



THE INTERNATIONAL FORUM FOR RURAL TRANSPORT AND DEVELOPMENT - EASTERN AND SOUTHERN AFRICA REGION

## From Transport Development to Transport and Development



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## **PREFACE**

This document sets out the course of action for IFRTD in Eastern and Southern Africa [ESA] for a 3 year period 2011-2013. It encapsulates a vision of IFRTD's role and place in promoting transport solutions that add value to rural livelihoods, reduce poverty and isolation, and strengthen the symbiotic relationships between rural, peri-urban and urban areas.

The Strategy reflects an overall IFRTD's standpoint that the development responsibility of the transport sector investments goes beyond construction of roads and regulation of transport services. The strategy theme, "From Transport Development to Transport and Development" is meant to underscore the potential that transport has, working in concert with other sectors, to address some of the systemic pillars of poverty such as social inequality, gender imbalances, vulnerability, insecurity and disconnection from the wider social, economic and political processes. The theme also draws attention to emerging development trends such as globalisation, urbanisation, climate change and safety and security issues in the sector.

IFRTD is in the process of change. From a global network hosted by a partner organisation, IFRTD is now operating as an autonomous entity with its own identity, responsibilities and obligations. The next step in this evolution is the strengthening of its regional visibility and presence in the 4 regions where it works. The 1st strategic plan for ESA region is a tool for stimulating organisational and programmatic change. It therefore also focuses on ensuring development of a clearer profile of the type of a network that we want to be, what we want to do, how we will relate to others and the ways in which we will work.

The strategy was prepared in a 7 month period between July 2010 and January 2010. The preparation process consisted of desk research and production of a number of working documents including; a background paper on transport and development, country by country profiles and a regional external environment scan. These background drafts will remain useful resources that will inform the interpretation and implementation of this strategic plan

Finally, the writing was guided by a basic understanding of a strategic plan as a concise, directional and conceptual document providing the framework for more detailed planning. Whereas many strategic plans have a 5 year outlook, this is a 3 year plan. We consider this a more realistic horizon to accommodate the rapid changes that are taking place in the regional development realm.

Peter Njenga,  
IFRTD Coordinator,  
Eastern and Southern Africa

## EXECUTIVE SUMMARY

This document sets out the course of action for IFRTD in Eastern and Southern Africa [ESA] for a 3 year period, 2011-2013. It embodies the vision of IFRTD's role in promoting transport approaches that enhance rural livelihoods, reduce poverty and isolation and lead to equitable spatial development. The strategy theme, *"From Transport Development to Transport and Development"* is meant to underscore the potential that transport has - working in concert with other sectors - to address some of the systemic pillars of poverty such as social inequality, gender imbalances, vulnerability, insecurity and disconnection from the wider social, economic and political processes.

Being the first strategic plan for the region, it is also a tool for stimulating organisational and programmatic growth. It therefore also focuses on ensuring development of a clearer profile of the type of a network that we want to be, what we want to do, how we will relate to others and the ways in which we will work.

The documents consists of 4 substantive sections, namely,

- Underlying Trends;
- Strategic Orientations;
- Organizational Structure;
- Monitoring and Evaluation.

These are summarised below.

### UNDERLYING TRENDS

#### Globalisation<sup>1</sup>

We consider globalisation trends as the most significant and overarching driver of current development processes at the international, regional, national and local levels. The significance of globalisation to the wider development processes in general, and to transport policies in particular, provides an important framework in the development of the strategy. The key elements of globalisation trends that are captured in this strategy include:

- Links between Globalisation, Regional Integration and the integrative function of transport at all levels;
- ICTs, as an aspect of globalisation that is changing rural transport and access patterns;
- Increased Access to Low-Cost Transport Technologies from new source markets in Asia;
- Global Policies and Transport Sector Policies: Such as the Millennium Development Goals (MDGs), Climate Change, Transport, Agriculture and Food Security, Transport Safety and Security, including issues of communicable diseases.

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<sup>1</sup> The strategy, while conscious of the varying ideological view-points regarding the merits and de-merits of globalisation, restricts itself to highlighting trends significant to the transport sector in general and rural transport in particular.

## THE STRATEGY

The Vision, Mission, Goal and Strategies articulate our view of rural transport as a component of wider development objectives of reducing rural poverty and isolation and providing opportunities for men, women and children to connect to mainstream services and opportunities.

Organisationally, the strategy reflects the desire to strengthen the presence of IFRTD in Eastern and Southern Africa through a clearer legal framework, a programme delivery process that is strategic and network structure that is functional and aligned to the regional mission.

### **Vision of IFRTD ESA**

*An integrated approach to the development of rural transport systems that contribute to improved livelihoods of rural men, women and children and provide them opportunities to participate in the social, economic and political mainstream.*

### **Mission**

*Through networking, IFRTD-ESA conducts research, generates and shares knowledge and engages in policy dialogue in order to improve the linkages between transport and livelihoods in rural areas.*

IFRTD ESA will achieve the above mission through the following strategies

### **Strategies**

#### **Strategy 1: Pioneering research**

- Be on the cutting edge of small-scale, ground breaking research projects on emerging links between transport and development. Relevant research areas include: ICTs and rural access; use of transport technologies rural areas; approaches to stimulating rural transport services, and the links between rural transport and agriculture.

#### **Strategy 2: Establish linkages to Field Projects**

- IFRTD-ESA will develop partnerships with organisations working in fields that have “transport-and-development” linkages. These will provide IFRTD-ESA with opportunities from which to draw information, new knowledge and policy positions.

#### **Strategy 3: Information Sharing, Policy Engagement.**

- Information sharing will enable us to expand our reach to different audiences, grow new knowledge areas in transport and development, build capacity and help inform policy processes.

#### **Strategy 4: Capacity Building**

- In the context of this strategy, an emphasis is placed on expanding the network of people with knowledge on rural transport. There is need to capture and mentor a younger pool of professionals in this field by engaging them in networked research, networking events, internships, and encouraging young researchers in colleges and universities to venture into this area of research.

#### **Strategy 5: Regional consolidation and Network Alignment**

- This strategic objective aims at delivering a clearer identity for IFRTD ESA, development of a functional network structure that is aligned to the delivery of the mission, partnership engagement processes and mobilisation of the requisite resources for the envisaged programme of work. The strategic plan will, as a priority, embark on a process of identifying the most viable and practical institutionalisation method for the regional secretariat.

## ORGANISATIONAL STRUCTURE

The organisational structure will in the 1<sup>st</sup> instance be guided by the legal structure that will be implemented within the 6 months of the strategic plan. :

**A secretariat:** Will be responsible for day to day operations of the organisation, provide liaison with external actors, and be the key driver in the implementation of the mission.

**An Advisory Committee:** Responsible for policy formulation, management oversight, legal compliance and delivery of outputs. This could also act as the board if the legal requirements so demand.

**Core Members:** Consists of strategic partners, NFGs and members who are actively involved in the delivery of the mission. These will be organised as thematic groups pursuing specific areas of the strategy or cross-cutting groups working across various themes of the strategy. Core members will be nurtured to become platforms for learning, engagement in critical debates, and production of publishable output.

**Contact Members:** Wider membership that receives IFRTD information products, participates in IFRTD and related events, exchange information on rural transport and development and generally share IFRTD vision.

**Contractors:** IFRTD-ESA will optimise its resources and impacts by outsourcing some of the capacity for delivery of the mission to short term contractors. As there is limited capacity in the field of rural transport and development, the pool of contractors will be an important part of the IFRTD network.

## MONITORING AND EVALUATION

There are acknowledged difficulties in fully capturing the activities of the IFRTD network, and specifically to determine its impact. The imperative now is to develop a monitoring system that places the primary obligation for impacts on those directly responsible for strategy implementation. The regional secretariat will carry the direct responsibility in ensuring achievements of impacts. Annual business plan with clear targets and outputs will be developed by the secretariat and approved by the advisory committee. Other organs of the organisational structure – the core membership, the contact membership and the contractors will be coordinated to ensure their work appropriately aligns to the targets and outputs.

## **1.0 INTRODUCTION**

### **1.1 IFRTD in Eastern and Southern Africa**

IFRTD has had a membership based presence in ESA since its establishment in the early 90s. One of the series of consultative meetings leading to the establishment of IFRTD as a global network was held in the region in 1993. The early presence of IFRTD was in no small measure facilitated by the considerable body of Rural Transport work going on in the region, principally the Village Transport and Travel Programme [VTTP] and its precursor the Makete Integrated Rural Transport Project [MIRTP] in Tanzania. Other initiatives that served to create an early network hub in the region included a series of World Bank supported studies on Rural Transport in Uganda, Ghana and Malawi and ILO's pioneering work on Integrated Rural Access Planning [IRAP] in Malawi.

IFRTD has a diverse membership base in Eastern and Southern Africa [ESA], consisting of National Forum Groups, individual members, partner institutions and general contact membership that participates in specific activities and events. Historically, the established focal countries are Uganda, Ethiopia, Zimbabwe, Tanzania, South Africa and Kenya. IFRTD also have contact members in Rwanda, Malawi and Namibia.

In terms of programme development, IFRTD ESA has in the past pursued a strategy focusing on executing small ground-breaking pieces of research and developing policy dialogues processes in different countries. Some of the successful research work includes a scoping study on HiV/AIDS along regional transport corridors [2001-2002]; a study on rural transport hubs [2004] and a review of progress in rural transport and development, based on the pioneering work of the Makete Integrated Rural Transport Programme [2008-2010]

ESA also formulated and led the global programme on linkages between transport policies and national poverty reduction strategies funded by the DFID CSCF. Network members in the region have participated in global networked research activities such as "Waterways and Livelihoods" [2001-2003] and Mobility and Health [2005-2007]

ESA has good examples of successful policy dialogue processes. These include, in 2003, a collaboration with the Tanzania NFG to organize a half day dialogue session in the Tanzania House of Parliament with over 150 legislators to discuss institutional framework for rural roads financing and management and issues related to rural access and poverty reduction in Tanzania. Another example is the lobbying work in Kenya that led to the removal of VAT on imported bicycles, a trend that was later to spread in other countries in the region.

### **1.2 The Strategic Plan**

This plan outlines the main strategic orientations that will guide the development of IFRTD-ESA's plans and activities for a 3 year period, 2011-2013. It will serve as a tool for articulating the mandate of IFRTD in ESA and for securing support and buy-in from partners and various IFRTD constituencies. It also provides a flexible template for benchmarking the performance of IFRTD-ESA organisationally and in programme delivery.

The strategy development process was underpinned by seeking answers to the following questions:

- i. What are the *current* and *unfolding* trends in Rural Transport and which elements of these trends are important to the IFRTD agenda in Eastern and Southern Africa region?
- ii. What *trends in development* are likely to have a significant impact in the way rural transport affects development?
- iii. What are the key channels through which we foresee Rural Transport delivering on development?
- iv. What are some of most realistic development outcomes we foresee from improved rural transport systems?

Section 2 below articulates some of the answers to questions [i] and [ii] above, while the response to questions [iii] and [iv] are presented as part of the vision, mission and strategic goals of IFRTD-ESA.

## **2.0 GLOBALISATION<sup>2</sup>: A UNIFYING DEVELOPMENT TREND**

We consider globalisation trends as the most significant and overarching driver of current development processes at the international, regional, national and local levels. The significance of globalisation to the wider development processes in general, and to transport policies in particular, manifests itself in a number of ways that are important to the way IFRTD shapes its vision and operationalises its work on rural transport in ESA region.

### **2.1 Globalisation, Regional Integration and Transport**

Transport is one of the key instruments for geographical, economic, social and political integration. Globalisation represents the pinnacle of integration. There are many tiers that constitute the building blocks for integration – villages, sub-regions, nations and cross-national blocs. At every level, transport is an important instrument that welds together the social, economic and political relationships that are the basis for interaction, cohesion and integration.

In ESA region, there is a strong policy focus towards development of Regional Economic Communities [RECs] as the entry windows into the global economy. At the continental level, the New Partnership for Africa's Development [NEPAD] is providing a general political impetus towards this process of regional trading blocs. As part of this, improving regional transport corridors has become one of the key transport policy priorities for the three<sup>3</sup> Regional Economic Communities in the ESA region.

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<sup>2</sup> The strategy, while conscious of the varying ideological view-points regarding the merits and de-merits of globalisation, restricts itself to highlighting trends significant to the transport sector in general and rural transport in particular.

<sup>3</sup> The 3 RECs in ESA are the East Africa Community [EAC], Common Market for Eastern and Southern Africa [COMESA] and the Southern African Development Community [SADC]

Bilateral and multi-lateral support in the transport sector in the region are largely now geared towards support for the infrastructure and systems to support the objectives of competitive Regional Economic Communities. Upgrading of ports, air transport infrastructure, railways and inter-country corridors feature prominently in many of the multi-lateral and bilateral infrastructure investment programmes.

However, in tandem with this trend, many governments realise the need to consolidate their national competitiveness as a pre-requisite for benefitting from regional and international trade. National competitiveness in regional trade is being undergirded by a broader trend towards political and fiscal decentralisation. Local level planning and decision making have become critical elements in widening the source of raw materials and in the development of new markets for regional trade.

The accompanying trend in transport is towards increased allocation of national budgets for improvements of national and sub-national roads, as well as rural roads.

The establishment by the World Bank of the Rural Access Index [RAI] – a measure of the proportion of the population living more than 2 kilometres of an all season road – is helping governments focus efforts on reducing rural infrastructure deficiencies in rural areas. Sub-Saharan Africa posts the worst results in the access indicator, with nearly 70% of the population living beyond 2 kilometres of an all season road. In Eastern and Southern Africa, the average RAI is around 60%.

There is an important role for IFRTD to continue articulating the need for investments in rural transport to enable them become a firm foundation for regional integration efforts. Generally, though there is a huge diversity in the characteristics and needs of rural areas, it is clear that they remain the weakest link in national and regional integration. And this has a lot to do with poor accessibility and inadequate rural transport systems – both infrastructure and transport services.

Based on the foregoing, and in tandem with key regional policy orientations towards integration, the integrative function of transport is a running theme in this strategy. Development of rural transport infrastructure and services is an important way of guiding equality in the spatial spread of social and economic opportunities across countries.

## **2.2 ICTs and Transport**

The gradual adoption and internalisation of Information Communication Technologies [ICTs] – particularly mobile telephony is rapidly changing our notion of “rurality”. In addition there is a growing trend towards use of local languages in radios – as a way of reaching the rural audience. The combined effect of this is increased access to information and a diminishing sense of remoteness and isolation as experienced a decade or so ago.

An important outcome of this trend is the potential to combine transport and ICT solutions in the improvement of the social, human and physical capital in rural areas. The 2010 Human

Development Report shows the strong links between internet penetration and improvements in the Human Development Index for Africa<sup>4</sup>.

Improved access to goods and services is an outcome that can be achieved through transport and ICT solutions, either working singularly or in tandem. They can enhance the formation of social capital by increasing access to social networks; they can also help build physical capital through improved access to markets and market information; ICTs can complement transport in enhancing human capital through improved access to education and training through distance learning programmes, and education tools in a wide range of different formats.

Adoption and innovations in the use of ICTs provide IFRTD with an opportunity to develop new platforms on rural access and service delivery in a variety of sectors, with immediate opportunities in agriculture, health, education and small business development. It also provides an opportunity to harness the innovativeness of the private sector in development of solutions that advance the public good.

### **2.3 Access to Low-Cost Transport Technologies**

Broader policy recognition of the role of Intermediate Means of Transport [IMTs] and new trading relationship with emerging Asian economies, namely China and India has led to a proliferation of low-cost means of transport in many countries in the region. These range from bicycles, motorcycles, three-wheelers to small motorised delivery vans. Many of these can be seen in Kenya, Rwanda, Uganda and Tanzania. The trend is likely to replicate in many of the other countries. In some locations, motorcycles now account for the majority of vehicles in traffic counts. Some are owned for personal transport but many are used for transport services, providing young men an attractive way of earning a living in urban and rural areas. Motorcycles are able to operate on poor roads, and can often pass when four-wheeled vehicles are blocked by mud, water or landslides.

This trend, in conjunction with the growth in ICTs mentioned above, is giving many rural areas a new vibrancy by enabling poorly served villages to connect to transport services on main roads and onto outlying major market centers. They also provide employment for the operators and repairers.

IFRTD-ESA acknowledges the positive contribution that these technologies are making in opening up rural areas, enabling access to a wide range of goods and services.

On the other hand, we are aware of the accompanying disadvantages that need to be monitored for the development of appropriate policy and legislative responses. A leading disadvantage is accidents. For example, motorcycles are now cited as the leading cause of road injuries and fatalities in Kenya and Tanzania. Another disadvantage, and common in Kenya, is insecurity. This ranges from the ability of motorcycles to be deployed for quick get-away criminal activities,

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<sup>4</sup> United Nations Development Programme: *The Real Wealth of Nations: Pathways to Human Development; Human Development Report 2010*

to attacks on operators and users in lonely stretches of the rural roads. A third disadvantage is the environmental impacts associated with many of the motorcycle engines that are being imported into the countries in the region.

## **2.4 Global Policies and Transport Sector Policies**

Global inter-connectedness has led to the emergence of a range of universal agreements, policies and norms aimed at promoting sustainable development, reduction of social inequalities and enhancement of global security.

Our vision of improvements in rural transport and access needs to reflect a number of relevant universal policies and view-points.

### **2.4.1 Transport, poverty reduction and the Millennium Development Goals [MDGs]:**

The Millennium Development Goals (MDGs) are a set of targets agreed to by the world's governments at the Millennium Summit in 2000, with the overall objective of halving extreme poverty by 2015. A general assessment of transport programmes invariably show ambiguous impact on social development in general and a very weak contribution to poverty reduction in particular.

The MDGs aim to make progress in key areas of human development such as food security, poverty reduction, education, health, empowerment, gender equality and child mortality. Integration of MDGs objectives in the transport sector imply a move from exclusive economic efficiency justifications to linking the outcomes of transport projects to those of poverty reduction and human development.

Although improving transport is not in itself one of the MDGs, transport and access issues are intractably connected to the various dimensions of poverty. Transport is integral to the provision of and access to basic services; and the combination of an effective transport infrastructure and means of transport are necessary for the delivery of positive livelihood outcomes.

Linking the rural transport agenda to the wider development agenda as encapsulated by MDGs reinforces the integrative role of transport. It correctly places transport as a central cog in the service delivery systems of other sectors – such as health, education, agriculture and economic services.

It also helps clarify the purpose for which transport investments are made; not merely to invest in development of transport, but to invest in transport for development.

*“Around the world, in much of development work, transport is the ultimate enabler. By serving other sectors of a nation’s economy, it puts development goals within reach. We know, for instance, that an estimated 75 percent of maternal deaths could be prevented through timely access to childbirth-related care, facilitated by transport.”*

Katherine Sierra, Vice President, Sustainable Development, “Safe, Clean, and Affordable..., Transport for Development”, The World Bank Group’s Transport Business Strategy for 2008-2012

### **2.4.2 Transport and Climate Change**

An important global policy trend is the growing recognition of the contributions of Green House Gas [GHG] emissions to global warming and the consequences that this has on ecological balance, food security and vulnerability to natural disasters.

Climate change has the potential to increase rural poverty directly and indirectly due to natural disasters, destruction of economic and social infrastructure and narrower livelihood options.

The transport sector is one of the leading sources of [GHG] emissions. Transport policies are beginning to develop strategies for climate change mitigation through investments in lower-carbon transport systems (infrastructure and vehicles). In respect to land transport, priority mitigation measures are being placed on highly trafficked urban and inter-urban transport systems as the main sources of the carbon footprint.

Not much has been done towards ensuring that development of rural transport systems – both infrastructure and vehicles – are geared towards best practice in low carbon technologies. IFRTD-ESA has a role to play in pioneering debates, initiating research and disseminating information of the envisaged impacts of climate change on rural transport systems, including the effects of weather extremes on transport infrastructure and transport services.

### **2.4.3 Transport, Agriculture and Food Security**

Partly owing to the global food crisis in the middle of this decade, and partly due to increasing demand for food by the soaring urban populations in every country, there is a renewed interest in the role that transport can play enhancing and expanding agricultural productivity, reduce post-harvest losses, and increase volumes marketed.

Over 75% of Africa's population lives in rural areas, and 70% of this population is engaged in agriculture, the sector provides the mainstay of rural livelihoods and the growth engine for the economies in Africa. Spatial dispersal of small scale rural farms, growing distance between source of food and where it is most demanded, and poor transport, are some of the main causes of value chain fragmentation that often render rural agriculture unprofitable.

The growing demand for food in an urbanising world provides opportunities for farmers and rural food processing industries to grow and integrate into new market chains, therefore offering increased prospects for rural dwellers to escape the poverty trap.

IFRTD-ESA will engage in this area of work with a view to developing approaches that can help small scale rural farming communities integrate into emerging agricultural marketing value chains.

### **2.4.4 Transport Safety and Security**

Road accidents are a very serious development policy concern. Statistics are grim. Road fatalities are higher per 1,000 vehicles in Africa, than in developed countries. Annually, the continent records around 28 deaths per 100,000 population. Studies show that road accidents are commonly the second highest cause of death for the 5 to 44 years age group in

Africa with pedestrians, cyclists, users of motorised two and three-wheelers being highly vulnerable groups.

These statistics mask other dimensions of the problem. Firstly, in many countries, the police do not record more than half of the deaths that occur as a result of accidents. A good proportion of single-victim accidents, and those that happen outside the spotlight of major inter-urban networks, often go unrecorded.

Transport activities carry inherent safety and security risks. Safety risks are usually seen in terms of accidents resulting in injuries or death to people and or damage to property and vehicles. Security risks can include cases of criminality in transport such as robbery, physical abuse, piracy on waterways etc. Safety and security concerns can also encapsulate such as externalities as environmental pollution and the spread of communicable diseases through transport activities.

IFRTD ESA is committed to contributing to the understanding of the issues of transport safety to encompass the experiences of communities in rural settings. This includes integrating transport safety measures in relation to non-motorised vehicles; feeder roads, tracks and paths; the maintenance of bridges and crossings; waterways; risks related to travel in rainy seasons; the vulnerability of both travellers and transport operators on isolated journeys; and the impact of large scale infrastructure traversing and opening up previously isolated areas.

IFRTD is well positioned to use its network of rural transport experts to help build a body of knowledge and understanding on rural transport safety and its various dimensions. The value of this knowledge would include development of clearer definitions on the scope and magnitude of rural transport safety and security, benchmarking of rural safety standards and integration of rural transport safety in all the stages of a project cycle.

## **3.0 STRATEGIC ORIENTATIONS**

### **3.1 Introduction**

This section provides the main strategic directions for IFRTD-ESA. It consists of the vision and the mission, and strategic objectives that will be the basis of the programme of work for the period 2011-2013. The strategy consists of two key elements – the programmatic thrusts and the organisational features that are expected to facilitate programme delivery.

The Vision, Mission, Goal and Strategies articulate our view of rural transport as a component of wider development objectives of reducing rural poverty and isolation and providing opportunities for men, women and children to connect to mainstream services and opportunities.

Organisationally, the strategy reflects the desire to strengthen the presence of IFRTD in Eastern and Southern Africa through a clearer legal framework, a programme delivery process that is strategic and network structure that is functional and aligned to the regional mission.

### **3.2 Vision of IFRTD ESA**

*An integrated approach to the development of rural transport systems that contribute to improved livelihoods of rural men, women and children and provide them opportunities to participate in the social, economic and political mainstream.*

### **3.3 Mission**

*Through networking, IFRTD-ESA conducts research, generates and shares knowledge, and engages in policy dialogue in order to improve the linkages between transport and livelihoods in rural areas.*

### **3.4 Strategies**

In order to deliver on the Vision, Mission and Strategic Goal above, 5 inter-linked Strategies have been developed. The scale of ambition of the strategies is restrained by the reality of limited projected growth in human and financial resources in the 3 year strategy period.

#### **3.4.1 Strategy 1: Pioneering research**

- IFRTD-ESA is uniquely positioned to carry out small-scale, ground breaking research projects on emerging trends, in order to provide timely and dynamic evidence that can help inform policy and practice not only in transport, but in other areas of rural development to which transport plays a part. Pioneering research is therefore a key pillar to this strategy and will interact with the other 4 strategies in order to achieve the mission. In the preceding sections, issues of the emerging role of ICTs in rural areas have been highlighted. Other examples of new research areas include increased use of

motorcycles in rural and peri-urban transport, approaches to stimulating rural transport services, and the links between rural transport and agriculture.

#### **3.4.2 Strategy 2: Establish linkages to Field Projects**

- Implementation of field projects is not a traditional focus of IFRTD's work. The network structure presumes that IFRTD's partners are best suited to implement field projects, while using the network platform for dissemination of information. Whilst retaining this principle, the strategy is cognizant of the need to be more anchored to real experiences on the ground.

This strategy places emphasis on strengthened linkages with projects. This will provide IFRTD-ESA with opportunities from which to draw information, new knowledge and policy positions. IFRTD-ESA will seek to develop this work area by developing partnerships with other organisations in any field that has linkages between transport and development.

#### **3.4.3 Strategy 3: Information Sharing, Policy Engagement.**

- Strategies 1 and 2 above are important underpins to strategy 3. Pioneering research and engagement with field projects will enable IFRTD to share information that is not too abstract. The main tools for information sharing will be through the IFRTD website, networking events, occasional publications and a regional electronic newsletter.

Information sharing will enable us to deepen our knowledge, grow new knowledge areas in transport and development, reach new audiences, build capacity and help inform policy processes. Any research or project documentation process will not only aim at providing generalised knowledge for the public, but will also be accompanied by a distillation process aimed at policy makers and academia/research community.

#### **3.4.4 Strategy 4: Capacity Building**

Capacity building encompasses a wide range of activities such as information sharing and networking. These have been covered elsewhere in this strategy.

In the context of this strategy, an emphasis is placed on expanding the network of people with knowledge on rural transport. There is need to capture and mentor a younger pool of professionals in this field by engaging them in networked research, networking events, internships, and encouraging young researchers in colleges and universities to venture into this area of research.

#### **3.4.5 Strategic Objective 5: Regional consolidation and Network Alignment**

This strategic objective aims at delivering a clearer identity for IFRTD ESA, development of a functional network structure that is aligned to the delivery of the mission above, partnership engagement processes and mobilisation of the requisite resources for the envisaged programme of work.

The strategic plan will, as a priority, embark on a process of identifying the most viable and practical institutionalisation method for the regional secretariat. The identified mechanism will be implemented within the first 6 months of the Strategic Plan. In parallel with this a comprehensive business plan for the 1st year including fundraising targets will be developed in the 1st three months of the strategy.

Strategic partnerships will be crucial in delivery of the various strategic objectives. Stakeholder mapping was undertaken as part of the background work in the development of this strategy. Partnership development is therefore embedded in the strategic objectives to ensure that it becomes part of the detailed business plan right from the beginning.

Network alignment responds to the challenge of lack of a clear understanding of who the members are and what their strategic function is. Furthermore, it aims at addressing the underlying ambiguity on whether networking is an end in itself or a means to an end. In this strategy, we take the view that while it can be a bit of both, precedence will be given to networking as means to an end.

To that end, this strategy will endeavour to develop a networking community around the delivery of the 5 strategies. In essence, it is foreseen that the network will revolve around an active core that is linked to any of the strategies. Around the core, will be a broader contact group, interacting through exchange of information, provision of advisory/consulting services and participation in events relevant to IFRTD work.

## 4.0 ORGANISATIONAL STRUCTURE

The organisational structure will in the 1<sup>st</sup> instance be guided by the legal structure that will be implemented within the 6 months of the strategic plan. It is the intention that IFRTD will be based on a lean structure consisting of the following elements:

**A secretariat:** Will be responsible for day to day operations of the organisation, provide liaison with external actors, and be the key driver in the implementation of the mission. The secretariat will be headed by a regional coordinator and will be supported with the key functions of research, networking and information management.

**An Advisory Committee:** Responsible for policy formulation, management oversight, legal compliance and delivery of outputs. This could also act as the board if the legal requirements so demand.

**Core Members:** Consists of strategic partners, NFGs and members who are actively involved in the delivery of the mission. These will be organised as thematic groups pursuing specific areas of the strategy or cross-cutting groups working across various themes of the strategy. Core members will be nurtured to become platforms for learning, engagement in critical debates, and production of publishable output.

**Contact Members:** Wider membership that receives IFRTD information products, participates in IFRTD and related events, exchange information on rural transport and development and generally share IFRTD vision.

**Contractors:** IFRTD-ESA will optimise its resources and impacts by outsourcing some of the capacity for delivery of the mission to short term contractors. As there is limited capacity in the field of rural transport and development, the pool of contractors will be an important part of the IFRTD network.

## 5.0 MONITORING AND EVALUATION

There are acknowledged difficulties in fully capturing the activities of the IFRTD network, and specifically to determine its impact. This is largely because the *raison d'être* for IFRTD was solely based on national networks and membership as the vehicles for strategy implementation – especially national policy influencing. This model was initially successful owing to the early enthusiasm with which the subject of rural transport – as a new area- was embraced, and a supportive donor environment. New challenges have however emerged. Membership growth has reached a plateau, and donor priorities have shifted

Along the way, new challenges have emerged. Funding for rural transport work has not been as easy as before. Membership growth reached a plateau and then began to decline as the issue of rural transport lost its earlier novelty.

While these changes have happened, the requirement to demonstrate impact and value for money to current and potential donors has risen. The imperative now is to develop a monitoring system that places the primary obligation for impacts on those directly responsible for strategy implementation. This removes the past tendency to place the responsibility for impacts on constituencies that had no contractual obligations to providers of funding.

The regional secretariat will carry the direct responsibility in ensuring achievements of impacts. The steering committee will be mandated to provide the management oversight for monitoring and evaluation. Annual business plan with clear targets and outputs will be developed by the secretariat and approved by the advisory committee. Other organs of the organisational structure – the core membership, the contact membership and the contractors will be coordinated to ensure their work appropriately aligns to the targets and outputs.