

Welcome to Issue 48 of our eNewsletter

Dear Reader,

We are delighted to introduce and extend a warm welcome to our **newly appointed Governance Theme Champion, Fred Amony**.

Of Ugandan origin, Fred has over 12 years of experience in transport policy and investment management. This experience covers both research and practice. He has advised governments, investment banks, lenders to infrastructure concessions, and infrastructure asset managers from all around the world. On the research front, he addresses the internalisation of science in policymaking, while challenging existing macroeconomic [endogenous growth] models. In addition, he has published prominently on the institutional economics of public-private partnerships (PPP) and infrastructure asset management.

Fred has worked extensively in Africa, Asia and Europe. He is a senior consultant with the Mott MacDonald Group, and researches at the Centre for Transport Studies, Imperial College in London.

We are greatly looking forward to working with him on Governance issues, and take this opportunity to announce that we will be organising a Stakeholders Workshop on Governance on 25th November 2009 in Arusha, Tanzania. This Workshop will be decisive with regard the future work of the Governance Theme.

A Call for Papers including the preliminary programme of the Workshop can be found [here](#).

On a linked matter, I would like to remind readers that registration for the **Rural Roads Conference**, which will also take place in **Arusha, Tanzania, on 26-27 November 2007**, is now open.

Registration forms for both the workshop and the conference introduced above can be accessed [here](#).

Sibylle Rupprecht
Director General, International Road Federation
Project Manager, global Transport Knowledge Partnership

Free advice from technical experts

gTKP offers free expertise to transport practitioners and other interested people. You can contact us with a query by emailing info@gtkp.com or by finding the most relevant theme champions and contacting them directly. Email addresses of all our theme champions are in this newsletter under each theme.

Let us know what you think

As always we welcome your comments, questions and suggestions. You can contact us on info@gtkp.com or by joining our discussion groups on www.gtkp.com.

Governance

Governance – a new Chapter for new Challenges

We are delighted that, with the appointment of Fred Amony as new Theme Champion, Governance will once again form a regular and vibrant section of this newsletter. Fred introduces below his vision and ambition for the challenges that will be addressed going forward and, in the spirit of gTKP, invites the widest possible participation from our readers ...

Championing Common Interests in Transport

It is a new chapter. It is one that will build on past effort while defining and tackling new challenges. The main challenge is exposing and dissecting the roots of poor governance in the transport sector, deeper than the widely publicised symptoms of poor governance, such as corruption. The pursuit will take us through the dynamics of policymaking, the structuring of organisations, and the legitimisation and delegitimation of institutions. Further, the challenge will entail understanding the interaction of the transport sector and other public service sectors, and the provision of transnational transport service. Access the [delivery frame](#) for details.

Tackling these challenges will demand that the serenity of the university meets the whiz of the private sector, and the bureaucracy and stability of the public sector. To this end, the theme will collaborate with universities, think tanks, government research units, infrastructure asset managers, and donor agencies – collectively, resource centres. The product will be a stream of high quality papers and debates.

Let us take a sneak preview of future forums. Conferences and workshops will be guided by the [delivery frame](#). Introductory meetings will be held in Africa, Asia and East Europe to discuss the roadmap for the theme, and offer an opportunity for resource centres to interact. Details will be posted on the [web page](#). The meetings in Africa will be held later this year and early in 2010. The first will be held in Tanzania this November; details will be posted on the [web page](#) within a fortnight. The meetings in Asia and East Europe will follow in mid-2010.

The introductory meetings will be followed by a series of conferences, workshops and roundtable discussions to consider papers arising from commissioned research. The research should start later this year. It will be tightly structured by the [delivery frame](#). Watch the [web page](#). On a special note, we call on graduate students to consider the theme a partner in their research effort, especially as they ponder case studies. We expect to hear from students of engineering, management, public policy, sociology and public economics – to name but a few.

The road ahead is exciting. We count on you to be a part of the journey.

Contact Fred Amonya, Theme Champion for Governance, at Fred.Amonya@gtkp.com

Road Safety

Additional UK Government Support for Global Road Safety

The UK Department for International Development (DFID), which sponsors gTKP, is to join the World Bank Global Road Safety Facility.

Announcing its policy on promoting economic recovery and greener growth, in its new [strategy paper \(White Paper\)](#), DFID states that “increasing numbers of vehicles on the roads can lead to higher numbers of poor people killed or injured in road crashes. This is both a human tragedy and an enormous cost to the economy. To help prevent this, the UK will become a sponsor of the [World Bank Global Road Safety Facility](#), and support the November 2009 Ministerial Conference in Moscow”.

This recognition of the importance of road safety, and the work of the Facility, comes as DFID also announces a doubling of aid for infrastructure development in Africa, to £1 billion over the next four years.

The World Bank Global Road Safety Facility was launched in 2005 and is supported by the World Bank, the Governments of Australia, Netherlands and Sweden, [and the FIA Foundation](#).

This welcome announcement comes in a year when the number of people killed in road accidents in Britain fell by 14 per cent. The government has also pledged to cut casualties by at least a further 33 per cent by 2020, and has adopted a strategic vision to make Britain's roads [the safest in the world](#).

African Ministers call for Decade of Action for road safety

Ministers, high-level government officials and road safety activists from across Africa have pledged support for a UN Decade of Action for Road Safety, both on their continent and around the world. gTKP was present at the [pan - African conference](#) which met in Dar es Salaam, Tanzania, on 8th July, 2009. The conference was immediately followed by a workshop on “Setting Road Safety Targets: A Way Forward for Reducing Accident Fatalities by Half by 2015”. This was part of a gTKP-supported UN Development project, ‘*Improving Global Road Safety: setting regional and national road traffic casualty reduction targets*’, aimed at assisting African countries with the development of regional and national road traffic casualty reduction targets, and to provide them with examples of good road safety practice in setting up and monitoring these targets.

Attended by more than 150 delegates from across the continent, assisted by many leading experts from international institutions, the conference and workshop decided on actions to be taken by African countries as they prepared for a 'decade of action' in the lead up to the UN [Global Ministerial Conference on Road Safety](#), to be held in Moscow from 19-20 November 2009.

Safe System Infrastructure

ARRB's report on 'Safe System Infrastructure', based on a recent national roundtable in Australia, is now available and will make a substantial contribution to Safe System implementation. The report will be a useful resource in the future development of this approach now being undertaken by many countries. [The report can be downloaded here.](#)

Adoption of a safe system approach is advocated by gTKP and we believe that in developing countries rapid casualty reduction can be achieved through the introduction of primary road treatments. We also believe that governments need to adopt casualty reduction targets and sound performance indicators.

Speed Management Saves Lives

It is well known that sound speed management is a key factor in reducing road crash casualties. In France, 'no tolerance' for drivers exceeding speed limits and the efficiency of the automated speed control system, combined with a penalty point scheme, have in great part led to the fall in road deaths from 8,250 in 2001 (the year prior to President Chirac declaring road safety a national priority) to 4,274 in 2008.

[European Speed Monitor](#) gives news about recent speed policy developments and speed management initiatives in EU Member States, including many lessons on the challenges faced by professionals and policy makers that are applicable across the world.

Vulnerable Road Users

Pedestrians and other road users who are not in motor vehicles account for the majority of casualties in developing countries. Our knowledge source on [how to reduce VRU casualties](#) has been updated.

GRSP Tenth Anniversary

We congratulate [The Global Road Safety Partnership](#) (GRSP) on its tenth anniversary. During its first decade it has brought together governments and governmental agencies, the private sector and civil society to deliver some groundbreaking local road safety programmes.

Since its formation, GRSP has worked to make the best knowledge available to professionals and NGOs in many places across the world and has been a key member of the UN Road Safety Collaboration, notably bringing together 'How To' manuals for use in countering key risks to road users. It is committed to building capacity to ensure that these are used widely, and works in close cooperation with gTKP to develop our knowledge base and build capacity.

Royal Awards in Africa

Opening the pan-African **Make Roads Safe** Conference in Dar es Salaam Tanzania on 8th July, HRH Prince Michael of Kent, Royal Patron of the Commission for Global Road Safety, congratulated three winners of his [International Road Safety Awards](#) by saying: "My Awards recognise innovation and reward success and, most importantly, they help to communicate these ideas to a wider audience, spreading knowledge and awareness of what works in road safety. I am, therefore, delighted that here today are three new winners of my awards; each very different but each an example of what can be done to make roads safer."

Later that evening he presented his award to Chevron for its international commitment, demonstrated through its [Arrive Alive Programme](#) that has enabled significant strides in road safety in Guatemala, Nigeria, South Africa and Uganda.

He presented a second award to the [Fleet Forum](#) for its successful road safety programme targeting vehicle fleets of the UN and other humanitarian organisations.

Finally, a certificate of commendation was presented to Casey Marengue, who founded the [Chariots of Destiny](#) organisation and has achieved so much to raise awareness in Kenya and further across the world.

There are a number of events coming up in Road Safety. To view these events, please [click here](#).

Contact Adrian Walsh, theme champion for Road Safety, on adrian.walsh@gtkp.com.

Rural Transport

Performance Based Contracting

A World Bank review of Performance Based Contracting (PBC) has been posted for downloading on the [Road Maintenance](#) webpage. The document reviews the experiences in a large number of Latin American countries and includes use of micro-enterprises on rural road maintenance.

Landslide and Slope Management in Laos

A recent paper on the experiences of the [SEACAP 21](#) is available for downloading from the new [SEACAP](#) section of the gTKP website, along with many of the other SEACAP programme outputs.

Transport Power Points

We have assembled the gTKP [Transport Power Points](#) (TPPs) on one webpage for ease of downloading. They are intended as a briefing series that conveys the key issues relating to specific road transport topics relevant to developing countries and those in transition.

The TPPs are designed to convey the essential information on a topic in 10 minutes or less through presentation or briefing. It is intended that they will be adapted to local needs for use in briefing, decision making, education and training.

The current topics covered are:

- Basic Access.
- Eco-roads for Emerging Economies.
- Low Cost Grading.
- Rural Road Management.
- Rural Road Surface Options.
- Rural Transport and Agriculture Synergies.
- Rural Transport Strategies to support the Millennium Development Goals (MDGs).

We plan to expand the series. If you have any comments on, or would like to contribute to these or other possible TPP topics, please write to: info@gtkp.com.

The Low Cost Structures Guideline

The current draft of the [Low Cost Structures Guideline](#) has been web-posted on the gTKP website for comments / contributions before finalisation. Standard drawings and Bills of Quantities (BoQs) are now included in the supplementary volumes.

Please correspond with any comments before 30th September 2009 to Rob Petts, Theme Champion, Rural Transport, gTKP: rob.petts@gtkp.com

Social Development

Release of World Bank's Transit Access Training Toolkit

The World Bank, with the support of a Norwegian and Finnish trust fund within the Bank's Disability and Development Team, has been carrying out a project to create a Transit Access Training Toolkit. The toolkit is designed to help train taxi and bus drivers as well as other transit personnel to assist elderly and disabled passengers around the world.

The project will include:

- A set of posters promoting safety and courtesy by transit drivers for passengers with disabilities.
- Pocket-size handouts for bus, taxi, and other transit drivers and staff.
- Public service announcements for the general public and transit staff.
- Ideas for outreach to bus drivers and others in situations where there has been little or no capacity to provide necessary training.

The toolkit materials have been put together with inputs from focus groups in Mexico City and New Delhi, involving nearly ninety bus drivers and transit staff as well as persons with disabilities. The materials are also subject to ongoing evaluation by transit professionals and disability leaders worldwide.

The Toolkit is currently being finalised by Tom Rickert of Access Exchange International for release in August, 2009. Contact him at tom@globalride-sf.org to request a set of toolkit materials free of charge in English, Spanish or Portuguese.

Driving for Change – a training toolkit on HIV/AIDS for the road transport sector.

The transport sector has a crucial role to play in combatting the spread of HIV/AIDS.

Increased mobility through the provision of better roads may inadvertently contribute to intensifying the spread of HIV/AIDS in some parts of the world, especially in Africa and to some extent in Asia.

The disease impacts on the transport sector at three levels: transport workers and their families, transport companies and the economy as a whole. Transport workers, especially long-distance drivers, are particularly at risk of HIV infection due to the nature of their work – and this often regrettably carries further implications for their families. Transport companies are affected by the sickness or loss of skilled employees, and also incur significant extra expense through rising health benefit costs and insurance premiums. The very effectiveness and reliability of the transport sector may be jeopardised as the output and profits of transport companies decline – and this can have major repercussions given the importance of transport infrastructure to economic growth and trade. For all these reasons, it is vital to take early, proactive steps to inform people at risk about the consequences and prevention of HIV infection.

In this perspective, the International Labour Office (ILO), the International Road Transport Union (IRU) Academy and the International Transport Workers' Federation (ITF), have joined forces to develop a new HIV/AIDS Training Toolkit for the Road Transport Sector. The toolkit is based on the *ILO Code of Practice on HIV/AIDS and the world of work* and on various guidelines specifically developed for the transport sector.

The purpose of the toolkit is to raise awareness among road transport workers, managers and instructors through specific training on HIV/AIDS issues and concerns.

Currently, ILO, the IRU Academy and ITF are organising a series of workshops to train instructors on the effective use of the toolkit. The first such workshop was held in Geneva from 1st to 3rd December, 2008. Workshops are held in small groups to promote a participatory approach based on discussion and group work, with a key emphasis placed on the adaptation and practical application of the toolkit.

The *Driving for Change* toolkit set contains:

- **An Instructors' module** – designed to train the trainers.
- **A Managers' module** – aimed at instructors who will train managers on HIV/AIDS.
- **A Drivers' module** – intended for instructors who will train drivers on HIV/AIDS.
- **A Module for informal settings** – contains exercises and activities tailored for use with drivers and other road transport workers in both informal and formal settings.
- **A CD and 2 DVDs** – featuring electronic versions of the four modules, together with PowerPoint presentations, a video on the joint ILO/IRU/ITF response to HIV/AIDS and the ITF film, *Highway of Hope*.
- **A sample condom.**
- **The ILO code of practice on HIV/AIDS and the world of work.**
- **An ILO leaflet, *Know Your Status*, aimed at mobilising workers for voluntary HIV counselling and testing.**

To find out how you can obtain a copy of the toolkit free of charge, write to info@irfnet.org.

Contact Nathalie Pereira, theme champion for Social Development, on nathalie.pereira@gtkp.com.

Urban Mobility

gTKP and ITDP-Europe agree to cooperate on Urban Mobility

gTKP and the European section of the Institute for Transportation and Development Policy (ITDP Europe) signed a Memorandum of Cooperation on 23rd June to (a) exchange information concerning urban mobility policy, planning, development, management and operations; (b) coordinate the dissemination of research information, global best practices and innovations; and (c) collaborate in the development and promotion of programmes related to global urban and peri-urban mobility as well as land use issues.

ITDP Europe is a non-profit policy, research and advocacy organisation that mostly works in developing and transition countries on transportation practices tackling climate change, improving air quality,

addressing gender disparities, creating better access to healthcare, connecting citizens to economic opportunities and improving overall quality of life. ITDP Europe is based in Germany and is part of the ITDP global network.

For more information, visit the ITDP-Europe website at: <http://www.itdp-europe.org>

Article on “The Role of Smart Bike-sharing Systems in Urban Mobility” published in “Journeys”

An article on “The Role of Smart Bike-sharing Systems in Urban Mobility” by Urban Mobility Theme Champion, Peter Midgley, has been published in the latest edition of the Singapore Land Transport Authority Academy journal *Journeys*. The article provides a comprehensive review of the state of the art of bike-sharing systems, drawing on experiences in selected European cities. Following the success of the smart bike-sharing system in Paris, bike-sharing is rapidly being introduced in European cities for daily mobility. The basic premise of the smart bike-sharing concept is sustainable transportation. Such systems often operate as part of a city’s public transport system. They provide fast and easy access, have diverse business models and make use of applied technology (smart cards and/or mobile phones). Bike-sharing systems are currently operating in 78 cities in 16 countries, using around 70,000 bikes in total.

The article can be accessed [here](#). For more information on bike sharing, visit the “[Shared Bikes](#)” page on the gTKP website.

Contact Peter Midgley, theme champion for Urban Mobility, on peter.midgley@gtkp.com.

Finance and Economics

Call for papers: International Africa Public Private Partnership Conference focusing on the Infrastructure, Energy & Transport sectors.

The African Development Bank, in collaboration with AME Trade Ltd, United Kingdom, is organising a first international [Africa Public Private Partnership Conference](#) focusing on the Infrastructure, Energy & Transport sectors. The conference will examine the underlying principles needed to establish legal, political and economic frameworks to implement PPPs, building on the experience in parts of Africa and other countries. The event will provide a definitive platform for senior industry representatives, ministerial advisors, legal advisors, financial sponsors and other professionals interested in initiating PPP projects with governments.

The call for papers has been launched and can be accessed [here](#). The deadline for the submission of applications is set for 1st November, 2009.

Performance-Based Contracting for Maintenance

The Transportation Research Board (TRB) of the US National Academies has recently produced a National Cooperative Highway Research Program synthesis report providing an overview of worldwide practice in performance-based maintenance contracting (PBMC). The report provides several case studies and information on PBMC, including coverage of such issues as whether it has the potential to reduce costs and improve maintenance levels of service. Different techniques of PBMC implemented worldwide are also discussed. Agencies which are deciding whether to implement PBMC in their highway maintenance programmes are likely to find this report very useful.

The sources of information for this synthesis were a literature review of international and U.S. experience, as well as surveys conducted among U.S. state transportation agencies, Canadian provincial agencies and a sampling of private companies.

PBMC is a contracting method that provides incentives and disincentives to achieve desired outcomes or results from the maintenance contractor. PBMC is not a perfect solution, it is not universally accepted, and failures have occurred. Nevertheless, transportation agencies see it as a valuable and important option for several reasons.

Until recently, low-bid contracting combined with method specifications has been the standard practice in highway maintenance. However, PBMC has been gaining ground worldwide as an innovative approach to contracting ever since it was first implemented on a wide scale in British Columbia, Canada. By 2005, according to the report, 35 countries had performance-based maintenance contracts. By early 2006, approximately 15 more were exploring or adopting this approach to maintenance. PBMC has also been used increasingly by developing countries. International lending institutions, especially the World Bank, encourage countries to adopt PBMC.

The main conclusions of the report are:

- There is evidence that PBMC results in better outcomes, at lower cost, with less risk and more financial predictability for highway agencies.
- The evidence on whether PBMC results in improved levels of service is not consistent.
- A number of agencies are sceptical regarding the claims of cost savings, even though studies provide evidence that cost savings exist. However, issues about making cost comparisons are complex.
- The most frequent approach to payment in PBMC is a lump-sum, with deductions for failing to meet performance standards.
- Successful partnering appears to be critical to the success of PBMC. PBMC is more likely to succeed when the contracting agency and the contractor both share risks and rewards.
- Many performance-based maintenance contracts are hybrids and include performance and method specifications as well as payments based on both lump sum and unit prices.
- Training has an essential role to play on the part of the contracting agency, the contractor and any independent third party responsible for evaluating the performance of the contractor.

The report provides suggestions for further research, including:

- Research on performance measures and measurement protocols concerning levels of service for different types of maintenance assets and operations.
- Research on methodologies for evaluating cost savings of performance-based contracting. Further investigation regarding the impacts of PBMC on agency staff and means to mitigate adverse effects is desirable.
- More research is required on how to implement an effective benchmarking process that can be used to compare agency and contractor performance.

The report is available [here](#).

Contact Caroline Visser, theme champion for Finance & Economics, on caroline.visser@gtkp.com.

Environment and Climate Change

gTKP makes keynote contribution to the 28th Southern African Transport Conference

Sustainable transport was the theme of this year's South African Transport Conference (SATC) held in association with the Transportation Research Board of the U.S. National Academies. Around 600 delegates active in the transport sector came together at the CSIR International Convention Centre from 6-9 July for the 28th edition of SATC.

In his opening speech, South African Transport Minister, Mr Sibusiso Ndebele, stressed that the conference came at an appropriate time as his country geared up to host the 2010 FIFA World Cup and was finalising budgets. He highlighted that spectators would need to get to and from stadia so, without *transport*, there could be no *sport* during the World Cup. The Minister further emphasised that research was the 'spinal cord' of a transport system, and that appropriate funding needed to be secured to sustain it. Minister Ndebele stressed that for any project to be successful, there must be vision, backed up by science and technology.

Ms Susanna Zammataro – gTKP Theme Champion for [environment and climate change](#) - was one of the three keynote speakers addressing the plenary session, alongside Mr Randell Iwasaki of the California Department of Transportation (Caltrans) and Professor Joe Mahoney of the University of Washington. The research papers presented covered:

- Sustainable transport and transport planning.
- Infrastructure.
- Capacity building.
- Traffic management, safety and security.
- Passenger transport.
- Traffic engineering.
- Rail, air and transport logistics.

The Conference was followed by a symposium reviewing the Transport Operation Plans for the FIFA World Cup in 2010.

You can browse all the papers presented since the very first edition of SATC by [following this link](#).

New USAID report on biofuels in Asia

The U.S. Agency for International Development's Regional Development Mission for Asia (USAID/RDMA) recently released a report on [Biofuels in Asia: An Analysis of Sustainability Options](#).

The report was presented during the Asia Clean Energy Forum held at the Asian Development Bank from 15-19 June, 2009. The report focuses on China, India, Indonesia, Malaysia, the Philippines, Thailand and Vietnam. It analyses key trends and concerns and highlights sustainability options for biofuel production. Biofuels currently supply less than one percent of transport fuel worldwide and approximately three percent in developing Asia.

The report argues that large-scale biofuels production could become less viable in the context of the global economic crisis. Even under optimistic assumptions of crop expansion and deployment of second-generation technologies, biofuels will meet no more than 3 to 14 percent of the total transport fuel demand in Thailand, Vietnam, Malaysia, the Philippines, China, India and Indonesia by 2030.

The report concludes that large-scale production of biofuels in Asia is unlikely to make a significant contribution to Asia's future fuel needs and energy security. It also warns that the current expansion of biofuels in Asia, if undertaken using business-as-usual practices, could cause severe environmental impacts, undermine social goals, and result in unfavourable economic tradeoffs.

Climate change effects on Africa's roads

Mozambique and Ethiopia are the two countries selected for a new World Bank project that aims to study the possible effects of climate change on infrastructure.

Besides looking at impacts, the project will investigate costs and benefits of various responses. Mozambique and Ethiopia have been chosen because of their contrasting climates, geography and risks. Mozambique's long coastlines make it vulnerable to flooding, while Ethiopia is an inland country with desert, mountain and lowland environments.

The consultancy company mandated by the World Bank will compile U.N. data in order to put together a forecast of the climate in the two countries for the year 2050. It will then compare that outlook with the one drawn up by local experts, and use the resulting combined portrait to study the magnitude of the impact of climate change on roads in various areas. The study should serve as indicator of where the greatest returns on investment could be derived in terms of numbers of people affected.

Workshops will be held in Mozambique and Ethiopia in order to raise awareness amongst local stakeholders. The project is scheduled to be completed in January 2010.

Contact Susanna Zammataro, theme champion for Environment and Climate Change, on susanna.zammataro@gtkp.com.

Trade and Transport

Implementing Facilitation on Trade and Transport Corridors – the southern African experience.

Each year the CSIR (Council of Scientific and Industrial Research) of South Africa and the Transportation Research Board hold the Southern African Transport Conference (SATC). The theme for SATC 2009 was Sustainable Transport. The Conference included a wide variety of topics, including sustainable transport planning, capacity management, infrastructure, traffic safety and security, traffic engineering, passenger transport, and rail, air and transport logistics. Papers were presented that addressed improving transport delivery and access while mitigating negative impacts on the environment and climate change.

gTKP Theme Champion for Transport and Logistics, Lynn Harmon, and Bevan Simataa, Programme Coordinator for the Trans Kalahari Corridor Management Committee jointly presented a paper on "[Implementing Facilitation on Trade and Transport Corridors](#)". The third author was Adriaan van der Merwe, transport engineer.

The authors are implementing facilitation measures on southern African routes to foster international trade and optimise benefits from the recently declared Free Trade Area and coming Customs Union. The paper describes emerging practices for effective implementation, the leadership role of the Trans Kalahari Corridor Management Committee in piloting new initiatives and the success of its member working groups, assisted by task teams, in implementing action plans. It addresses the methodology used to sustain efforts over time through reinforcing commitment and seeking continuous improvements. Almost

all corridor proposals in the South African Development Community (SADC) region include one stop border posts (OSBP). Having been involved in the implementation of several OSBP in the region, the authors analyse their lessons learned and provide insights on how to maximise the benefits achieved.

A recent study showed that 75% of delays on trade corridors are caused by poor facilitation, while only 25% were the result of the infrastructure itself. Therefore, facilitation measures are critical to realising the intended benefits of transport infrastructure investments. A specific budget allocation should be set aside for facilitation. Too often cost overruns on infrastructure cause the project funds for facilitation to be reallocated to the infrastructure. To contain cost and ensure applicability, it is best to use the technical staff of the agencies involved. They understand current operations, opportunities for improvement and constraints. Working within the agency, they can draw on agency resources and help to assure that recommended changes are practical. They can also ensure that there is agency buy-in during the process and that the investment has long term sustainability.

Contact Lynn Harmon, theme champion for Trade & Transport, on lynn.harmon@gtkp.com.

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