



Global Transport Knowledge Partnership

Assessment of Knowledge Gaps and Proposed Annual Workplan for the Governance Theme

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July 2007 (updated January 2008)

**Note: The Governance Theme was referred to as the
Governance Workstream in earlier documents**

gTKP Governance in Transport Knowledge Gaps

July 2007 (updated January 2008)

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1 Method of identifying knowledge gaps

At the beginning of this initial phase of work on the gTKP governance in transport theme, it was decided that it was important to engage in discussion about governance knowledge requirements with individuals and policymakers working in the road sector in as many countries as possible in Asia and Sub-Saharan Africa, and also with staff from the International Financial Institutions funding road sector projects in these countries.

The resources and timescale available were insufficient to organise conventional regional discussion workshops, so an alternative consultation strategy was developed and implemented, based upon holding roundtable discussions in each of three venues in Asia, Africa, and Washington (see Table 1). The objective of these roundtable discussions was to identify knowledge requirements for governance in transport, particularly in the road sector, in Asia and Africa, and to assess how gTKP can assist in filling these “knowledge gaps”. Figure 1 illustrates this method of assessing knowledge requirements and identifying appropriate knowledge exchange mechanisms.

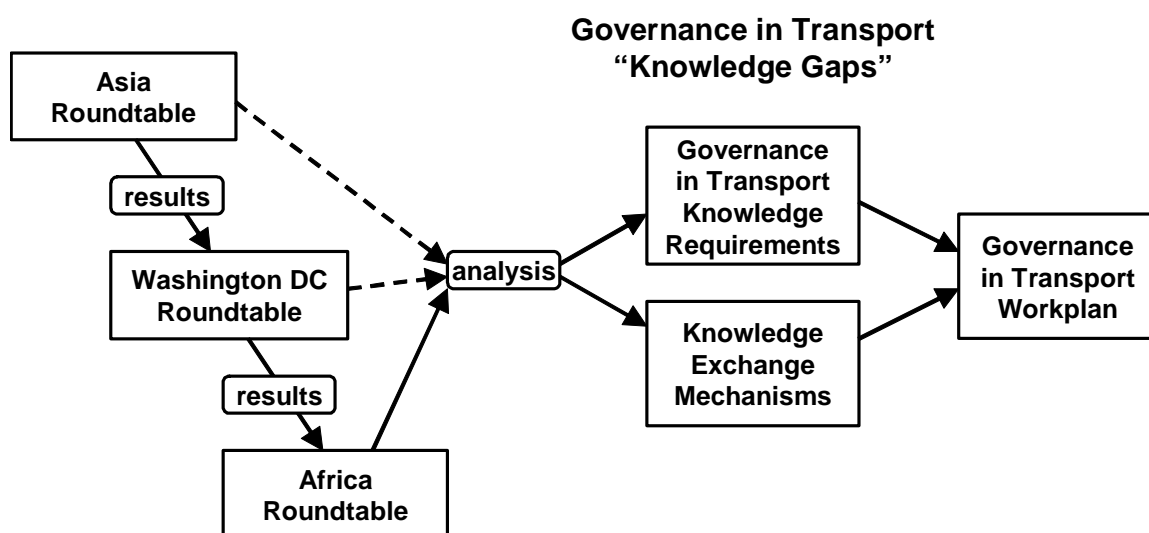


Figure 1: Method of identifying knowledge gaps

In parallel with these roundtable discussions, the governance theme also arranged exhibition stands at four regional and international events (see Table 2), to raise awareness of gTKP and register the names of individuals interested in gTKP activities. These exhibition stands also provided some limited opportunities to talk with a wide cross section of people interested in governance in transport about how gTKP could assist them.

More details of the discussion events are given in section 2, knowledge requirements that were identified from the roundtable discussions are listed in section 3, and the knowledge exchange mechanisms resulting from these discussions are explained in section 4. Further consideration of how to implement each of the knowledge

exchange mechanisms has also taken place and details are given in the Annexes.

Table 1: gTKP governance in transport roundtable discussion events

Region	Location	Dates	Event
Asia	Manila, Philippines	07 & 08 March 2007	gTKP Governance in Transport Manila Roundtable Discussion Forum
Worldwide	Washington DC, USA	30 March 2007	World Bank Infrastructure Governance Roundtable
Africa	Arusha, Tanzania	19 April 2007	International Seminar on Sustainable Road Financing and Investment

Table 2: gTKP exhibition stands organised by the governance theme

Conference	Location	Dates
REAAA Conference (Road Engineering Association of Asia and Australasia)	Manila, Philippines	20 to 24 November 2006
Better Air Quality conference	Yogyakarta, Indonesia	13 to 15 December 2006
World Bank Transport Forum	Washington DC, USA	26 to 28 March 2007
International Seminar on Sustainable Road Financing and Investment	Arusha, Tanzania	16 to 20 April 2007

2 Roundtable discussions

2.1 Manila – Two day roundtable workshop at Asian Development Bank

A decision was taken to hold the first gTKP governance in transport roundtable discussion in Manila, following agreement by the Asian Development Bank to host the workshop using their own facilities.

A number of countries in Asia were selected which between them were intended to provide a variety of different interests and experiences of governance in transport. Flight costs, and the likelihood of finding suitable delegates at fairly short notice were also factors in the selection of countries to be represented. Delegates were then identified for each country, with the assistance from gTKP contacts, and from Asian Development Bank and World Bank country offices to identify individuals with suitable knowledge and from appropriate organisations.

The first roundtable discussion event took place in Manila on 07 and 08 March 2007, at the Asian Development Bank Headquarters in Manila (Photo 1). The delegates who attended this event are listed in Table 3.

Table 3: Attendance at the Manila roundtable

Country	Name	Position/Organisation
Australia	Andrew Wall	Manager Network Operations Road User Services Vic Roads
Bangladesh	Dr M. Rahmatullah	Programme Director Centre for Policy Dialogue
China, People's Republic of	Mr Gu Jingyan	Deputy Director Transport Development Research Centre Research Institute of Highways Ministry of Communications
India	Mr D.P. Gupta	Independent Consultant Formerly Director General (Road Development) & Additional Secretary Ministry of Road Transport and Highways
Indonesia	Ms Wida Nurfaida	Deputy project Manager PMU Loan No 1798-INO Road Rehabilitation (Sector) Project Directorate General of Highways Ministry of Public Works
Malaysia	Ir Ismail Bin Md Salleh	Deputy Director General Planning and Development Malaysian Highway Authority
Philippines	Mr Vincent T. Lazatin	Chairman, TAN Executive Council (Transparency and Accountability Network)
	Dr Noriel Tiglao	Assistant Professor National College of Public Administration and Governance University of the Philippines
	Faustino Sta Maria	Project Director DPWH PMO-Feasibility Studies Department of Public Works and Highways
	Ricardo Bamero	Planning Officer DPWH PMO-Feasibility Studies Department of Public Works and Highways
British Embassy, Manila	Fidel Ventura	Senior Trade and Investment Manager British Embassy
ADB Staff (mainly for ADB plenary session)	Jamie Leather	Sr Transport Specialist, RSID
	Kim Jraiw	Sr Transport Specialist, EATC
	Jeff Miller	Principal Transport Specialist, SATC
	Sandra Nicolls	Principal Governance Specialist, RSCG
	Kathleen Mktan	Director, Governance and Capacity Building Division
	Narendra Singru	Sr Evaluation Specialist, OED

Five discussion topics were selected before the event, shown in Figure 2. These discussion topics were circulated to delegates before the event, and delegates were asked to prepare a short presentation on each topic as input to the discussion.

<p style="text-align: center;">gTKP Governance in Transport Manila Roundtable Discussion Forum 7-8 March 2007 ADB Headquarters, Manila, Philippines</p> <p><u>DAY 1 Wednesday 7 March 2007</u></p> <p>Discussion Session 1: <i>What are the main governance issues in the transport sector?</i></p> <p>Discussion Session 2: <i>What interventions were tried to improve governance in the transport sector, what worked, and what did not work?</i></p> <p>Discussion Session 3: <i>What information should be in the public domain?</i></p> <p>Discussion Session 4: <i>How can civil society be mobilised to improve governance in the transport sector?</i></p> <p><u>DAY 2 Thursday 8th March 2007</u></p> <p>Discussion Session 5: <i>Are there “knowledge gaps” that gTKP could assist to fill in?</i></p> <p><i>Plenary Session with ADB staff</i></p> <p><i>Action Plan and Closing</i></p>
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Figure 2: Discussion sessions at the Manila Roundtable

Each of the discussion sessions started with a short input from each of the delegates based on experiences in their own country. An open discussion was then held following these initial discussions. On the second day, following the five initial discussion sessions, a plenary session was held where a number of Asian Development Bank staff joined the workshop, and the results of the five initial discussion sessions were presented and reviewed in this plenary session. The main results of these discussions are summarised in Table 4.

Table 4: Summary of main results of Manila Roundtable discussions

Discussion Topic	Summary of main results of discussion
<i>What are the main governance issues in the transport sector?</i>	<ul style="list-style-type: none"> • Weak planning processes • Inappropriate political interference • Lack of long term view (eg 12 month budget cycle) • Flawed procurement processes • Corruption • Transparency – being able to see what is really happening • Inadequate technical skills • Inadequate contract supervision & poor quality control
<i>What interventions were tried to improve governance in the transport sector, what worked, and what did not work?</i>	<ul style="list-style-type: none"> • Contracting out maintenance (worked – but maybe limit contracts to 5 years) • Contracting out design and supervision (worked) • Separate supervising consultant (worked) • Standard methodologies for project appraisal (worked) • Effective technical & financial audits (worked) • Decentralisation (mixed results – perceived good but practical problems) • Road fund initiatives (delayed implementation, political interference) • Information made available to stakeholders (positive effect) • Multi-sectoral involvement (positive effect)
<i>What information should be in the public domain?</i>	<ul style="list-style-type: none"> • Generally – the more information available the better • Annual performance report • Comprehensive details of each current project • Quality of information important • Media education – potential misuse of some information • Benchmarking – between projects & between countries • Budget details and road sector plans • Procurement process details for each project • Condition of the road network and traffic levels • Information to support toll levels & road user charges • But... general lack of response to information made available

Discussion Topic	Summary of main results of discussion
<p><i>How can civil society be mobilised to improve governance in the transport sector?</i></p>	<ul style="list-style-type: none"> • Take a multi-sectoral approach <ul style="list-style-type: none"> – public, private, civil society, academia, media • Very few NGOs support governance in transport • More information could lead to more participation • Effective protection of whistleblowers • Identify a focal point (eg on projects) to respond to questions • Media training needed (solutions rather than causing controversy) • Public education to raise awareness & understand issues • Each country needs a unique solution
<p>Are there “knowledge gaps” that gTKP could assist to fill in?</p>	<p><i>Knowledge exchange mechanisms</i></p> <ul style="list-style-type: none"> • Documentation and exchange of case studies • “Guide to road infrastructure for dummies” • Guidelines/manuals for managers • Training and education materials • Seminars & workshops • Study tours • Mobilising civil society involvement • Benchmarking • Directory of knowledge champions • Website • Networking between people interested in governance • Translation of documents <p><i>Examples of knowledge topics</i></p> <ul style="list-style-type: none"> • Private sector involvement • Explaining road user charges (tolls/fuel levies) • Overloading • Road maintenance funds • Impact of decentralisation • Economic analysis of road projects • Post evaluation • Road safety

Following this plenary review, the final session of the Manila Roundtable was focussed on identifying what actions the gTKP governance in transport theme should be taking in the future.

A number of specific actions were identified during this final discussion, and the resulting initial Action Plan is shown in Figure 3.

**gTKP Governance in Transport
ACTION PLAN from Manila Roundtable March 2007**

The following recommended actions result from the final “Action Plan” discussion session at the roundtable meeting held at ADB in Manila 7-8 March 2007:

1. Workshop “Mobilising civil society to improve governance in transport”

Organise an Asia regional workshop, possibly in October 2007, to discuss how civil society can be mobilised to improve governance in transport. This workshop could be held anywhere in Asia, and is likely to be two or three days long.

2. Knowledge capture

a. Abstracts

Set up a system for collecting and publishing short abstracts on topics of interest. Each abstract is likely to be less than a page in length.

b. Case studies

Set up a system to support the preparation and publication of short papers describing useful case studies. Papers should be of limited length, perhaps 6 to 10 pages, and each paper should be refereed to ensure its quality and check its readability. A system of small grants might be set up, to reward both authors and referees.

3. Developing the community of interest

a. Identify “knowledge champions” in each country

Identify gTKP “knowledge champion” contact points in each country. The participants in the Manila roundtable could assist in finding initial knowledge champions in each of their own countries, to expand country contact from a single participant. These local contacts will assist in identifying other gTKP participants, identifying potential case studies and abstracts, encourage participation in discussion groups and contribute to other activities.

b. Find additional gTKP participants

Through attendance at conferences and other events, and other means including assistance from country knowledge champions, build the contact base of the gTKP community of interest.

4. Benchmarking - facts and figures

To assist in assessing performance in governance in transport, determine the facts and figures about the road sector which would be useful for making benchmarking comparisons between different countries. With the assistance of country champions or by other means, assemble facts and figures for selected countries and publish these figures on the gTKP website.

5. “Infrastructure for dummies”

To assist a wider audience in understanding how road infrastructure is provided, the possibility of publishing a book on the subject should be investigated. This action is provisionally entitled “Infrastructure for dummies”, and intended to take a similar approach to books explaining other technical subjects to the public at large.

6. Web site development

Further development of the website should continue, including generating further content such as facts and figures data for benchmarking, and promoting and supporting the governance discussion group.

Figure 3: Initial Action Plan prepared from results of the Manila Roundtable

(Note: This Action Plan is superseded by the knowledge exchange mechanisms in Section 4)

2.2 Washington – World Bank Infrastructure Governance Roundtable

The second roundtable discussion event took place in Washington. Enquiries had earlier been made to ask whether there might be a suitable opportunity for a discussion session at the annual World Bank Transport Forum. The programme planned for the 2007 Transport Forum did not offer a suitable discussion session, but this dialogue led to an invitation to participate in another discussion event being held at the World Bank in the same week, the Infrastructure Governance Roundtable, held on 30 March 2007 at World Bank Headquarters (Photo 2).

One discussion session was allocated to gTKP governance in transport, and a reduced set of three questions, shown in Figure 4, was used to guide this discussion. The results of the Manila Roundtable were first presented, then an open discussion was facilitated. The results of the Manila Roundtable were generally acknowledged as valid, and additional perceptions and inputs were added. Several new points were raised, and the most relevant selected comments from these discussions are also shown on Figure 4.

The invitation to this event also provided an opportunity to set up an exhibition stand on all three days of the Transport Forum (26 to 28 March 2007), which provided opportunities to discuss gTKP with many members of World Bank staff and other transport sector professionals (Photo 5).

**Infrastructure Governance Roundtable
World Bank, Washington DC, USA
30 March 2007**

gTKP Governance in Transport discussion session

Discussion Topic 1: ***What are the key governance issues in the road transport sector?***

Discussion Topic 2: ***How can civil society assist in improving governance?***

Discussion Topic 3: ***What should gTKP focus on in the next 2 years?***

Selected comments from discussions:

- Asymmetry between government & public knowledge
- Expectations: many people (civil society) doubt they can have any effect
- National level / local level differences in governance systems
- Need balanced focus on government, media and civil society
- Are we expecting too much from civil society?
- Public expenditure reviews need to incorporate detailed reviews of road infrastructure expenditures and governance structures
- Significant efforts are needed to address the political economy issues rather than just the technical issues
- Rural households have very high direct and indirect transport costs and there needs to be a stronger emphasis between transport and the economy to stimulate civil society involvement
- Production of knowledge products such as tool-kits is important but they need to be augmented by seminars and workshops in developing countries to stimulate debate and encourage change

Figure 4: Discussion at the Washington roundtable

2.3 Arusha – Discussion at international conference on road investment

An event in Sub-Saharan Africa was also needed. The African Development Bank were initially approached, and although a positive response was given regarding working with the gTKP governance in transport theme, the tight timescale of this phase of gTKP work and the need to coordinate with other governance activities taking place at the African Development Bank meant that it was not possible to arrange a coordinated event during the time frame of these consulting services. A senior representative from the African Development Bank, did, however participate in the Washington roundtable discussion, and it is hoped that an event will be organised in mid-2008 (see proposed Workplan in Annex I).

An invitation was, however, independently received to make a presentation at an international seminar in Arusha, Tanzania in April 2007. The organisers of this seminar were contacted, and responded positively to adapting their programme to allocate a full length roundtable discussion session to gTKP governance in transport, rather than just one presentation slot.

The International Seminar on Sustainable Road Financing and Investment provided an excellent opportunity to hold a roundtable discussion with senior road sector professionals from many countries in Africa (Photo 3), and an exhibition stand at the same event (Photo 6) led to many of these delegates providing their contact details and registering their interest in gTKP.

The discussion session was introduced with a summary of the results of the Manila and Washington roundtable discussions, and the same discussion topics were raised as those used in Washington, as shown in Figure 5.

International Seminar on Sustainable Road Financing and Investment Arusha, Tanzania 16-20 April 2007	
<u>Governance in Road Transport Roundtable Discussion 19 April 2007</u>	
Discussion Topic 1:	<i>What are the key governance issues in the road transport sector?</i>
Discussion Topic 2:	<i>How can civil society assist in improving governance?</i>
Discussion Topic 3:	<i>What should gTKP focus on in the next 2 years?</i>

Figure 5: Discussion topics at the Arusha roundtable discussion

This event provided a lively and wide ranging discussion, endorsing the results of the earlier roundtable discussions and adding a number of useful observations. Some of the main contributions to this discussion are summarised in Table 5.

Table 5: Points raised during the roundtable discussion in Arusha

Discussion Topic	Points raised in Arusha
<p><i>What are the key governance issues in the road transport sector?</i></p>	<ul style="list-style-type: none"> • Transparency and communication have a major impact on funding and fund distribution. • Governance is all about leadership. • There are too many conflicts of interest, vested interests, and a lack of ownership by key officials. • There is a lack of professionalism in both public and private sectors in delivering transport services. • Overcharging is an issue. • Integrity is important – dealing with large sums of money in the road sector hence poor planning and other failings lead to large losses. • Knowledgeable and competent staff are in short supply. • Corruption is widespread and is a major problem. • Implementation of government policies is weak, rules are avoided or conveniently forgotten. • Strong policies, processes and controls are needed. • A holistic approach to the delivery of road services is needed, with strong political leadership. • Need to increase funding for road maintenance. • Consistent policy making is needed when considering public private partnerships (PPP). • Political interference has an adverse effect on planning processes. • There is a lack of participation from civil society, and civil society does not have the capacity to monitor what is happening. • Independent oversight is needed. • There are significant institutional weaknesses and reforms are needed. • The impact and biases of tribalism are often present. • There are institutional conflicts between Ministries of Transport and Public Works Departments. • Accountability is a major issue. • Better analysis and evaluation of projects and programmes is required. • The role of donors is often forgotten but they have a strong influence.

Discussion Topic	Points raised in Arusha
	<p><i>Points from the subsidiary question – has any progress been made in solving governance problems?</i></p> <ul style="list-style-type: none"> • Management reforms have improved efficiency and transparency. • Strategic planning has reduced interference. • Use Acts of Parliament to define road programs to stop politicians changing priorities. • Need to coordinate Public Works Department, Planning and Finance. • Vehicle overloading remains a problem. • Need to address procurement, it is not working well but little information is in the public domain. • Whistleblowers programmes are a positive development. • Separating the Road Agency from the Road Fund is successful. • All public servants should declare their wealth every two years. • Use Acts of Parliament to create Road Funds and Road Boards, then funds can only be used for roads. • Use performance agreements. • Donor coordination committees have been established.
<p><i>How can civil society assist in improving governance?</i></p>	<ul style="list-style-type: none"> • Do Road Fund Board Members really represent civil society? • Planning should include public information in the process. • Civil society may be asked their opinion on fuel prices, but the transport operators are the real users and understand the impact of prices. • Civil society representatives on Road Boards are not sufficient, better to have separate civil society organisations which can speak independently. • Operators and consumers both need to be represented. • There is a need to improve the performance of civil society organisations, the views expressed are often those of one dominant person. • A complaints mechanism needs to be established. • There is a need to legislate for the requirement for civil society involvement.

Discussion Topic	Points raised in Arusha
	<ul style="list-style-type: none"> • The media generally lack knowledge about road infrastructure and only report bad news, good news doesn't sell newspapers. • Need to involve the media in the road planning and implementation process, example in Kenya where the road programme is distributed to the press.
<p><i>What should gTKP focus on in the next 2 years?</i></p>	<ul style="list-style-type: none"> • Collect information about what has worked around the world and share this information through workshops. • Focus on education, what are the effects on the economy, poverty and road safety. • Better qualified people are needed, perhaps by requiring certificates of professional competence especially at local level. • Focus on better management and knowledge of the road sector. • Focus on fairness – what about non-vehicle owners? Need equity in development. • Document what has been done, add value, move knowledge forward. • Pace of reforms – what needs to be done in the future? • Tell the success stories, and communicate them better. • It would be good to have one web site to find all types of information, linking existing information together. • Encourage country-to-country communication and information sharing. Conduct workshops, country visits, and provide good information on the Internet.



Photo 1: Asia Roundtable



Photo 2: Washington DC Roundtable



Photo 3: Africa Roundtable



Photo 4: Exhibition stand at REAAA Conference



Photo 5: Exhibition stand at World Bank Transport Forum



Photo 6: Exhibition stand at conference in Arusha

3 Knowledge requirements identified during discussions

Extensive discussions about many different aspects of governance in transport took place at the roundtable events. Many different requirements for knowledge to assist in improving governance were identified, and the gTKP initiative to assist in exchanging knowledge about governance in transport was welcomed by all of those consulted.

As the discussion developed, it became evident that rather than only providing limited access to a static list of specific information held in a central location, what is really needed are dynamic exchange mechanisms which can continuously capture and exchange new data, knowledge and practical experiences as directly as possible between different countries. Hence, in addition to specific knowledge requirements, what are needed are appropriate knowledge exchange mechanisms and these are explained in section 4.

A list of many of the knowledge requirements that were raised during discussions is given in Table 4. This is not an exhaustive list, but shows the range, extent and depth of knowledge requirements that exist.

Table 4: Knowledge requirements identified

	Knowledge requirement	Notes
1.	How to involve civil society in road management	A lot of discussion took place about the role of civil society in improving governance, and the need to develop and exchange more knowledge on this subject.
2.	General knowledge about the road sector	There was general consensus that to assist in improving governance there is a widespread need for general knowledge about roads to be available to everyone (as well as specialist technical knowledge for road sector specialists)
3.	Sources of information	Knowing where to look for knowledge about roads and how to determine the quality of the knowledge available.
4.	Appropriate private sector participation	The subject of private sector participation and the need to understand what is possible and how it works arose several times in discussion.

	Knowledge requirement	Notes
5.	Experience of what has happened in other countries	There is an extensive requirement for practical experience of what has happened in other countries presented in a form from which lessons can be learned.
6.	Long term assessment of actual benefits against original analysis	During discussion it was highlighted that although a lot of analysis might take place before roads projects are implemented, there is very little analysis of whether the benefits originally used to justify a project were actually later achieved.
7.	Interaction of roads with other sectors	It was noted that road specialists may not know enough about other sectors, there is a potential need to broaden knowledge to achieve better overall governance.
8.	Assessment of options and setting priorities	The methods by which options are assessed and priorities are selected need to be more widely understood to ensure good governance.
9.	Management systems and the application of technology	It is recognised that the latest management systems and new technology may offer benefits, but how these benefits will be achieved needs to be explained to a wider audience.
10.	Sources of revenue including taxation and road user charges	A lack of widespread understanding about how tolls, fuel levies and other road user charges are calculated and utilised causes many misunderstandings and can be the source of considerable discontent.
11.	Quality management	Road deterioration can often be attributed to poor quality management in construction and maintenance, but relatively few people know what to look for to ensure that good quality standards are achieved.
12.	Performance monitoring	Methods of performance monitoring need to be better understood.
13.	Development of organisations for professionals	Many countries lack effective professional societies to assist both in monitoring the quality of the skills available and also in developing improved methods. Knowledge about how to address this is needed.

	Knowledge requirement	Notes
14.	Control of overloading	Overloading is a widespread problem in many countries, and failing to reduce overloading is often linked to governance failings.
15.	Improving road safety	Improving road safety also requires improvements in governance.
16.	Impact of decentralisation	Experience of the impact of decentralisation needs to be exchanged.
17.	Sustainability of development of the road sector	Experience of the sustainability of changes and interventions made in the road sector needs to be exchanged.

4 Knowledge exchange mechanisms

4.1 Abstracts and case studies

An initial search on the Internet revealed that there is comparatively little information on “governance in transport” on various websites in the public domain. This is partly due to the fact that good governance is a comparatively new issue in development thinking and partly due to the sensitivity of many governance issues. To begin to bridge the gap in transport governance knowledge it is proposed to document a number of case studies demonstrating both good and poor practices.

The discussion roundtables identified many knowledge exchange requirements, but in many cases rather than creating new knowledge the main need is to find effective ways of exchanging knowledge that already exists and capturing and exchanging the results of practical experience. Knowledge about improving governance needs to be packaged in a form which makes it available to a wide audience, including interested members of civil society, rather than relying too heavily on the established existing knowledge exchange mechanisms such as the technical reports, technical papers exchanged between professional experts and the international conferences which are only attended by a limited number of privileged technical specialists.

Knowledge exchange needs:

- (a) Presentation in a form which efficiently conveys the most important concepts to practical, interested people but without the need for specialist technical or academic knowledge.
- (b) Straightforward translation of knowledge between different languages. This involves keeping the length of written material short enough for translation at a reasonable cost, and also careful attention to using words, phrases and concepts which can be translated and understood in another language.
- (c) Knowledge capture methods open to everyone, particularly practical people who have achieved success in improving governance but who do not attend conferences or belong to established professional groups. Assistance in

writing techniques may need to be provided to people who do not normally write their experiences down.

- (d) Refereeing or quality verification to ensure the technical quality of knowledge captured, and to filter sales, political and other inappropriate content that might otherwise undermine the credibility and usefulness of the knowledge.

Two, linked, knowledge exchange mechanisms which can fulfil these criteria have been identified for governance knowledge:

Abstracts: This simplest form of knowledge exchange recommended is in the form of one page “abstracts”. The length is limited to one page to focus on the main concepts without a lot of technical detail, and an open call for such abstracts will encourage anyone with knowledge to exchange to submit a short note complying with straightforward format criteria. The quality check for publication will rely on the governance theme champion to review each abstract and exercise editorial control over whether an abstract can be published as submitted or needs changes to comply with gTKP requirements.

Case studies: Where there is an opportunity to capture more comprehensive information, “case study” papers can be prepared. A case study paper should be limited to a few pages in length, and is intended to provide sufficient information about a particular subject or experience to support a management decision to follow a particular course of action, for instance as a supporting document distributed before a meeting at which a decision is anticipated. Case studies may describe success stories, or may highlight problems that have been encountered to assist others in avoiding making mistakes. The selection and publication of case studies needs to include appropriate reviews of relevance and technical quality.

The preparation of abstracts will be encouraged through the gTKP website, and through publicity at any meeting attended or any other opportunities to engage potential authors. Payments are not envisaged for abstracts, although prizes may occasionally be given for particularly good abstracts. The experiences of other organisations in preparing similar short papers needs to be reviewed, for instance the experience gained by IFRTD (International Forum for Rural Transport Development) in requesting short opinion pieces from its members is an example.

A structured process for the capture of case study papers is proposed in Annex A. Positive efforts will be made to identify good case study examples and identify suitable authors. A scheme is proposed of teaming less experienced authors with experienced referees, and giving them joint responsibility for preparing a good quality paper. The governance theme champion exercises editorial control over the selection of suitable case studies and eventual approval for publication of the finished paper, but a role of sub-editor is also envisaged for a non-technical professional writer to review the phraseology and readability of the paper as part of the quality management process. It is envisaged that all of the parties who contribute to the successful publication of a case study paper should receive a small payment in recognition of the effort needed to produce high quality results.

It is hoped that gTKP can define a standard for capturing case studies which others may follow. Even without making direct contributions to funding gTKP, other

organisations could sponsor the preparation of similar papers in coordination with gTKP, and in the future such papers could be prepared as one of the outputs from international projects.

4.2 Benchmark data

One of the factors constraining improvements in governance in transport is a general lack of knowledge of what standards should be expected, particularly in terms of value for money and quality. Benchmark comparisons with what happens in other countries were identified during discussions as a useful tool in improving governance, but the difficulty that normally arises in developing suitable benchmarks is where to find suitable, comparable, data in a number of different countries.

The source data from which conventional transport benchmark measurements can be prepared is often held by government departments, and government or consultancy resources may not be readily available to collate and interpret the data even when suitable data can be located.

An alternative approach to preparing benchmark measurements for the gTKP governance in transport theme is therefore proposed:

- (a) Simplicity is sought in the way that each benchmark is defined.
- (b) As far as possible, the data required should be readily available and already in the public domain.
- (c) The minimum of technical expertise should be needed to prepare each benchmark, a well informed member of the public should be able to understand how each benchmark is calculated.
- (d) Subjective assessments can be used where factual data is not available, these initial estimates can then be refined through publication on the Internet and then taking into account feedback of other opinions.
- (e) Benchmarks should focus on assessing the effects of governance in transport on individuals, social services, rural communities, urban communities and commercial businesses.
- (f) Representative sample measurements may be made at first in order to get initial values published, rather than waiting to gather comprehensive data.
- (g) Benchmarks may be chosen to assist in highlighting where value for money and quality of service need to be improved, and hence can become useful in highlighting to politicians and transport service providers the areas where improvements are most urgently needed.
- (h) The benchmarks themselves should be the subject of an open debate in a discussion group on the Internet, in order to refine initial proposals and to develop ideas for new benchmarks.

Hence, as examples, rather than attempting to make much more complex measurements, the travel time, average bus fare, and average freight rate between the two largest cities in a country can quickly and easily be compared, on a per kilometre basis, with other nearby countries and also with countries in other continents.

An important purpose of such benchmark measurements is to encourage everyone to ask “why do differences occur?”. Is the government failing to provide adequate roads? Are the transport operators making excessive profits? Are the right new roads being built, and are the roads that exist already being maintained properly? Do the rural communities in other, similar, countries have better access to education, health care, and markets? Why do other countries have fewer car accidents? Why do other cities have less pollution? Often, the cause of such differences can be traced back to failings in governance.

This scheme of benchmarking needs to be developed dynamically, through representatives of a community of interest in several countries and using the gTKP website to publish results and facilitate discussion. Initially, it may be worthwhile making small payments to some members of this community of interest to encourage rapid preparation of initial data. Some initial ideas for developing suitable benchmarks are included in Annex B.

4.3 Book about road infrastructure

A specific requirement that was identified during the first roundtable discussion in Manila is for the publication of a book explaining the basic principles of how road infrastructure is provided in terms which everyone can understand.

This recommendation has been endorsed in further discussions, and further consideration has now been given to determine how such a book can be written and published. The potential content of the book needs to be reviewed by as wide a cross section as possible of the community of interest in governance in transport, and then input from many sources needs to be integrated together into a coherent and readable book.

Annex C summarises the method to be used for writing and publishing the book. To encourage comments and discussion about the structure and flow of the content, the provisional list of chapters shown in Annex C will be published on the gTKP website. At the same time, to ensure that a full range of subjects of interest to potential readers is included, everyone is encouraged to add further topics to the initial draft index which will also be published on the gTKP website. Hence input is sought both on the high level structure of the book and on the detail of the list of subjects to be covered.

More detail will progressively be added, and it is intended that over the next year detailed discussion of the content needed will also be possible at any regional workshops or other events organised by the gTKP governance in transport theme. It is anticipated that it will take approximately a year to develop the first draft of this book. The proposed title of the book is “Road Basics”.

4.4 Regional workshops

The roundtable discussions supported the need for regional workshops to exchange knowledge about governance in transport directly between countries, and the Manila roundtable recommended the subject for the first regional workshop in Asia as “Mobilising civil society to improve governance in transport”.

Organising a regional workshop requires considerable resources, both financial

resources to pay for the hire of a venue and the expenses of delegates, and also staff time to contact delegates and organise the event. Since the resources of the governance in transport theme are limited, it is hoped that co-sponsorship can be found to enable a larger event to be held with more delegates from more countries.

The possibility of a more open advertisement of a regional event is also being considered, where, subject to a selection process, delegates who are able to find sponsorship of expenses from other organisations may be invited to attend. This could also allow a larger event to be organised.

It is currently anticipated that a first regional gTKP governance in transport workshop will be organised in Asia in May/June 2008. It is hoped that another similar event can be organised in Africa, possibly in July 2008.

4.5 Country knowledge champions

The need for direct country to country exchange of knowledge about governance in transport was highlighted in the roundtable discussions, and in order to promote closer interaction with the community of interest in each country, the concept of identifying knowledge champions in each country evolved. During the first discussion forum, the need to identify several enthusiasts based in each country to assist in gathering and disseminating knowledge, rather than interacting only through the gTKP website and the limited exchanges of a few delegates to regional discussion workshops.

A number of specific activities have now been identified where country champions can assist in accelerating and strengthening gTKP:

- (a) Abstracts and case studies: gTKP knowledge champions familiar with what is happening to improve governance in transport in their own countries can assist in encouraging people active in improving governance to write abstracts about their experiences, and can identify relevant case study subjects and suitable local authors.
- (b) Benchmark data: Country knowledge champions can coordinate the gathering and update of benchmark data in their own countries. They can also contribute to discussions about improving existing benchmarks and propose new benchmarks relevant their countries.
- (c) Infrastructure book: Over the next year, local input to discussions about the structure and content of the book about road infrastructure can be encouraged, and knowledge champions themselves can become active participants in discussions.
- (d) Delegates for workshops: Knowledge champions will know which individuals are active in improving governance in transport, and hence can assist in identifying suitable delegates to be invited to regional workshops.
- (e) Discussion forums: It is hoped that country knowledge champions will become regular contributors to the gTKP Internet discussion groups and will encourage participation from other interested parties in their own countries.
- (f) Exhibition stands and events: Country knowledge champions will be familiar with the transport and governance related events being held in their own countries. With assistance from gTKP they can organise stands at

exhibitions, and can also recommend events to which gTKP should send representatives to make presentations or contribute to discussions.

- (g) Website content and newsletters: Country champions can also assist in recommending additional content for the gTKP website, and might also become regular contributors to the gTKP newsletter. In some countries, it may be possible for country champions to establish a regular local gTKP newsletter.

To achieve a long term, sustainable, input from country knowledge champions, the incentives for becoming involved will need to be considered. In the short term, enthusiasts will probably come forward in a number of countries, but relying on voluntary contributions alone is unlikely to be sustainable, volunteers may lose interest at any time and activities could come to a standstill. This needs to be recognised from the start and a sustainable system of providing limited payments for specific activities should be considered. Hence a payment structure needs to be put in place, and administered, to make small payments for particular activities, such as identifying case studies and preparing local newsletters.

In setting up a community of country knowledge champions, a long term horizon of several years of input to gTKP is essential. Everyone should be aware that gTKP is planned to operate over the long term, and that their involvement is also required over the long term. Inputs to gTKP will form the foundation of a long term knowledge exchange community and hence it is worthwhile contributing significant effort and encouraging others to become involved in gTKP.

It should be noted that the country knowledge champions concept will be relevant to other gTKP themes and not only for the governance in transport theme. For this reason it is likely to be worthwhile to establish common principles for country knowledge champions to be appointed in any knowledge area of interest to gTKP.

4.6 Discussion forums

gTKP is about developing a community of interest and knowledge exchange. Discussion forums on the Internet can become a powerful tool for international dialogue, but so far little dialogue has taken place on the Internet.

In order to encourage discussion on the Internet, and also to focus discussion on subjects where short term feedback would be very useful, only a small number of discussion topics should initially be encouraged. As explained in Annex F, discussion should initially focus on:

- Benchmark data
- The book about road infrastructure
- Mobilising civil society to improve governance in transport

The location of these discussion forums on the Internet, the discussion software used, and how these discussions should be moderated, will need further review in coordination with plans for the discussion groups of other gTKP themes.

4.7 Blogs

The gTKP governance blog will be updated regularly to promote governance theme

activities and encourage discussion and feedback. It is anticipated that blog entries will be a combination of items already prepared on particular governance topics mixed with topical items as opportunities arise.

The technology used to present blog entries on the gTKP website should be reviewed to achieve closer integration between the blog software and the gTKP governance in transport web page.

4.8 Exhibition stands and involvement in events

All of the exhibition stands organised so far by the gTKP governance in transport theme have proved very successful, generating considerable interest and resulting in a significant proportion of the delegates to each event registering interest in gTKP and giving their contact details.

A straightforward format has evolved for setting up a low cost exhibition stand, distributing appropriate material about gTKP, and gathering registrations of interest, and notes about how this has been done are included in Annex H.

The gTKP governance in transport theme should continue to attend and contribute to future events, and appropriate events already identified in the near future are listed in Annex G.

5 Recommendations

5.1 Priorities

The immediate priority for gTKP must be to establish a long term framework for governance in transport activities. In the short term, specific activities such as writing the book about road infrastructure, capturing abstracts and case studies, and organising regional workshops can be progressed.

However, the real benefits and impact of gTKP in exchanging knowledge about governance in transport should develop more rapidly when a long term community of interest is developed through country knowledge champions, who can assist in assembling country specific benchmark data, promoting discussion on the Internet, identifying local events of interest, and in particular can identify the individuals in each country that gTKP needs to engage with.

Hence priorities for the gTKP governance in transport theme are:

- (1) A commitment to a programme of three to five years of working to exchange knowledge about governance in transport, so that a sustainable community of interest can be established and developed.
- (2) Working to establish a community of knowledge champions in each country who will actively contribute to the structure and content of future activities.
- (3) Planning and organising regional workshop events on specific subjects ("mobilising civil society to improve governance in transport" is already identified as the subject of the first workshop), to promote gTKP and to get dynamic and constructive feedback on current activities and future plans.

- (4) Writing a book of basic knowledge about road infrastructure, which can then be widely promoted and distributed to publicise gTKP governance in transport activities and encourage more people to become involved. It will take time to consult the community of interest and write this book, so this needs to be progressed as soon as possible.
- (5) Capturing abstracts and case studies of practical experiences regarding governance in transport, both to exchange knowledge and hopefully to set a standard in methods of knowledge exchange.
- (6) Attendance at exhibitions and at international events, and making presentations and contributions where appropriate, to raise the profile of gTKP governance in transport activities internationally.
- (7) Gathering benchmark data for individual countries using a sustainable, flexible and extendible methodology, to encourage everyone to consider why differences occur between countries, and provide a contemporary source of useful data to encourage visits to the gTKP website.
- (8) Promoting discussion on the gTKP website, through blogs, newsletters and other forms of publicity, when there is enough new activity taking place that visitors to the website may become engaged in long term dialogue.

5.2 Timescale

The workplan for October 2007 to July 2008 for the gTKP governance in transport theme is set out in Annex I.

The first priority above highlights the need to establish a long term horizon for the gTKP governance in transport theme. However, in view of the need to maintain continuity of activities in advance of such a long term commitment, an initial workplan has been proposed in Annex I, working to the timescale set out below.

Initial work up to February 2008:

(Note: start of most of these activities was delayed until December 2007)

- Details of the method of capturing abstracts and case studies, plans to collect benchmark data, and the list of contents and index of the book about road infrastructure will be posted in the governance in transport area of the gTKP website.
- Planning for regional workshops in Asia and Africa will continue, in particular looking to identify co-sponsors of these events, but no commitments will be made until gTKP is committed to funding the workshops to be held in 2008.
- Identification of a limited number country knowledge champions will commence, but exercising caution to avoid any long term commitments.
- Discussion forums about the benchmark data, the book and mobilising civil society will be actively promoted, and the governance blog will be regularly updated.
- The gTKP governance in transport theme will be promoted through attendance at the PIARC congress in Paris, a meeting of the UK anti-

corruption forum in London, the African Road Maintenance Funds Association meeting in Madagascar, and the Commonwealth People's Forum in Kampala, Uganda.

Continuing February 2007 to March 2008:

- Abstracts and case studies will be captured, and trial collection of benchmark data will take place.
- Discussion about the book will continue, and sample chapters will be prepared for comment.
- If the regional workshops in 2008 are likely to take place, details will be finalised and delegates will be invited.
- The role of the country knowledge champions will be developed to support all gTKP governance in transport activities.
- The discussion forums will continue to be promoted, the governance blog will be regularly updated, and attendance at further events will be organised as appropriate.

Completing this phase of work up to July 2008:

- The capture of abstracts and case studies will continue, and some of these will be presented at the regional workshops.
- Initial experience with collecting benchmark data will be reviewed at the regional workshops, and it is intended that data collection will expand to additional countries and new benchmark measurements.
- The structure and content of the book will be reviewed at the regional workshops, and a draft of the book will then be prepared.
- Regional workshops will be held in Asia (and Africa if feasible).
- The role and contribution of country knowledge champions will be further expanded, and knowledge champions will be identified in additional countries.
- The discussion forums will be promoted wherever possible, the governance blog will continue to be updated regularly, and it is intended that attendance at events will be expanded to events identified by country knowledge champions.

5.3 Resources

The gTKP governance in transport workplan requires a number of different resources:

- (1) Part time, but relatively continuous, input is needed from the governance theme champion and where appropriate from supporting technical specialists to lead activities and ensure the technical quality of results.
- (2) Small payments are envisaged to country knowledge champions, authors and others involved in preparing case study papers, collecting benchmark data and other associated activities.
- (3) The regional workshops will require significant financial support, although it is

hoped that co-sponsorship will be forthcoming from other organisations.

- (4) Expenses will be incurred in attending events and setting up exhibition stands.
- (5) Administrative support, preferably through an office in a low-cost location, will be needed (i) to maintain continuous contact with country knowledge champions, case study paper authors and others, (ii) to help organise the regional workshops, and (iii) to process the many small payments to country knowledge champions, authors and others that are envisaged.

Annex A. Proposed method of capturing abstracts & case studies

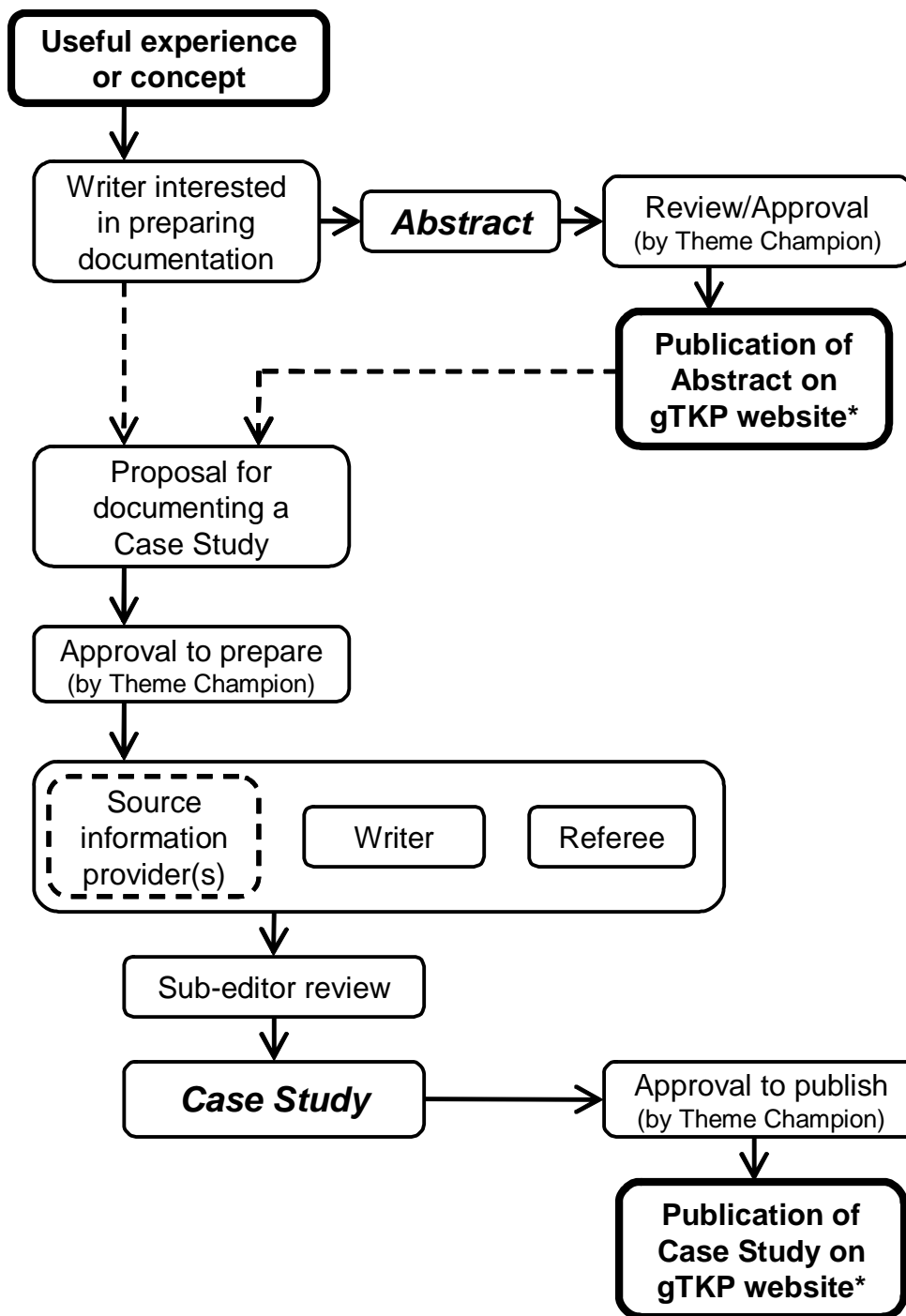
NOTE: Please check the gTKP website for any updates to this draft proposal

Two levels of capturing case study experiences are planned:

One page **abstracts** provide overview summaries of subjects or experiences which can be read quickly, can easily be translated into different languages, and can make a lot of information available to many people efficiently.

Case study papers are several pages in length, provide a more comprehensive explanation of a subject or experience, and are individually refereed by an appropriate technical expert. These case study papers are intended to provide sufficient information to support lobby groups, managers and executives in deciding between different courses of action by allowing comparisons to be made between experiences from other countries on a particular subject.

The process of writing and publishing a gTKP governance in transport abstract or case study is explained on the following pages.



* Publication on the gTKP website also requires that:

1. The writer must sign an agreement that (i) the Abstract/Case Study may be freely copied and distributed as long as the content is not changed, and (ii) both the writer's name and the gTKP logo must appear on all copies.
2. A unique gTKP publication number must be allocated before publication, and this must also appear on all copies alongside the gTKP logo (this can be used to check the authenticity of the Abstract /Case Study against the same reference on the gTKP website).

The Process of publishing a gTKP Abstract or Case Study

gTKP – governance theme – ABSTRACTS

Objective

To capture and disseminate information that may be useful to anyone involved in monitoring or improving governance in transport. An abstract is a short note of only a few paragraphs outlining useful experience or giving an overview of a useful concept.

Requirements

gTKP governance abstracts need to comply with the following:

- The format of the abstract should follow the abstract format guidance notes.
- The wording and phraseology must be suitable for straightforward translation into other languages.
- The abstract must include details of where to find further information.

Preparation and Selection

- Anyone can prepare an abstract and submit it via the gTKP website.
- Country champions may assist in encouraging individuals to write abstracts.
- The governance theme champion selects which abstracts are published.

Prizes for abstracts

Usually there is no payment for an abstract. However, small prizes may be given for a limited number of high quality abstracts.

Abstract format guidance notes

1. An abstract should have a short, clear and meaningful title.
2. The name of the author and date of preparation should appear under the title.
3. An abstract should fit on one A4 page when printed.
4. An abstract should normally be less than 500 words
5. A picture and/or a clear diagram may be included, but must fit on the A4 page.
6. The language used should be clear and straightforward, with the minimum of specialist technical terms, to allow easy translation into other languages.
7. Arial 12pt text is preferred, but Arial 11pt or 10pt can be used.

Podcast abstracts may be considered, but will need to be written down as well for translation into other languages.

gTKP – governance theme – CASE STUDIES

Objective

To capture and disseminate case study examples that may be useful to anyone involved in monitoring or improving governance in transport. Examples could include, but are not limited to:

- Examples of good practice in achieving good governance in transport.
- Methods of measuring performance to monitor value for money and quality.
- Advice based on practical experience to assist in avoiding making mistakes.

Requirements

gTKP governance case studies need to comply with the following:

- The format of the case study should follow the case study guidance notes.
- The case study content must be reviewed by a nominated gTKP referee.
- The case study readability must be checked by a nominated gTKP sub-editor.
- The wording and phraseology must be suitable for straightforward translation into other languages.

Identification and Selection

Potential case studies may be identified by any of the following:

- The governance theme champion may identify case studies.
- Country champions may recommend case studies.
- Abstracts (see separate note) may be selected for conversion to case studies.
- Requests may be made by authors directly through the gTKP website.

In all cases, the governance theme champion will decide which case studies will be developed for gTKP and which case studies will be published on the gTKP website.

The following criteria will normally be considered when selecting a case study:

- Is the subject of the case study likely to be useful in developing solutions in other countries?
- Are the results of the case study likely to inspire and encourage others?
- Is the scope of the subject matter appropriate for a short case study paper?

A case study may cover extensive general principles or it may be restricted to a single but significant detail that could be useful to others.

Other organizations may develop comparable case study documentation, preferably in coordination with gTKP, but the decision on whether these will be referenced by gTKP or published on the gTKP website will be made by the governance theme champion.

Case study format guidance notes

1. A case study should have a short, clear and meaningful title.
2. The name of the author and date of preparation should appear under the title.
3. The first page of the case study should follow the same format as an abstract
 - a) The abstract should fit on one A4 page when printed.
 - b) The abstract should normally be less than 500 words
4. Pictures and/or clear diagrams may be included, but must fit within the number of pages limits.
5. The language used should be clear and straightforward, with the minimum of specialist technical terms, to allow easy translation into other languages.
6. Arial 12pt text is preferred, but Arial 11pt or 10pt can be used.
7. A case study should normally be at least five A4 pages and not more than eight A4 pages long, including the abstract page.
8. The case study, including the abstract, should be between 2000 and 3,500 words.
9. After the abstract, the text of the case study should be arranged in numbered sections which should include the following
 - a) A concise description of the problem to be solved or an explanation of the context of the case study. If only part of a larger subject is considered, the scope of what is included should be explained.
 - b) A carefully structured description of how the problem was solved, or the activities that took place, or the deficiencies that were observed, as appropriate. The text should be split into sections, and if appropriate subsections, to make it easy to read and comprehend.
 - c) A concise "lessons learned", recommendations, summary, or conclusions section should appear at the end of the text to highlight why the case study is useful and reinforce the messages of the main text.
 - d) A brief summary of where further information can be obtained; from individuals, reports, published papers, websites or other sources (the gTKP secretariat will assist in forwarding enquiries to named individuals).
10. Examples of acceptable formats and content for case studies can be viewed on the gTKP website. *[No case study examples available yet – January 2008]*

Payments for case study documentation

Limited financial resources can be made available by gTKP to assist with the preparation of case studies. Wherever possible, alternative sources of funding will be sought and voluntary contributions will be encouraged to extend the range of case studies that can be captured.

Payments made by gTKP are discretionary and must be agreed in advance with the gTKP secretariat before a case study is prepared. There is no obligation to make any payment unless it is specifically and individually agreed before the case study is prepared.

Payments are only available for original case study papers written specially for publication by gTKP.

Subject to prior agreement of what will be paid, when it will be paid, and how it will be paid, payments may be made to case study identifiers, writers, source information providers, referees, sub-editors, and translators, in accordance with the proposed payment structure set out below.

Proposed payment structure for a gTKP Case Study

NOTE: DETAILS TO BE PUBLISHED LATER

Participant		Role	Typical payment structure <i>(may be varied at discretion of gTKP secretariat/Theme Champion, but reason must be recorded)</i>		
Identifier	May be the same person	Person who identifies the case study, for instance a country knowledge champion. (Theme Champion not eligible)			
Writer		Writes the text explaining the case study (may include pictures/diagrams).			
Source information provider(s)		Provides the source information and any data upon which the case study is based.			
Referee		Verifies quality of technical content and assists in determining appropriate structure, layout and phraseology.			
Sub-editor		Professional writer who reviews readability and suitability for translation into other languages.			
Translator		Translation into another language. (Only when approved by gTKP secretariat)			
Theme Champion		(i) Approval to prepare case study (ii) Selection of referee (iii) Approval to publish case study			

Annex B. Initial recommendations for benchmarks

Road benchmark data

July 2007

Benchmarks should be chosen so that they can easily be estimated and updated by country champions or members of the public with the minimum of specialist knowledge. These benchmarks should also encourage people to observe differences between countries and question why they occur.

It is intended that country knowledge champions will play an important role in organising, collecting and updating road benchmark data, and if this is done on a regular basis small payments may be available as an incentive for providing timely and accurate data. In some cases, benchmark data might also be collected by NGOs, or by academic or research institutes.

The benchmarks themselves are intended to evolve through discussion and interaction amongst the gTKP community. A discussion group should be used to share experiences and recommend improvements.

Examples of what the initial road benchmark data might consist of are given below:

Service provided by the road network

- Travel times between major cities normalised as km/hour
- Long distance bus fares/person/km
- Freight rates on main transport corridors /km
- A subjective estimate of comfort of travel for passengers (to be determined)
- A subjective estimate of congestion in cities (to be determined)
- What proportion of the rural population has all weather road access?
- Are farmers able to get their produce to markets efficiently?
- Is business activity constrained by road transport problems?

Road Safety

- Are recent, serious vehicle accidents observed on most long distance journeys?
- Are pedestrians and people travelling in slow moving vehicles frequently injured?
- Are ambulance services available?
- Are vehicles really properly insured ?
- Are all motor vehicles subject to regular safety checks?
- Do driver examinations actually test the ability to drive safely?
- What is the general standard of driving; do drivers follow a highway code?
- Is helmet wearing compulsory and is the law enforced?
- Are enforcement agencies effective?

Environment

- Is air pollution a serious problem in cities?
- Is dust a problem in villages?
- Does government effectively regulate vehicle emission and fuel standards?
- Are sustainability issues such as traffic demand management, pro-public transport strategies and pedestrian facilities addressed in national and local plans?

Value for money

- Cost per kilometre of construction (from sample of a few contracts)
- Cost per kilometre of maintenance (from sample of a few contracts)
- $(\text{Length of roads managed}) / (\text{Number of staff in road administration})$
- ? subjective measure of the quality of decision making
- ? measure of whether improved roads are those that carry most traffic
- ? measure of whether roads most in need of repair are maintained first

Other governance criteria

- What is the perception of corruption in the road sector?
- How effective is the road agency at managing the road network?
- What could be improved?

Annex C. Draft contents and index for book

Road Infrastructure Book

July 2007

Method of writing the book

1. A draft contents page will be prepared and posted on the gTKP website
2. An index of topics to be covered will also be started on the gTKP website
3. A discussion group needs to be set up for the book
4. Further items for the index and comments on the contents will be invited
5. The need for comments and latest progress will be highlighted in blog entries
6. Country champions, when appointed, will be asked to assist
7. Comments will also be requested from known international experts
8. Text will be developed from recommendations and regularly drafted/edited
9. Draft text to be circulated before and discussed at regional workshops
10. Complete draft will be subject to peer review through web page

Publication

1. Method of publication to make book available as widely and cheaply as possible
2. An "Internet edition" should be printable for free from a web page
3. Layout and printing designed to minimise number of pages to be printed
4. Versions in different languages available as rapidly as possible.
5. Possibility of printed and bound version to raise money for events etc
6. Control of copyright – text must not be modified or used for commercial purposes

Other issues

1. Consider publication of a "schools" edition for use as a school textbook
2. Consider a "college" version eg for media courses communicating with public

The current working title for the book to be written to assist in understanding how road infrastructure is provided and where there are opportunities to improve governance is “Road Basics”.

To assist in developing appropriate content for the book and ensuring that all relevant subjects are covered, it is planned that both the outline contents of the book and an index of subjects to be included should initially be published on the gTKP website for discussion. A discussion group should be set up specifically for the book, and it is intended that feedback about the overall structure of the book and contents of the different chapters will take place in this discussion group. A facility should also be provided to request additional topics to be included in the index.

The content and format of the book should also be discussed at gTKP events if this is possible, for instance at the workshop planned in Asia on the subject of mobilising civil society to improve governance.

Initial recommendations for the contents and index of topics are given below.

Road Basics

July 2007

Contents

1. Who needs roads?
2. Who provides roads?
3. How do roads affect safety, health and the environment?
4. Which roads are more important and why?
5. How should roads be built and maintained?
6. How much should roads cost, and who should pay for them?
7. Organising, managing and regulating roads and road transport
8. Understanding and working with political and cultural influences
9. Vehicle costs, bus fares, freight rates, travel times and travel comfort
10. Measuring and improving performance

“Road Basics” – Index of Topics (at July 2007)

Topic	Brief comment to assist in writing on subject (optional)
Access	
Agriculture	
Air pollution	
Bridges	
Civil Society	
Construction	
Consultants	
Contractors	
Corruption	
Development plans	
Drainage	
Environmental effects	
Livelihoods	
Maintenance	
Non-motorised traffic	
Organisation	
Paths	
Paved roads	
Pedestrians	
Political influence	
Priorities	
Quality	
Regulation	
Responsibility for roads	
Road administration	
Road Board	
Road condition	
Road funds	
Road safety	
Road users	
Slow moving vehicles	
Standards	
Supervision of construction	
Tracks	
Traffic	
Transparency	
Unpaved roads	
Value for money	

Annex D. Format and delegates for Asia regional workshop

gTKP governance – Asia Workshop

MOBILISING CIVIL SOCIETY TO IMPROVE GOVERNANCE IN ROAD TRANSPORT

1. Format

Two days of discussion groups and plenary sessions.

2. Participants

1. Approximately 30 sponsored participants, depending on funding available.
2. Sponsored participants to be selected in consultation with the Asian Development Bank, civil society NGOs, participants in the Asia governance roundtable and any country champions that have been identified.
3. Allow selective registration and participation by others paying their own costs.

3. Content

1. Civil Society – who can assist in improving governance and how?
2. Presentations of selected case study examples.
3. Discussion of the content and format of the book about civil society involvement in road infrastructure.
4. Benchmarking data – what is it realistic to collect and how can it be used?
5. What education material is needed to assist civil society (eg videos)?
6. How can the media make a positive contribution to improving governance.

4. Location

South East Asia – probably in Manila

5. Timing

1. Location and format finalised by February 2008.
2. Advertise event for participants paying their own cost February 2008.
3. Recommended list of sponsored participants March 2008.
4. Workshop to be held in May 2008.

Note: There is a possibility that some delegates with wider interests in civil society involvement than just roads might be able to find sponsorship to attend.

Annex E. Responsibilities of country knowledge champions

A gTKP governance in transport country knowledge champion is expected to assist with the following tasks:

- (1) Identifying relevant subjects for abstracts and case study papers from their own country, and finding suitable authors.
- (2) Assembling benchmark measurement data for their own country.
- (3) Contributing to the governance in transport discussion forums, and encouraging others in their country to contribute to these discussion forums, particularly in the priority subjects of benchmark data, the content of the book about road infrastructure, and mobilising civil society to improve governance in transport.
- (4) Identifying events in their country and region where it may be appropriate for gTKP to be represented, and, where appropriate, assistance in organising exhibition stands at events.
- (5) Reporting local news items about governance in transport which may be relevant for the gTKP newsletter or the governance blog.
- (6) Where appropriate, establish a local gTKP governance in transport newsletter for circulation to the community of interest in their own country.

Some of these activities, such as identifying case study papers which are later published, assembling benchmark data, and establishing a local newsletter may be eligible for small payments.

Initial appointment as a country knowledge champion will depend on peer recommendations from their region and their own country, and is linked with their current involvement and interest in relevant activities, and the extent of their contacts in their own country. Several knowledge champions may be appointed in one country. Continued appointment as a country knowledge champion is dependent upon continuing input to gTKP activities.

Annex F. Recommended discussion topics

To assist in developing the exchange of knowledge about governance in transport, a small number of targeted discussion groups should be set up and actively promoted and managed to encourage constructive participation.

The subjects below are chosen to support the immediate priorities of the governance in transport theme. Input to these discussion topics should be encouraged by:

- Requesting country knowledge champions to contribute to discussions themselves, and also to encourage input from interested individuals in their own countries.
- Encouraging input to discussion topics at exhibition stands and in presentations at any events attended.
- Highlighting issues that need to be discussed in blog entries.
- Discussion sessions linked to the same topics at workshops.
- Pro-actively contacting individuals who may be able to make useful contributions to discussion topics.

Initial topics recommended for discussion:

- **Benchmark data**
- **Content of the book about road infrastructure (“Road Basics”)**
- **Involving civil society in improving governance in transport**

Annex G. Planned attendance at events

Attendance at the following events is planned for September and October 2007:

PIARC Congress, Paris 17 to 21 September 2007

This congress, held every four years, brings together road sector professionals, in particular representatives from road administrations from all over the world.

A gTKP exhibition stand is already being arranged for the PIARC Congress, and one of the themes of sessions of the congress is governance in the road sector.

UK Anti-corruption Forum Meeting

“Preventing Corruption in Infrastructure”, London, 02 October 2007

This meeting will discuss measures being taken by UK firms to prevent corrupt practices on infrastructure projects.

African Road Maintenance Funds Association (ARMFA) Annual Meeting, Madagascar, 08 to 11 October 2007

This event brings together representatives from all of the road maintenance funds in Africa, over twenty-five countries. Attendance at this annual meeting, which will include discussions about governance, was discussed while attending the International Seminar on Sustainable Road Financing and Investment, held in Arusha in April this year.

Annex H. Notes on setting up exhibition stands

During this first phase of work on governance in transport, exhibition stands were organised at four different events, as described in section 1.

A standard, low cost, and easily repeatable format for a gTKP exhibition stand was developed, and a number of lessons were learned while setting up and running these exhibition stands.

See photos 4, 5 and 6 in the main report for examples of the gTKP exhibition stands

It is hoped that in the future gTKP stands like this could be set up at many events attended by gTKP theme specialists, gTKP core staff and country knowledge champions.

Posters and exhibition material

Large format colour printing of posters is now widely available internationally at a reasonable cost. The content for posters was sent by e-mail from the gTKP Core Management Group and printed by a local graphic design and printing shop.

The content printed for each stand consisted of:

- “gTKP on a page”
- The pages of the most recent gTKP newsletters
- Other pages describing gTKP

A combination of posters mounted on the exhibition stand walls (fixed with “Velcro” squares for easy removal and re-use), and a small number of “banner-up” free standing displays which roll up into a compact box on the floor were used. Note that the weight and size of banner-up displays varies a great deal, and the lightest weight versions should be used.

Giveaway items

A small amount of standard materials were taken to give away on each stand, and this proved very worthwhile. The items provided were:

- gTKP folders, with gTKP on a page and the latest gTKP newsletter inserted. Note that the original gTKP folders were quite heavy, and lightweight versions are needed if they are to be taken in luggage on a plane or sent by courier.
- gTKP ballpoint pens proved very popular
- gTKP business card holders were handed out selectively, only a limited number were taken to each event

Samples of documents provided by gTKP

Samples of several documents that gTKP can send to delegates for free were also on display on the stand to encourage delegates to register to request copies. (To avoid losing these copies when the stand was unattended, they were tied to the table with nylon fishing line.)

Gathering registrations of interest in gTKP

Registration on paper forms was found to be quite effective, allowing delegates to indicate on the form if they wished to receive free copies of the sample documents shown on the stand.

Staffing the stand

To gather the maximum number of registrations, it was found very beneficial to have a full time assistant staffing the stand. This assistant does not need to have any knowledge of gTKP beforehand, their main task is to encourage delegates to register and make sure that the registration forms are collected. If delegates want to know more about gTKP, they can be directed to read the posters or to speak to someone working with gTKP attending the same event.

Staffing the stand full time also made it possible to enter all of the information from the registration forms into a spreadsheet on a portable computer during quiet periods on the stand while conference sessions were in progress.

Preparations before the exhibition

Before the exhibition, it is essential to contact the organisers to ascertain the likely number of delegates, to make sure sufficient handout materials will be available and to decide how all of the materials needed for the stand will be transported to the exhibition. It may be possible to send material by courier rather than hand carrying everything on a plane journey.

Other lessons learned

Video presentation – For the first exhibition stand at the REAAA conference, a video was set up on a continuous loop on a portable computer. However it was noticed that very few delegates stopped to look at the video, most only looked at the posters, so this was not repeated for other exhibitions.

Annex I. Workplan October 2007 to July 2008

global Transport Knowledge Partnership (gTKP) Governance in transport theme Workplan October 2007 to July 2008 (updated January 2008)

Introduction

This workplan has been designed to implement the recommendations of the gTKP report "Assessment of Knowledge Gaps and Proposed Annual Workplan for the Governance Theme", prepared in July 2007 by Charles Melhuish and Stephen Vincent. This report summarises the results of roundtable discussions in Asia, Africa and Washington, and other governance in transport activities which took place between October 2006 and July 2007.

Abstracts & case studies

Within the constraints of the resources available, one page abstracts and longer refereed case study papers will be selected and prepared based on the procedure explained in the governance "knowledge gaps" report. This procedure may be refined in discussion with gTKP Core Management Group and other theme champions, and also as a result of experience gained from the first few case studies.

Benchmark data

To assist everyone involved in improving governance in transport, benchmark data will be assembled, first for a limited number of countries to test collection methods and usefulness of the data, and later for as many countries as is feasible within funding and time constraints. The benchmarks will be published on the gTKP website, and it is intended that they will be refined through discussion. It is hoped that country knowledge champions will become involved in collecting benchmark data, so that data can be assembled and kept up to date for several countries simultaneously.

Book about road infrastructure

An important output planned for this phase of work is at least an outline for the initial draft of a book about road infrastructure. This book (or booklet) will be designed to explain the construction and management of roads to stakeholders who are not road sector specialists; including road users, politicians and the media, to assist in improving transparency and good governance. Discussion of the structure and content will be sought through a gTKP discussion group. Progress will be reviewed at the regional workshops, and sample chapters will be prepared.

Regional workshops

Two regional workshops are planned, provisionally the first would be in Asia in May 2008 on the subject of "mobilising civil society to improve governance in transport", and it is hoped that a similar workshop may be held in Africa around July 2008.

Country knowledge champions

The identification and involvement of country knowledge champions, first in a small number of selected countries and later in additional countries, is planned to assist in developing and involving the community of interest in all gTKP governance in transport activities.

Discussion forums

The use of Internet discussion forums will initially be targeted to support specific governance in transport activities, in particular the development of country benchmark data, the writing of the book about road infrastructure, and mobilising civil society to improve governance in transport (the subject of the Asia regional workshop).

Blogs & newsletters

The governance blog will be updated at least once a month, and it may be updated much more frequently if this is shown to have a positive effect on other governance in transport activities such as the discussion forums. Input will also be provided to the gTKP newsletters.

Events and maintaining contacts

A presentation about achieving good governance was made at the African Road Maintenance Funds Association annual meeting held in Antananarivo in Madagascar in October 2007. Civil society opinions about governance in transport were also gathered at an event at the Commonwealth People's Forum held in Kampala, Uganda in November 2007. Contacts are being maintained with a number of organisations interested in governance in transport, and further events appropriate for contributions from gTKP will be identified.

Task	2007												2008																														
	Oct					Nov				Dec			Jan					Feb				Mar			Apr				May			Jun			Jul								
	2	9	16	23	30	6	13	20	27	5	12	19	26	2	9	16	23	30	7	14	21	28	4	11	18	25	2	9	16	23	30	6	13	20	27	3	10	17	24	1	8	15	22
5. Country knowledge champions																																											
5.1 Selection of limited number of country champions													█																														
5.2 Expansion to as many countries as is feasible																									█																		
5.3 Assistance in identifying case studies																									█																		
5.4 Assistance in collecting benchmark data																									█																		
5.5 Contributions to discussions																									█																		
5.6 Identification of country events to attend																									█																		
6. Discussion forums																																											
6.1 Development & monitoring of discussion forums																									█																		
7. Blogs & newsletters																																											
7.1 Blog updates & input to newsletters																									█																		
8. Events and maintaining contacts																																											
8.1 ARMFA annual meeting in Madagascar	█	█																																									
8.2 Commonwealth People's Forum								█	█																																		
8.3 Maintaining contacts	█																																										
8.4 Events to be confirmed																									█																		
8.5 Events identified by knowledge champions																									█																		

gTKP Governance in Transport Workplan October 2007 to July 2008 (updated Jan 2008) [continued from previous page]