to act, long term planning, investment capacity, strategic and strong partnerships. and data driven approaches as the fundamentals of sustainable and successful PTAs.

Intermediate outcome 2	Indicators	Means of verification
Financing: Strengthening of the financial framework for urban transport management in African cities by developing guidelines to support the establishment of sustainable financing mechanisms	Dedicated source of financing for sustainable urban transport set up in at least two countries	Countries' decisions and budgets under their laws and regulations

Outputs	Indicators	Means of verification
Guidelines and best practice standards for the design and implementation of sustainable urban transport financing mechanisms for African cities	Guidelines published	Guidelines published

Achievements in 2018

- The integrated UTM study was launched in eight pilot countries (Côte d'Ivoire, Guinea, Senegal, Ethiopia, Kenya, Rwanda, Ghana, and Nigeria) and focused on creating the sources of dedicated funding for urban transport management.
- The interim reports were shared with the authorities responsible for the urban transport and development system and other relevant shareholders for their reviews. National forums were later held in the eight pilot countries to discuss the findings of the reports and recommendations, most of which were validated, and each country came up country-based roadmap for the implementation of the recommendations.

Outcome 2: AVOID - Build the capacity of urban decision makers and technical staff by familiarizing them with urban forms that minimize the need for motorized transport and favor public and nonmotorized transport

Outcome	Indicators	Means of verification
AVOID - Build the capacity of urban decision makers and technical staff by familiarizing them with urban forms that minimize the need for motorized transport and favor public and nonmotorized transport	At least six countries have integrated transport plans based on the EASI concept	Country reports

Intermediate outcome 3	Intermediate outcome 3	Intermediate outcome 3
Public transport and urban forms that minimize the need for motorized transport are promoted in the planning of urban transport systems	At least two countries have strategies that give priority to public transport systems	Country reports

Outputs	Indicators	Means of verification
Guidelines for effective promotion of public transport systems in national and municipal transport strategies	Guidelines published	SSATP publications

Achievements in 2018

- At the request of the government of Mauritania, SSATP assisted in the development of a public transport improvement strategy for Nouakchott. A report that includes a country transport policy assessment note, a draft strategy document, and an action plan aimed at reviving the public bus transport company (STP) was developed and submitted to the government.
- The integrated UTM study was launched in the eight pilot countries, focusing promoting the integration of the urban development plans and the urban transport planning. The country based recommended action plans integration of the of this national plan strategies were discussed. But the general recommendation was establishment of a well-coordinated system in the development and the implementation of the urban transport forms and the urban transport network. It also recommended the development of integration plans and strategies of the multimodal systems especially the non-motorized transport systems.

Outcome 3: SHIFT - Help urban decision makers and technical staff gain the knowledge of and competencies needed to make preliminary assessments on adopting and implementing sound integrated multimodal urban mobility plans that promote nonmotorized transport modes and the restructuring of informal public transport services

Outcome	Indicators	Means of verification
SHIFT - Help urban decision makers and technical staff gain the knowledge of and competencies needed to make preliminary assessments on adopting and implementing sound integrated multimodal urban mobility plans that promote nonmotorized transport modes and the restructuring of informal public transport services	At least six countries have integrated transport plans based on the EASI concept	Country reports

Intermediate outcome 4	Indicators	Means of verification
Multimodal: Improvements in nonmotorized transportation and paratransit providing urban transport services in cities	At least one country is engaged in a paratransit services restructuring/ improvement program	Country reports

Outputs	Indicators	Means of verification
Guidelines for effective participation of paratransit modes in demand response with minimum standards of transport services based on African and global best practices	Guidelines published	SSATP publications

Achievements in 2018

- The integrated UTM study was launched in the eight pilot countries, focusing on restructuring paratransit transport systems.
- The recommended action plans on the reform of the paratransit systems were discussed at each of the eight pilot countries and good practices that are easily replicable were shared. But the general recommendation was on the 1) formalisation of the sector through reforming the small scale organisation, the waging system 2) integration of the paratransit system in the mass transit systems with key principles of establishing the mass transport systems) possible adoption of the performance based contracts in the operations and the supply of the public transport services 4) embracing the new technologies and capitalising on the already existing ones to help in the professionalisation of the paratransit systems.

Outcome 4: IMPROVE - Help urban decision makers and technical staff gain the knowledge and competencies needed to take preliminary steps toward adopting and implementing the key measures needed to improve traffic conditions in cities of member countries

Outcome	Indicators	Means of verification
IMPROVE - Help urban decision makers and technical staff gain the knowledge and competencies needed to take preliminary steps toward adopting and implementing the key measures needed to improve traffic conditions in cities of member countries	At least six countries have integrated transport plans based on the EASI concept	Country reports

Intermediate outcome 5	Indicators	Means of verification
Improvements in traffic management and control in cities	Traffic and parking management program launched in at least two countries	Country reports

Outputs	Indicators	Means of verification
• Guidelines to support planning and implementation of efficient traffic and parking management • Promotion of best practices for secondary cities	• Guidelines for traffic management published • A showcase for secondary cities published	SSATP publications

Intermediate outcome 6	Indicators	Means of verification
UTC for secondary cities: Best examples of urban transport management in secondary cities highlighted	Traffic and parking management program l launched in at least two countries	Country reports

Outputs	Indicators	Means of verification
• Guidelines to support planning and implementation of efficient traffic and parking management • Promotion of best practices for secondary cities	• Guidelines for traffic management published • A showcase for secondary cities published	SSATP publications

Achievements in 2018

- The integrated UTM study launched a focused country diagnostics and assessment in eight pilot countries focusing on the key areas of integrated UTM management and delivering national government support for traffic management and control, particularly in secondary cities.
- The interim reports were shared with the authorities responsible for the urban transport and development system and other relevant shareholders. National forums were later held in the eight pilot countries to discuss the report findings and recommendations, most of which were validated, and each country came up country-based roadmap for the implementation of the validated recommendations.
- The second phase of the study is currently underway with a different sets of pilot countries.

PILLAR C: ROAD SAFETY

Table 10. Pillar C: Results Framework

High-level objective to which the pillar is contributing: Enabling the African Union Commission (AUC) and UN Economic Commission for Africa (UNECA) to inspire countries to achieve the UN Decade of Action for Road Safety 2011–2020 and Africa Road Safety Plan 2011–2020 goals

High-level objective	Indicators	Means of verification
Enabling the African Union Commission (AUC) and UN Economic Commission for Africa (UNECA) to inspire countries to achieve the UN Decade of Action for Road Safety 2011–2020 and Africa Road Safety Plan 2011–2020 goals	As defined in the UN Decade of Action goals and Africa Road Safety Action Plan goals as well as targets defined under SDG 3	United Nations, World Bank Group (WBG), AUC, UNECA, Regional Economic Communities (RECs) reports

Outcome 1: Improved capacity for African countries to manage and monitor performance

Outcome	Indicators	Means of verification
Improved capacity for African countries to manage and monitor performance		

Intermediate outcome 1	Indicators	Means of verification
Stronger knowledge and understanding of status and prospects of attaining road safety goals in Africa	• African Road Safety Charter adopted by African ministers • Regional road safety observatory set up in one REC • African road safety observatory concept and a preliminary road map developed • Road safety monitoring and evaluation strategies and systems available in three countries	

Intermediate outcome 2	Indicators	Means of verification
Proposal of, and agreement on, harmonized set of road safety performance indicators that can be produced and published in a sustainable way in all African countries	• African Road Safety Charter adopted by African ministers • Regional road safety observatory set up in one REC • African road safety observatory concept and a preliminary road map developed • Road safety monitoring and evaluation strategies and systems available in three countries	

Intermediate outcome 3	Indicators	Means of verification
Development of sub regional and regional observatories	• African Road Safety Charter adopted by African ministers • Regional road safety observatory set up in one REC • African road safety observatory concept and a preliminary road map developed • Road safety monitoring and evaluation strategies and systems available in three countries	

Outputs	Indicators	Means of verification
• Progress monitored at the continental, regional, and country level on implementation of the Africa Road Safety Plan of Action • Country analysis of reporting status, actions, and progress • Road safety data that observatories need have been identified	• Data needs assessment completed • Action plans adopted to collect indicators • Guidelines for data monitoring systems developed	SSATP publications and progress reports

Outputs	Indicators	Means of verification
• Road safety data management capacity and needs assessed at country, regional, and continental level • Road safety data are harmonized		

Achievements in 2018

- The proposed a minimum set of regional harmonized road safety indicator to be available and relevant nationally, regionally and internationally were circulated among 30 countries with the request to indicate the minimum indicators to be included in a system to provide meaningful information to be used internally (nationally) and availed externally (internationally) to make valid comparisons. Botswana, Ethiopia, Gambia, Ghana, Malawi, Mauritius, South Africa, Sierra Leone, South Sudan, Tanzania responded to the request. The proposed indicators were discussed at length in meetings with authorities in Kenya, Nigeria, Benin, Cameroon and Togo. Further in July 2018, as part of the Annual Meeting in Abuja, Pillar C held a working group session to discuss the indicators with members present. The members agreed that an initial list of 44 indicators would be adopted at the national level and that they will be examined and enriched in the advanced stages.

- In February 20-21, 2018, the program partnership with International Transport Forum, the Federation International de l´Automobile and the World Bank through the Global Road Safety Facility organized a workshop on the establishment of a Regional Safety Observatory in Dakar. The participants discussed ways of accelerating the establishment of the key elements of the observatory including; 1) design of a governance structure; 2) selection of the potential hosting organizations; 3) development of communication channels i.e. the website and 4) determination of the standardized minimum set of indicators. It was agreed that all interested countries will continue to work on the RSO's bylaws and structure for approval and signature during the First African Road Safety Forum that was scheduled in November 13-15, 2018 in Marrakech.

- Another workshop on RSO was held in Abuja (Nigeria) in July 2018 and was attended by representatives from 29 AMCs. The members present agreed on the proposed minimum crash-related variables including other crash and mobility-related indicators relevant for safety and fully aligned with the UN Decade for Action and Safe Systems approaches. During the workshop, three groups were created to help in the preparation of the ARSO workshop including; 1) Transitional Steering Committee, 2) Transitional Task Force on Governance, and 3) Transitional Task Force on the development of a Work Plan.

- ARSO workshop was held in November in Morocco with the participation of representatives from 31 AMCs attended. During the workshop, a work plan for the Observatory for the period 2019-2021 was reviewed and approved, a final list of crash data variables was validated and provisional statutes for the Observatory elaborated. During discussions on the preferred governance structure and location of the secretariat of the Observatory, there was a consensus that the program sits within the African Union. To further the decision making and process, a renewed (transitional) governing structure was also agreed upon with the integration of all three transitional task force members into one steering committee. This transitional Steering Committee comprises of ten AMC representatives and a chair.

Outcome 2: Promotion of effective road safety policy and strategy formulation and implementation at the country and regional levels

Outcome	Indicators	Means of verification
Promotion of effective road safety policy and strategy formulation and implementation at the country and regional levels	Recorded stabilization of crashes in three countries	Global reports and country reports

Intermediate outcome	Indicators	Means of verification
• Country road safety policies and strategies better aligned to the UN Decade of Action and Africa Road Safety Action Plans goals • Effective high-impact road safety interventions implemented	• Three countries adopt strategies that reflect the Africa Road Safety Action Plan • Five countries report actions on high-impact road safety interventions • Three countries/cities prepare road safety strategies	Country reports

Outputs	Indicators	Means of verification
• Existing countries policies and strategies reviewed and required changes identified to better align them with the UN Decade of Action • Road safety capacity and institutions assessed and needs for policy and strategy development identified in selected cities to advance urban road safety strategies • Road safety capacity for policy and strategy development strengthened in the cities	• Three countries have prepared road safety strategies • Guidelines were developed for road safety policy on urban areas	Country reports

Achievements in 2018

- Supporting city of Accra in developing its road safety strategy that will focus more on things that the municipal has the direct power to reform and also reflect and advocate for national reforms beyond the municipal operational power scope. Two field missions were carried out in January and April 2018 to support the Mayor and the city for stakeholder in developing the essential elements of a strategy. A draft report for stakeholder review is currently being finalized

- Completed and submitted the draft road safety strategy for Cote d'Ivoire to the Ministry of Transport and the national road safety agency for their review. This strategy outlines a combination of institutional/policy and physical measures to address identified capacity weaknesses, emerging from the assessment needs exercise. It also includes a review of ongoing actions with proposals for improvements and recommends new measures. The Government comments are expected before finalizing the draft strategy and its associated implementation plan before the end of the first quarter of 2019.

Outcome 3: Stimulation of good practice in road safety management.

Outcome	Indicators	Means of verification
Stimulation of good practice in road safety management.	• Increase in the number of Sub-Saharan countries with fully empowered cross-sectoral lead agency • Support of the development of strong institutions focused on road safety	Data collected by Global Status Report and FIA country profiles

Intermediate outcome	Indicators	Means of verification
Regulatory framework in place for each type of logistic service: trucking services, terminal operators, inland waterways, control agencies (customs), single windows	• Two new countries decide to create lead agencies • Two countries decide to raise the profile of their lead agency • Organization of lead agencies created in one subregion • Network of legislators for road safety set up	

Outputs	Indicators	Means of verification
• Operational guidelines for road safety lead agencies, including review of the status of the creation of road safety lead agencies by African countries and criteria for gauging their effectiveness • Capacity development plan prepared for road safety lead agencies • Policy notes on the creation of lead agencies and on raising the profile of lead agencies and funding lead agencies • Guidance note on the creation of a regional organization of lead agencies	• Guidelines produced • Capacity assessments completed • Identification of one regional secretariat for regional lead agency organization	Country and global reports

Achievements in 2018

- Supported the Government of Senegal to develop a legal framework for the establishment of an autonomous lead agency on road safety. The legal consultant working on the draft decree and laws for the establishment of the agency completed his work. The SSATP team participated in a one-day workshop in Dakar objective of which was to review proposed draft law and decree. The participants, drawn from all the key stakeholders working on road safety, endorsed the main recommendations which related to: (i) creating by law the entity (Road Safety Authority); (ii) ensuring adequate funding for the Entity; (iii) ensuring the organizational chart is adequate and the expertise appropriate; and (iii) accompanying measures are in place for effective and efficient implementation. A subsequent high-level advocacy workshop was held at the World Bank Offices in May to create awareness and advocate for support of the decree from the legislators and decision makers. Both the final drafts of the law and decree were submitted to the government who will also submit to the National Parliament for consideration.

- Supporting the World Bank Freetown Integrated Transport Project by working with Sierra Leone Road Safety Authority (SLRSA) on road safety capacity building initiatives and appropriate policy works to be adopted. SSATP team visited Freetown to discuss capacity building opportunities to be supported under the project. They also recognized an opportunity to assist with the development of a comprehensive road safety strategy with an urban focus.

- Working with Kenya's the road safety lead agency – the National Transport and Safety Authority (NTSA) - to strengthen its capacity in executing its mandate. Plans are underway to prepare a series of policy papers that will advocate for a new road safety among the legislator for consideration in drafting a new bill that will empower the institutional mandate of the lead agency.

Outcome 4: Better integration of road safety policy and interventions in locally and externally funded road developments

Outcome	Indicators	Means of verification
Better integration of road safety policy and interventions in locally and externally funded road developments	Effective use by development partners, road funds, and municipalities of guidelines to improve the effectiveness of their support of road safety	Data collected by countries and development partners

Intermediate outcome	Indicators	Means of verification
Capacity of development partners, road funds, and municipalities strengthened to improve effectiveness of their support of road safety	Use of SSATP guidelines confirmed establishment of a network of road safety legislators for Africa	Country data and development partner reports

Outputs	Indicators	Means of verification
Guidelines on how development partners can improve support for road safety through investments, how local funding of road safety could be made more effective, and how to mainstream road safety in urban road projects	• Review portfolios of development partners and begin the preparation of guidelines based on findings • Partner with ARMFA to support strategies to mainstream road safety into road maintenance as part of its dialogue with road agencies • Development of guidelines	Decisions by countries

Achievements in 2018

- Created an African Road Safety Leadership Program with the objective of developing leadership capabilities and skills in road safety planning, implementation, management and operations across various multisectoral agencies involved in road safety.

- In Dakar, May 28-June 1, 2018, in partnership with GRSF, UN, and Delft University, SSATP organized the first African Road Safety Leadership training course. The course was designed to address the road safety skill gaps among senior government policy makers, road safety influencers, high-level policy officials of transport and health agencies at the national, provincial/state, and municipal levels, and other stakeholders involved in road safety issues.

ANNEX 2: MARRAKECH ROAD SAFETY MINISTERIAL FORUM DECLARATION

1ST AFRICAN ROAD SAFETY FORUM
13TH – 15TH NOVEMBER 2018
MARRAKECH

Declaration

We, African Ministers, who participated to the 1st African Road Safety forum held in Marrakech from 13th to 15th of November 2018, adopted the Marrakech Forum declaration.

1. MINISTERS CONSIDERED THE FACTS:
With only 2.3 percent of the world's vehicles, the lowest level of motorization globally, Africa has the highest road traffic fatality rates in the world of 26.6 per 100,000 population. The average road traffic mortality across the OECD countries is 8 deaths per 100,000. This translates to 650 deaths per day, half of which are pedestrians, cyclists and motorcyclists. As a result, road crashes sap Africa's youth and working age population and also rob the Continent of precious resources it could use for growth and development, which instead go to treating and caring for the consequences of crashes. Between 1990 and 2013, there has been an 89 percent increase in the number of road injury deaths, and road trauma in Africa is expected to worsen further, with fatalities per capita projected to double by 2030 from 2015 figures.

2. MINISTERS AGREED THAT: It was crucial that Africa halts and reverses these trends. Countries must implement effective road safety policies and strategies now, to mitigate the worsening epidemic of road fatalities and serious injuries.

3. MINISTERS COMMITTED TO THE FOLLOWING ACTIONS TO BE IMPLEMENTED DURING THE CALENDAR YEAR 2019:

- Review and eventually, update the legislative and regulatory framework of the transport sector, to ensure comprehensive road safety provisions are included;
- Develop sound policies and effective strategies, backed up with appropriate action plans;
- Create lead agencies to manage road safety (for countries that have not yet done so);
- Allocate adequate funding to road safety activities.

- Promote the adoption of regulations for importation of cleaner, safer and more efficient vehicles, including used vehicles.
- Encourage countries to prioritize the development of their civil registration and vital statistics system with the involvement of all stakeholders and international partners.
- Encourage countries to promote partnership with civil society as a key player in the implementation of national road safety strategy.

4. MINISTERS ACKNOWLEDGED that it was not possible to improve safety effectively without significant funding, and such funding is well justified by the benefit/cost ratios of evidence-based road safety actions, as well as the human, social, and economic costs of crashes.

5. MINISTERS, THEREFORE, COMMITTED to funding all aspects of Road safety, beyond the funding of the road safety lead agency operational costs: infrastructure, vehicle safety, speed management, effective behavior changes and post-crash care.

6. MAYORS COMMITTED TO THE FOLLOWING: Steady economic growth (about 5% overall) in most African countries leads to unprecedented growth in urbanization (4.5%) and motorization in their cities. 472 million live in urban areas in Africa, and this number is expected to double over the next 25 years. Among challenges that emanate from this rapid urbanization, resulting from rural-urban migration and an increasing population, are traffic congestion and road crashes. Traffic congestion costs about 850 billion USD and road crashes about 518 billion US$. With 70% of the total fleet vehicles in average registered in urban centers, Africa has a big share of this financial burden. Exposure to road traffic injury is increasing at a rapid rate. Fatalities are rising in our cities as a result of increasing populations in expanding cities where growth is not being matched by increases in sustainable transport services. The victims are most among vulnerable people (pedestrians, cyclists, etc.) and include notably the youth (15-24 years). SSATP has shared the experiences with Addis and Accra. As a matter of fact, been working alongside the Bloomberg Initiative on Global Road Safety to support the city administrations in Accra and Addis Ababa to tackle the issue. SSATP began this work with the City of Addis Ababa in 2016, assisting the city to prepare a road safety strategy to guide its efforts through to 2030. SSATP is also carrying

on this work with the Accra Metropolitan Assembly during 2018. In fact, the Mayor of Accra launched the Accra Road Safety Strategy 2018-2030 on Tuesday 30 October. Building on these experiences, Mayors have committed to:

- Ensuring equity of use of public space and sidewalks on urban roads for all road users with special emphasis on pedestrian safety

- Promote mass transport systems to favor shift from private cars to public transport

- Create dedicated routes/lanes for bicycles and motorcycles

- Take the lead at local level on ownership for awareness campaigns and law enforcement.

7. REGARDING THE AFRICAN ROAD SAFETY OBSERVATORY: During the March 2017 meeting of the African Union Specialized Technical Committee (STC) on Transport, Transcontinental and Interregional Infrastructures, Energy and Tourism (TIIIET) in Lome, the African Ministers requested partners to support the AUC to establish the minimum RS indicators which led to the conceptualization of the African Road Safety Observatory (ARSO). During workshops in Dakar in February 2018, and Abuja in July 2018, participating countries have put in place the tools and instruments to set up the African Road Safety Observatory (ARSO). In November 13th – 15th in Marrakech, African countries met to discuss and conclude on the proposed governance arrangement (including Bylaws) and the initial work plan of the observatory. Partners and Donors are requested to support this initiative. All African countries are invited to join ARSO, under the established bylaws. It is the expectation that ARSO will be adopted through the procedures of the African Union and a meeting in Addis Ababa 19-23 November 2018 shall begin this process of consideration.

ANNEX 3: AFRICITIES 8TH SUMMIT DECLARATION

AFRICITIES 8 DECLARATION

"The Transition to Sustainable Cities and Territories, the role of Local and Sub-national Governments of Africa": This is the theme of the 8th Africities Summit, held in Marrakech, Morocco from 20-24 November 2018. Participants at the summit totalled *4,500* made up of Mayors, Ministers, Development Partners and African and international institutions and association from all the sectors in Africa and globally.

The Summit provided opportunities to mobilize communities, local governments and their partners for the inclusive, transformative and sustainable development of Africa.

The local governments at the summit have also confirmed their support to continental and global agendas including the African Union Agenda 2063, and the African Development's Bank High 5 priorities and committed to the realization of the goals, objectives, commitments and declaration of these agendas among others including:

i. The SDGs 2030 with outcomes of ending poverty, focusing on supporting inclusive growth and well-being and lleaving no-one behind and recognising the roles of district and local authorities, the role of urban and rural areas, men, women, youths, civil society organizations as essential partners in development.

ii. The New Urban Agenda 2036, which recognises to the need to provide local and regional levels of government with sufficient resources and capacities to fulfil their role in the pursuit of the sustainable development goals including giving them direct access to international funds and credits for climate change mitigation activities, as well as greater capacity to manage land and finances, taxation, planning etc.

iii. The Paris Climate Change Agreement 2016, which aims at keeping the global temperature rise this century well below 2° Celsius and to drive efforts to limit the temperature increase even further to 1.5° Celsius above pre-industrial levels.

iv. The AU Agenda 2063, with the vision "*An integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in international arena*" and providing a strategic framework for the socio-economic transformation of the continent over the next 50 years. It builds on, and seeks to accelerate the implementation of past, existing and new national, regional and continental initiatives for transformative, inclusive real growth with equity, rapid, resilient and sustainable socio-economic development.

Above all, the 8th Africities Summit provided ample opportunities for local governments, development partners, civil society organizations to jointly explore and agree on innovative strategies for transforming the future of African cities and territories, taking into consideration the context and the situation in Africa to highlight the dimensions of the transition from the ongoing changes.

We, mayors, governors, councillors, elected women leaders, government officials, parliamentarians, senators, civil society organisations, academia, private sector and international community commit ourselves as follows:

- Sharing a common aspiration to transform African cities and territories into places where every citizen will live comfortably, peacefully and securely;

- Understanding that we are capable of transforming the world through the local lens, through a renewed governance, which engages everyone in the chain of action, in its proper place and in unity;
- Understanding that the transition to sustainable cities and territories is not an option but an imperative;
- Implementing the African Union's Agenda 2063, which creates a vision of Africa that we want for ourselves and our children;
- Strengthening African locally elected women's network regionally and nationally;
- Embracing African and global development agenda, based on the implementation of the Sustainable Development Goals and the New Urban Agenda, all of which are aimed at the transformation of lives for present and future generations in our cities and territories.

We request Governments in Africa to:

A. Promote decentralization to ensure good governance and support cities and territories to fulfil their mandate through providing for them the requisite financial and human resources needed for service delivery;

B. Formulate policies that will facilitate citizens to gain benefits of effective service delivery provided within their respective cities and territories;

C. Establish legislations that are favorable to the promotion of gender sensitive and participatory local governance through gender mainstreaming in local planning and budgeting processes;

D. Mobilise resources to develop the capacity needed for the transition to sustainable cities and territories in Africa;

E. Encourage stakeholders to translate into action the information and knowledge gained on sustainable cities and territories.

DECLARATION OF MAYORS AND LOCAL AUTHORITIES IN AFRICA

We, mayors and local authorities from Africa, meeting under the 8th edition of the Africities Summit in Marrakech in the Kingdom of Morocco, from November 20th to 24th, 2018, under the high patronage of his majesty King Mohammed VI of the Kingdom of Morocco under the them: **"The transition to Sustainable Cities and Territories: The Role of Local and Sub-National Governments of Africa."**

Acknowledging and recognizing the African Charter on the Values and Principles of Decentralization, Local Governance and Local Development and the AU Charter on Public Service and Administration and taking cognizant of the fact that there are sixteen thousand one-hundred and eighty-six (16,186) sub-national governments including fifteen thousand, five hundred and thirty-six (15,536) core (basic or grassroot) communes, one hundred and thirty-five (135) intermediate governments, and five hundred fifteen (515) higher level governments (Regions, Federal States, Provinces etc.).

Also acknowledging that the decentralization processes in Africa are not uniform and that even within the subregions there are variations in the state, forms, and how decentralization is implemented. This is due to the sovereignty and diversity of the countries. The number of subnational structures / governments, the types of these structures, and sizes all vary from country to country and they are not determined by the rate of urbanization.

Acknowledging also the fact that the decentralization processes in Africa take place in the particular context of globalization, urbanization, democratic and political transition, economic and social geopolitical, cultural and ecological transition and climate change.

On governance, a special effort must be made to make the lower levels of government more democratic, it has been noted that there are still elements of control by the center. More than half of the sub national governments (75%) operate in environments that are hostile or not favorable to decentralization, leaving the subnational governments little or no room to maneuver.

Considering the high levels of population growth and urbanization, this makes the decentralization process complex bringing about inequalities (including gender inequalities), poverty, social exclusion, migration and the plight of migrants, and other depravities now affecting urban populations, increasingly weakening their living conditions, and pushing some young people to seek a future elsewhere. It also creates a rise in conflicts, violence and breaches to peace and security, which are adversely affecting the transition to sustainable development.

With this demographic transition the continent will need to transform itself to meet these new challenges. Therefore, to sustain the urbanization process, the subnational governments will have to plan for the increasing numbers of young people, vulnerable people and the thigh demand for public services, growing informalization, exclusion, marginalization and impoverishment. Without adequate planning by subnational governments, this may lead to high risks of fragility, explosion of social and spatial disparities.

Recognizing the fact that globalization will change the new relationship between the economy and space as well as the strategies that support businesses and attract investments. Change is also expected in the way businesses and investments are carried out at national, subnational and local government levels.

Acknowledging the important role that Central Governments and subnational governments play in national development, the competitiveness and comparative advantage brought about by globalization.

Recalling that involving subnational governments is key to national planning since the subnational governments are at the forefront of local development planning.

Recalling and embracing the approaches and strategies stipulated in the global agendas (on Climate Change, SDGs, New Urban Agenda, Agenda 2063 etc.) and that *development and change takes place at the spatial level and that sudden and total change occurs and then materializes in addressing the main global agendas.*

Affirming the provisions of the above-mentioned global development agendas that recognize the importance of the territories and the role of cities and local authorities as essential development partners. *Subnational Governments are therefore calling for a responsive institutional and policy framework for the operation and self-organizing initiatives, a new national pact reinforcing their legitimacy and strategies that take into account improved public services and the demands of the populations and the allocative efficiency of the public policies.*

We recognize that the implementation of the recommendations of AfriCities 8 with the theme **"The Transition to Sustainable Cities and Territories: The Role of Local and Sub-National Governments of Africa"** must focus more on the territories and requires transition towards sustainable development.

Recalling the decisions made by the High-Level Panel of Heads of States and Governments at the June 2014, Malabo AU meeting, the leadership of the UCLG-Africa, and the AU-EU Summit of heads of States held in Abidjan, Cote d'Ivoire (29-30 November 2017) that recognized the role of local governments in development.

We are determined to establish a climate that is conducive to social harmony within the territories and which rejects discrimination of all kinds, stigmatization and xenophobia. We also wish to consider all issues related to migration and the plight of migrants, the youth, traditional leadership and other groups.

We are convinced that Africa has a rightful place to occupy in the world of today and of tomorrow, provided that it knows how to rely on its deep cultural values and identities, to invent a new modernity bringing together democracy and sovereignty and as Mayors and local governments of Africa are determined to be part of this momentum, ready to take the responsibility of implementing **the transition to Sustainable Cities and Territories**, so that the Africa that we want by 2063 will be an Africa that is open to the world and true to itself.

THE 20 YEARS OF AFRICITIES

The twenty years of Africities (1998-2018) are part of the contemporary history of Africa, taking into account the different global agendas and, more specifically, Agenda 2063 of the African Union, one century after African countries independence, and having as a perspective, for 2030, the Sustainable Development Goals adopted by the United Nations.

For twenty years, the movement of local and territorial authorities has gained visibility and recognition in Africa and around the world. Africities is the continental meeting place for African local and territorial elected officials, and Africa is the only continent on which the elected officials of all countries meet periodically. During this period, the regular participation of representatives of local authorities from Europe, Latin America, North America and Asia confirmed the maturity of the movement and its consideration from the sister organizations around the world.

At the first Africities Summit, in January 1998, in Abidjan, Côte d'Ivoire, relations between local elected officials and representatives of African States were tense around the issue of decentralization and the transfer of resources to the extent of the responsibilities transferred. Since then, and thanks to the pan-African dialogue platform that constitutes the Africities Summits, decentralization and the development of the territories are recognized everywhere as a necessity for the modernization of the States and for the improvement of the governance of the public affairs.

However, in several countries of the continent, the allocation of resources for local development, which is constantly being demanded, has not kept pace with the attribution of responsibilities even though significant progress has been noted. The definition of new relations between the territorial authorities, the national authorities and the supranational authorities at the level of the African Union is on the agenda of the Africities Summit 2018. For the first time the meeting of the ministers will be prepared by the Specialized Technical Committee No. 8 of the African Union, which brings together the conferences of ministers in charge of the Public Service, Urban development, Local authorities, and Decentralization.

Over the past two decades, the Africities Summits have pursued two major goals: to define appropriate and shared strategies for improving the living conditions of local populations; and contribute to the integration, peace and unity of Africa from below. The Summits aimed at linking a rigorous understanding of likely future trends with a strategic debate on the actions to be carried out at the local and territorial level.

The immediate goals of this process is to respond to the urgency of access to basic services, housing, mobility and transportation, security, resilience and the promotion of opportunities for the development of economic activities and the development of employment, and the recognition of the rights of women and young people in public policies. The birth of the REFELA movement was a major step to establish this recognition. The debates on climate change, on the migration issue and on the future of young Africans have emerged as unavoidable questions for the future of the Continent!

The Africities Summits have become the meeting place for local and territorial elected officials. They are the voice of, and mirror, the leaders of local and regional governments who administer the 16,008 local and regional governments in Africa.

In its dynamics and its design, in each of the five sub-regions of Africa, Africities materializes a choice and a will. It is about strengthening the role of local and regional authorities in the development of the continent and helping to build Africa from its local and subnational governments. Africities has been a place of elaboration and production of a vision of the local Africa, from the themes developed in each of the summits.

Africities 1, in Abidjan in January 1998, had as a theme: **Recognize the essential role of local communities in the development of Africa.**

Africities 2, in Windhoek in May 2000, had as a theme: **Financing African local governments to ensure sustainable development of the continent.**

Africities 3, in Yaoundé, in December 2003, focused on: **Accelerating access to basic services in African local governments.**

Africities 4, Nairobi, September 2006, focused on **building local coalitions to achieve the Millennium Development Goals in African local governments.**

Africities 5, in Marrakesh, in December 2009, focused on: **The response of local and regional authorities in Africa to the global crisis, promoting sustainable local development and employment.**

Africities 6, in Dakar, in December 2012, had as its theme: **Building Africa from its territories: what challenges for local communities?**

Africities 7, in Johannesburg in November 2015, had as a theme: **Building Africa's Future with People: The Contribution of Local Governments to the Agenda 2063.**

Africities 8, in Marrakesh, in November 2018, had as its theme: **The transition to sustainable cities and territories: the role of local and subnational governments in Africa.**

The Africities Summit 8 is the Summit of the twentieth anniversary. It is part of a heavy international context, which weighs heavily on African development. The new context is indeed marked by great uncertainties. The global and multifaceted crisis is deepening and structural imbalances are continuing. A first question, as to the future, concerns the place of Africa in contemporary globalization and its crisis.

The context is also characterized by a geopolitical, economic, social and cultural reorganization of the different major regions of the world related to their specific evolutions. A second question concerns the specificities of the evolution of Africa among the major regions of the world.

The last decades have been marked by the contradictions linked to the dynamics of democratization on a world scale. A third question concerns the forms that democratization will take in Africa. And what role should local and territorial authorities play in it?

Using the territories as entry points makes it possible to rethink and redefine the dynamics of African integration and unity. With decentralization and the creation of regional ensembles, public governance is becoming more complex. A fourth question relates to the articulation of the different levels of governance: the scale of the African continent, the scale of the five sub regions of the African continent, the national scale of African states, and the scale of local and territorial authorities. Using the territories as entry points also makes it possible to connect populations, cultures, activities, ecosystems and institutions. Globalization attempts to spread the same pattern of uniform development that, lacking diversity, is not sustainable from the point of view of ecosystems and is not acceptable from the point of view of equity and morality. A fifth question concerns the possibility for Africa to adopt modes of endogenous development and transformation of African societies that are more sustainable, more honest, stronger and fairer.

During its twenty years of existence, the eight Africities summits have helped to support the emergence of the municipal movement in Africa; support the capacity building of associations of mayors and local authorities in Africa; build and support the global movement of mayors and local elected officials; contribute to building the African Union from the local level; renew the forms of representation and politics through the process of decentralization and strengthening of the States; organize the largest meeting of African representatives of elected officials and local authorities; strengthen the financial and human technical capacities of local and territorial communities and the sharing innovative practices; doing advocacy by giving priority to the basic needs of citizens and the impetus for mechanisms to address them; take into account the contribution of the local dimension to the press in African institutions within the African Union and the United Nations; help to build the municipal word and to create a debate based on the themes successively dealt with in the Africities Summits over the last twenty years: and take into account contemporary challenges by taking cognizance of the paradigm shifts around the transition of sustainable cities and territories.

The 8th Summit discussed the role of local and regional authorities in Africa in relation to the changes of the period and the transition that the continent is addressing, by covering the five major themes: women's rights; the climate emergency; youth ; migrants; and the local policies and strategies.

The 8,000 participants, including more than 3,000 elected representatives from Africa's 16,008 local and territorial communities, demonstrated the vitality of local Africa and its willingness to contribute to building the Africa of tomorrow.