

**The Development of Tanzania Transport Forum
and
Arusha Roundtable Dialogue
25 November 2009
Arusha, Tanzania**

Technical Report

December 2009

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Summary

This report discusses the formation of Tanzania Transport Forum (TTF) and the Arusha roundtable dialogue on transport policy and institutions. It starts with a background on the relationship between transport and social welfare in the country. The country yearns for both improved accessibility and mobility.

The driver, structure and status of TTF are then presented. The Forum (TTF) seeks to promote a structured approach to using transport as a tool in solving the country's social welfare challenges. Given that these challenges are complex and intertwined, a structured and interdisciplinary approach is requisite to finding solutions to these challenges. Since the framing and modelling of welfare challenges underpins the existence of universities, the University of Dar es Salaam was elected as the secretariat for TTF. Oversight will be provided by a group drawn from academia, policy technocrats, civil society, and transport practitioners. The identity of individuals who will form TTF is being determined. This exercise will be completed in January 2010.

To crown five months of formative meetings of TTF, the Arusha roundtable dialogue on governance in the transport sector was held on November 25, 2009. The one-day roundtable discussed interdisciplinary research in transport; the dynamics of policymaking; transport institutions and organisations; and the challenges of providing transboundary transport service in the region. The roundtable observed that the challenges of transport in Tanzania, and the East African region, could be reduced through regional collaboration hinged on interdisciplinary research.

As part of the roundtable, views were sought on factors that would influence the success of TTF as a local knowledge hub. The participants overwhelmingly stated that the structure of TTF was most important – ahead of financial sustainability and external support. The participants thought that the Forum [TTF] needed to be structured in a way that closes the existing gap between academe and practice, which drags progress of transport improvement, and hence social welfare, in the country.

1.0 The Conception of Tanzania Transport Forum

1.1 Transport at the Basics

Transport binds humanity. In many developing countries, however, people do not have easy access to the transport network. That is a challenge at the most basic level. At a higher level, transport is a tool for enhancing economic efficiency. In this role, mobility is underlined. The transport network becomes a lever of competitiveness. It plays a role in defining the economic activities that a jurisdiction can undertake with comparative advantage. That way, transport defines the very character of human life.

1.2 The Challenges of Transport in Tanzania

The challenge of transport in Tanzania can be largely elucidated by statistics. The country's 42.5 million people share 947 000 square kilometres of land (the largest in East Africa), and generate a GDP of US\$20.5 billion (current). Supporting this economy is 3900 km of paved roads, which is 4 percent of the classified road network. In comparison, neighbouring Kenya has a population of 38.5 million; a land area of 580 000 square kilometres; generate US\$34.5 billion in GDP; and 12 percent of its classified road network is paved. This glance shows that Tanzanian as a unit of production is severely disadvantaged by its road network compared to neighbouring Kenya. Taking into account the dominance of the roads sector [carries over 95 % of passenger traffic in both countries], it is clear the future of transport (especially roads) must be at the top of the country's development agenda, and indeed it is. Moreover, this is only a regional outlook; a global comparison would paint a gloomier picture. Further, this comparison focuses on economic efficiency; a sociological perspective makes a stronger case for expeditious and stronger action. As a result of urbanisation, relations have been torn apart. Urban people struggle to link up with their rural relatives. Figure 1 captures both the economic and sociological dimensions.



Figure 1: A Bid to Connect - Tanzania

1.3 Pondering Solutions to the Challenges

1.3.1 *The Development Era: The Past Five Decades*

Having sketched out the state of Tanzania's road network, and after viewing it using lenses of economics and sociology, it is time to ponder the solutions to this problem. The solutions to Africa's infrastructure problems have occupied the development community for many years. The UN and its affiliates have been at it for over five decades, and while a lot of progress has been achieved many questions beg answers. Perhaps the most fundamental of them: Why is that Africa did not own up to its social welfare [transport] challenges, and take a lead in seeking solutions to these challenges? Then, how can this ownership be realised looking forward? Unless these questions are addressed, it is difficult to imagine a path to 'sustainable' solutions to Africa's [read: Tanzania's] transport challenges.

1.3.2 *Local Endeavours of Science: An Appeal to History*

Deeper questions such the two raised above appeal to history for answers. And history is awash with empirical data. These data point to established cradles of knowledge as the engine of progress. Since the 12th century these cradles have been called universities, though similar entities trace back to Platonic Academy and Aristotle's Lyceum. In leading progress, universities have sought to understand societal challenges, and worked through their solutions with rigour and openness to testing. Scientific research, it is called.

This lesson of history raises a set of secondary questions [to the two fundamental questions raised earlier] that have guided the formation of Tanzania Transport Forum, and will sustain it:

- How will the science [physical and social] required to guide decision-making be refined, that is, continually adapted to the dynamic nature of societal challenges?
- How will this science be used by policy actors?
- How can organisations entrusted with implementing policy decisions be made more efficient and transparent?

1.3.3 *Mooting Tanzania Transport Forum*

Pondering the above questions, key stakeholders in Tanzania's transport sector decided that the way forward was to form an umbrella organisation that would be bound by the following tenets:

- The country must own up to the challenges faced by the transport sector.
- The science required to guide policymaking must be interdisciplinary because the challenge of transport is complex and intertwined.
- Local universities must be at the core of the solutions to these problems since they would bring rigour and sustainability in the derivation of solutions.
- Membership of the Forum must be drawn from all stakeholder groupings [policymakers, civil society, infrastructure investors, and academia] so as to capture most of the challenges of the sector.

These tenets were developed after a series of consultations in the months of September to November 2009, and eventually accepted in a meeting held on November 24, in Arusha. The meeting preceded the Arusha Roundtable Dialogue held the previous day.

2.0 Tanzania Transport Forum: Driver, Structure and Status

2.1 The Core Structure and Oversight

The Forum seeks to bridge the gap between academe and practice. The basic structure and governing principles of Tanzania Transport Forum (TTF), developed in the November 24 meeting, are presented in Figure 2. The Forum will comprise two distinct organs: an oversight board and a university-based secretariat. The oversight board will be constituted by stakeholder groups and individuals representing the entire transport sector. The membership will be 6-10. The board will perform the following specific roles:

- secure seed funding for the secretariat;
- provide pointers to areas of knowledge efficiency;
- ensure the secretariat fulfills its obligations to the public (i.e. the provision of knowledge that guides policy and management of transport in the country).

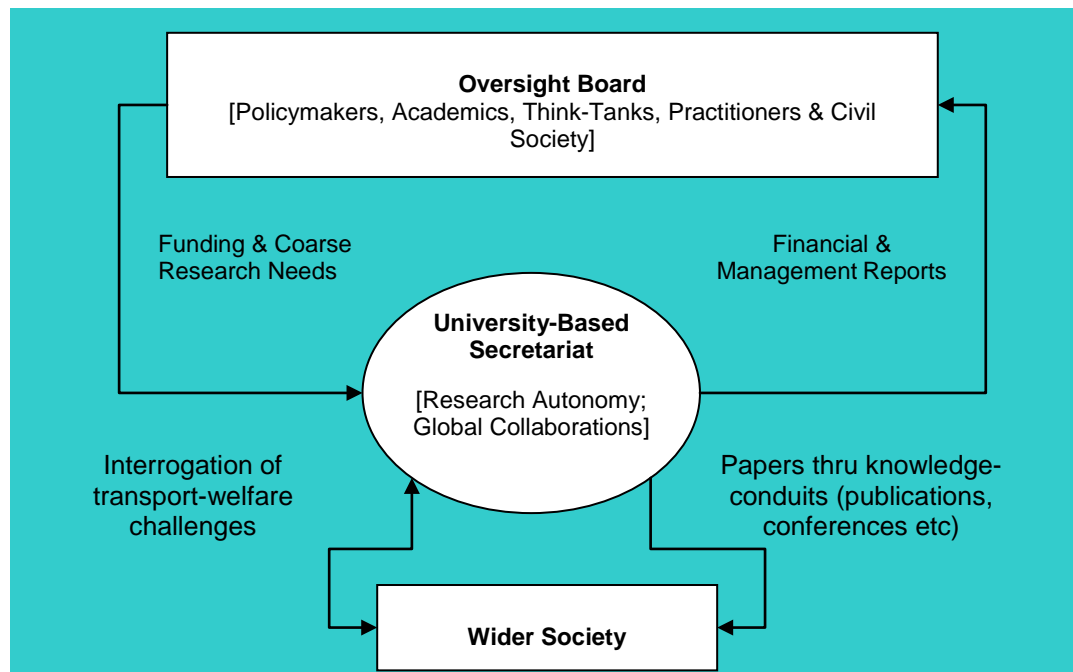


Figure 2: Structure of Tanzania Transport Forum

2.2 The Secretariat

The secretariat, on the other hand, will comprise academic staff and research fellows. The latter represents members of the wider public keen to pursue enquiry. They will benefit from the tools of university, and be bound by university discipline; the secretariat will be autonomous in respect to the conduct and dissemination of research findings. The secretariat will perform the following specific functions:

- provide an interdisciplinary platform for ordering [understanding] the challenges of transport management and policy in the country; delineate these challenges into researchable topics; and bring the power of interdisciplinarity to bear in solving these challenges;
- effectively disseminate research findings - working with the board and the global transport community;
- promote the relationship between the university and the wider society, without compromising the discipline – and rigour – that defines top quality research.

The secretariat should eventually be self-sustaining. To do so, it will carry out research on a fee-for-service basis [acting as a consultancy]. This is in addition to non-fee earning research that the secretariat may deem necessary.

3.0 Arusha Roundtable on Governance

3.1 The Goal

The Arusha Roundtable, held on November 25, served to crown deliberations of the November 24 meeting that discussed the structure of TTF. The roundtable would act as a sounding board for the strategies laid down the previous day. Further, the roundtable discussed the challenges of transport management and policy in East and Central Africa, contrasting the challenges of the region to the situation in other developing countries.

3.2 Proceedings of the Roundtable

The programme and guide notes for the roundtable are presented in Appendix A. The roundtable discussed interdisciplinarity in transport research; the dynamics of policymaking in the sector; organisations and institutions of transport; and the challenges of transboundary transport. These topics were covered in four sessions.

3.2.1 *Session One: Interdisciplinary Research in Transport: Pondering the Way Forward*

The first session, discussed interdisciplinary research in local universities, and more specifically the University of Dar es Salaam. The session was expected to layout clear views on the role of university interdisciplinary research in solving local transport challenges, and the hurdles in mobilising a collaborative arrangement that actively engages local universities.

The session, guided by panel of four [Bwire, Mkenda, Bana & Salifu]⁴, showed strong support for the following positions:

- The problems of the transport sector demand an interdisciplinary [& multidisciplinary] approach.
- To achieve interdisciplinarity, local universities should reach out to society.
- Society, through politicians and civil organisations, should view universities as a forum for knowledge refinement, which they should engage in a bid to solve welfare challenges.
- Tanzania Transport Forum would be an important platform for realising the above desires.

These points would later be underlined in feedback forms.



Figure 3: The Roundtable in Progress

The session had its deliberative hurdles. It struggled to appreciate the subtle distinction between interdisciplinarity and multidisciplinary, the former emphasizes a more integrated approach to enquiry as opposed to the ‘silos’ that are maintained in multidisciplinary. This lack of appreciation meant that deeper deliberations on the organisational models of knowledge disciplines would not be realised. However, such discussion at such a depth would have exceeded the expected outcome of the session.

3.2.2 *Session Two: How can road policymaking in the region be improved?*

The second session was expected to sketch the interaction of policy actors on different platforms but considering a single issue (policy phenomena). In so doing, the challenges of policymaking would be spelt out.

The case was road funds in Africa. Anecdotes of policy processes leading to the formation and reform of road funds were presented by Nengue¹ and Haule³, which pointed to the following:

- There is a perception that regional technocrats and politicians still do not originate policy - implying international donors determine transport policy in the region.
- Contradicting the view above, it emerged that there is strong dialogue on policy issues amongst [local] regional technocrats. This begs the question: Why don't these dialogues drive policy?

The answer to the question above is not straightforward, and the roundtable was not expected to deliver it. The answer lies in the making of African states post-independence; their relationship with donor agencies; the evolution of African societies in the modern and post-modern eras; and the evolution of African universities. Singling out the latter, how much ethics [and conscientiousness], for example, can be taught to a young university graduate joining a department of transport? Not much; too late - is the likely answer. However, these qualities must underpin strong policymaking. Even sound science, which the governance theme stresses, is secondary to these fundamental behavioural attributes. What then should a knowledge endeavour like gTKP do to improve policymaking in Africa?

First, it is important to appreciate that the best the current crop of policy actors can do is prepare the next generation. These are mainly university students [especially graduate students]. This upcoming generation should be exposed to the challenges of policymaking early enough. Secondly, more importantly, the role of education as a tool to solving societal challenges should be imbued in students before they are move out into the workplace. Third, the new generation should have the confidence to follow their thoughts.

Going forward, the governance theme will contribute to the three points above by bringing the upcoming professionals [students] and their advisors [academics] closer to policymakers, civil society and practitioners drawn from their countries and around the world.

3.2.3 *Session Three: How can the institutions of the region facilitate road management?*

Local institutions [values, norms and practices] influence management practices. These institutions could both stifle and promote efficient management of transport. This session was expected present cases of both influences of the institution on organisational performance.

Three viewpoints were presented. The first perspective was the management of road safety. A case study from outside East and Central African [Ghana] was used to stimulate discussion. Addo-Abedi and Duku⁵ exposed how an attempt to realise stake-holder buy-in and management efficiency, at the same time, could result in organisational tension. To attain management efficiency, points of decision making should be clear and discrete. However, this often means the degree of participation of non-core stakeholders is reduced (i.e. potentially, buy-in becomes more difficult to attain). Such tension will, however, play out different in different institutions. The governance theme will continue exploring how different institutional structures can be used to manage this tension, and realise expeditious decision-making – hence management efficiency.

The second presentation considered transparency of transport organisations. Mawenya⁶ outlined steps taken to reduce corruption in Tanzania by making public organisations more transparent. The main point stressed in this narration is that the drive must start from the pinnacle of management. While this view is not new, the achievement of Tanzania stands out. The governance theme will dig deeper on the contribution of local institutions to this drive against corruption by inviting papers from the key players in future conferences.

The third perspective was that of the media. Ulimwengu⁷ discussed the relationship between the transport organisations and the media. Visibility was identified as one of the biggest challenges the industry faces. That is, the media is inundated with societal challenges that often threaten to crowd-out transport. The solution, the speaker advised, was to package press releases more clearly. There was no opportunity, due to time constraint, to explore the role of the media in explaining

management objectives to rural people who do not have access the mainstream media. This assessment will be comparative. Cases representing different institutions will be juxtaposed. The need to delve deeper into this subject was identified by Melhuish and Vincent ⁸, past gTKP Theme Champions.

In summary, the role of local institutions in the governance of transport is subtle and evasive. This session outlined management practices but did not analyse how these practices are influenced by local institutions. This analysis will be done in future dialogues and papers inspired by the governance theme.



Figure 4: Session Three Panel

3.2.4 Session Four: What are the organisational challenges facing trans-boundary transport in the region? How can these challenges be overcome?

East and Central Africa relies on two main corridors for regional and international connectivity: the Northern and Central Corridors, each with a separate management mandate. The management of these corridors and other intra-regional transport links is entrusted to the East Africa Community (EAC) and the Common Market for Eastern and Southern Africa (COMESA). These umbrella organisations face the challenge of competing and conflicting aspirations from member organisations as partly illustrated in Figure 5. The roundtable was expected to present an outline of these competing and conflicting aspirations, and suggestions on ways of managing them.

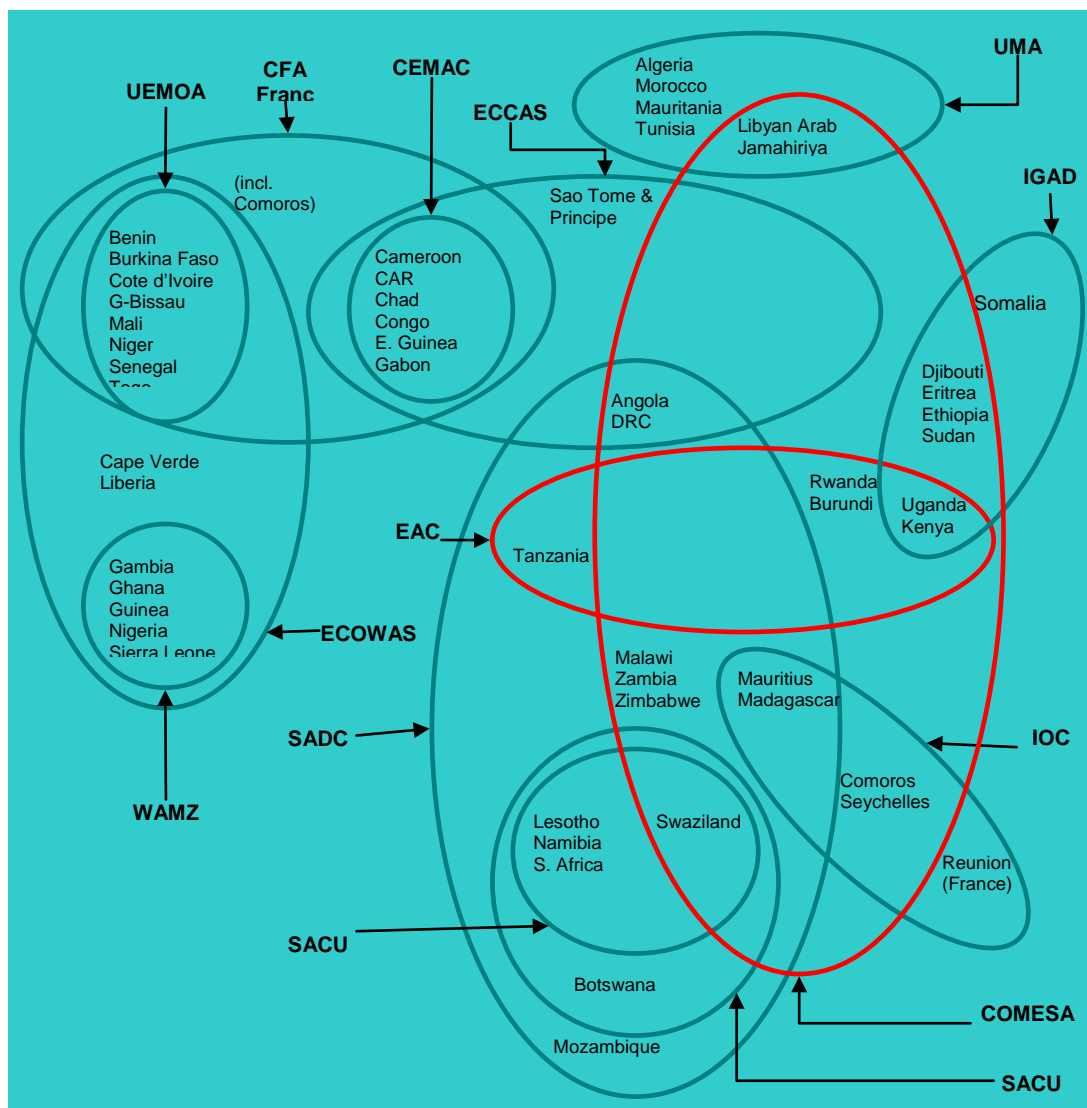


Figure 5: The Anatomy of Regional Economic Communities in Africa
 Source: Adapted from Amonyia (2009)⁹

In the first presentation, Okello⁹ presented anecdotes of competing and conflicting national development priorities that the regional transport organisations must manage. The presenter noted that these differences in paths to development are compounded by weak capital bases. Domestic capital markets must be encouraged, the presenter stressed. Recent successes [oversubscription] of initial public offerings (IPO) in the region was cited as a lighthouse to domestic infrastructure funds, which would allow regional transport organisations reduce the burden of competing needs of member nations.

In the following presentation Andreski¹¹ discussed developments of the proposed Dar es Salaam – Durban Corridor. While the benefits of the corridor cannot be disputed, financing its development and management remains a big concern. The presenter argued that public-private partnerships (PPP) could be employed on this project.

In the final presentation of the session, Bishanga¹² pondered by the management of regional transport links could be improved through collaboration in research. The presenter noted that there was no framework bringing together different research efforts in the region. This means a loss of economies of scale that could be realised by close collaboration. It is worth noting that collaboration between Tanzania Transport Forum and other mushrooming transport policy research forums in the region should provide an overarching framework for wider transport research in the region.

The session identified competing [& joint] needs that transboundary transport authorities confront. It also suggested ways of meeting these needs. Of the needs identified, collaborative management of knowledge and coalescing of development aspirations stood out. In both cases, strong change agents are required. The begging question: How can these people [change agents] be realised?

The best the governance theme can do is network policy actors in the region, and provide learning opportunities for the next generation of actors. Hopefully, well-knit collaborations will ignite or rekindle champion-like attitude amongst a few participants.

3.3.1 *Design of Feedback Form*

Participants at the roundtable were issued feedback forms with one question:

What do you think are the key factors that will determine the success of Tanzania Transport Forum, as a hub of transport policy research and knowledge dissemination in the country?

Focusing the attention of the participants on a single question was expected to allow deep consideration and comprehensive write-up. For the same reason, the question was made open – the participants were expected to mentally roam as they explored the environment in which the Forum (TTF) would be seated.

3.3.2 *Analytical Framework*

The framework that guided both the design and analysis of the feedback forms is shown in Figure 6. Organisational growth factors have been aggregated into four clusters underpinned by leadership. The first is clarity of vision. In respect to this factor, the questionnaire sets the vision of TTF. That is, to develop a hub that guides transport policy. The second cluster is cohesion of structure. In other words, the Forum should be constituted in a way that propels the vision. This aggregated factor [structure] is implied in the questionnaire and did not need explicating, lest the questionnaire exerted a strong bias on the participants. The third cluster is the influence of external organisation that will relate with the TTF. The last cluster addresses financial sustainability of the Forum. The last three clusters strongly act in duality – they are bidirectional. Note: These common influences on the growth of any organisation. The challenge is ranking them.

The strength of organisational influences encapsulated in these four factors [strictly speaking the last three] will vary from one institutional environment to another. The challenge, therefore, is to understand the significance of these factors in respect to Tanzania. One could argue that the views of the participants would reflect the environments in their own countries. Yes, that was taken into consideration and a follow-up discussion is underway to better understand the environments that could

have influenced foreign participants. The result of these follow-ups will be used in inspiring and developing forums outside Tanzania. It should therefore be noted that this report is an offshoot of work ongoing.

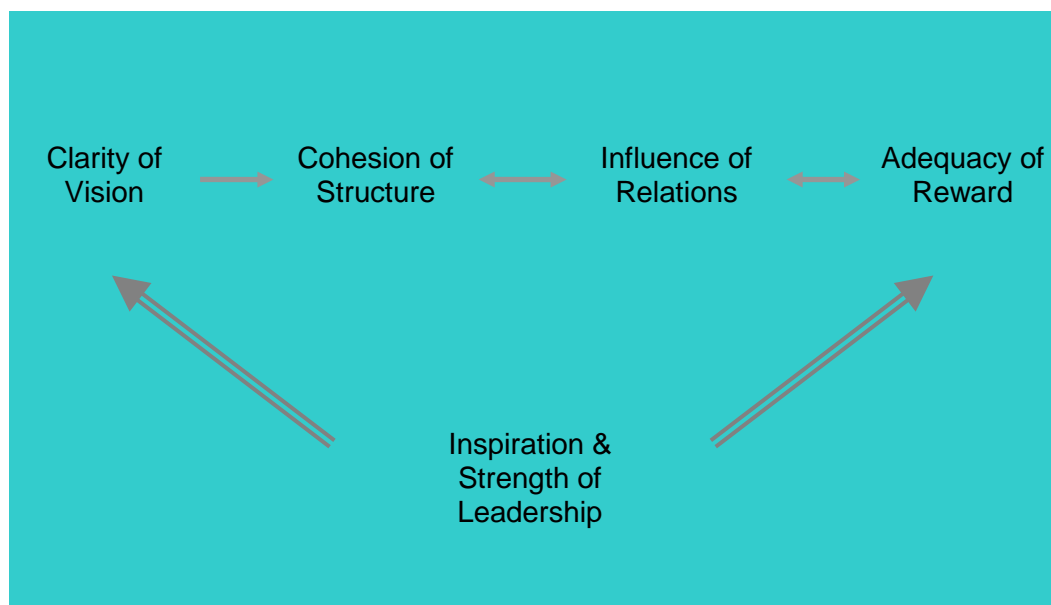


Figure 6: Development of Tanzania Transport Forum – Analytical Framework

3.3.3 Results: Summary of Feedback

The views of the participants were assessed using the framework in Figure 6. The results are shown in Figure 7. While these results are stylized, a few strong conclusions can be drawn from Figure 7. First, overwhelmingly participants thought the structure of the Forum was most important. To this end, most participants thought the structure should effectively capture welfare needs of rural and deprived groups (i.e. not restricted to urban and inter-urban motorized transport). In addition, the structure should appreciate interdisciplinarity (*avoid working in 'silos'*).

The other notable, though not surprising, feature of Figure 7 is that participants showed minimal concern for the vision. In fact, direct comments on the vision were merely in appreciation of the TTF initiative. There are two ways of interpreting this observation. Either participants thought the vision was a given, hence did not warrant remarks. Alternatively, it could reflect almost unanimous support for the vision. Since the few who commented on the vision were very supportive, it appears not only is the vision clear but it was also strongly supported.

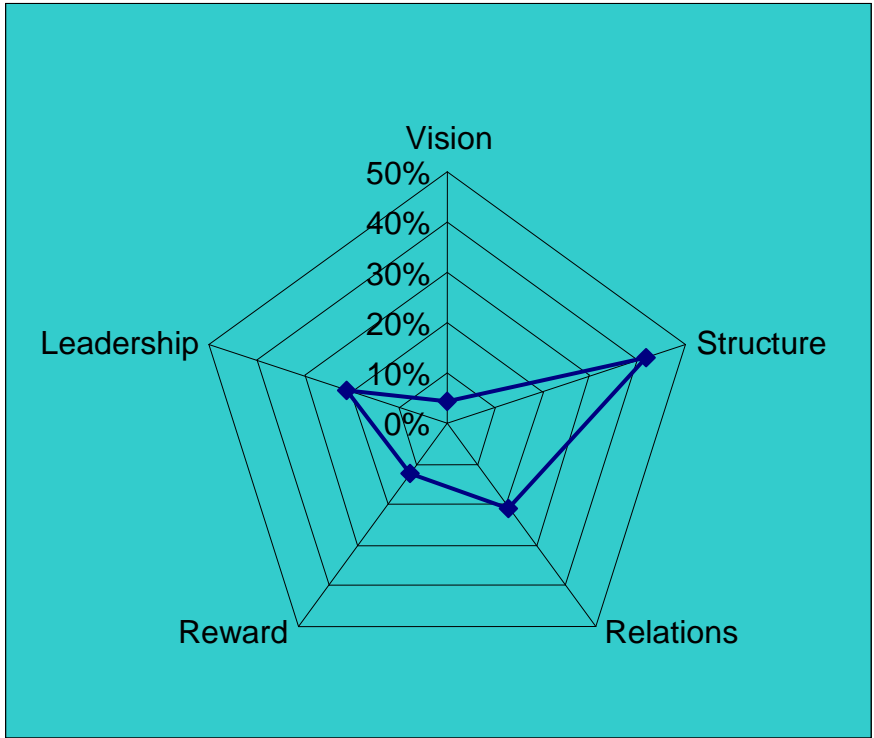


Figure 7: Growth Factors of Forum - Aggregated Views of Roundtable Participants

4.0 Reference

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Appendix A:

Roundtable Programme



Tanzania Transport Forum

Call for papers - gTKP Workshop

Governance in Transport - A Focus on East and Central Africa

A Round Table Dialogue on the Challenges of Governance in the Roads Sector

Wednesday 25 November 2009
Naura Springs Hotel, Arusha, Tanzania



The Dialogue

Context

Road Governance is a means for achieving direction, control, and coordination of organizations and individuals for the sole purpose of delivering efficiency and equitable road network.¹

Road Policy is a knowledge-based framework that guides the development and management of road space within a jurisdiction.

Institutions are humanly devised constraints that shape human interaction, which includes rules, norms and practices. *Organisations*, on the other hand, are structures developed to take advantage of opportunities created by institutions.²

Programme

¹ Adapted from: 1) LYNN, L.E., HEINRICH C.J., and HILL, C.J., 2000. *Governance and Public Management: Challenges and Prospects*. Journal of Public Administration Research and Theory. J-Part10 (2000):2: pp 233-261.

² NORTH, C.D. *Institutions, Institutional Change, and Economics Performance*. Cambridge University Press, 1990.

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9.00 – 9.30	<p>Opening Remarks</p> <p>Prof. N. Lema, Interim Chairman, Tanzania Transport Forum</p> <p>Sibylle Rupprecht, Director IRF & Project Manager, gTKP, Switzerland</p> <p>Fred Amonya, Governance Theme Champion, gTKP, United Kingdom</p> <p>Hon. Celina O. Kombani (MP), Minister of State, Prime Minister’s Office Regional Administration and Local Government</p>
9.30 – 11.00	<p>Session 1:</p> <p>Interdisciplinary Research in Transport: Pondering the Way Forward</p> <p>Moderator: Dr. Hannibal Bwire</p> <p>Opening Presentations: Departmental Heads, University of Dar es Salaam:</p> <p>Dr. Adolf Mkenda, Department of Economics</p> <p>Dr. Benson Bana, Department of Political Science.</p> <p>Prof. Mohammed Salifu, Kwame Nkrumah University of Science and Technology (KNUST), Ghana.</p>

Health break

11.15 – 12.45	<p>Session 2:</p> <p>How can the formulation of road policy be strengthened in the region?</p> <p>Moderator: Dr. Adolf Mkenda, Department of Economics, University of Dar es Salaam</p> <p>Opening Presentations:</p> <p>Transport Policy in Tanzania: A Reflection on Issues and Actors (Mr. Joseph Haule – Manager, Tanzania Roads Fund Board)</p> <p>Road Funds: From Policy to Practice (Mr. Samuel Nengue, President, African Road Maintenance Funds Association, ARMFA)</p>
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Lunch

14.00 – 15.30	<p>Session 3:</p> <p>How can the institutions of the region facilitate road management?</p> <p>Moderator: Dr. Benson Bana (Head, Department of Political Science, University of Dar es Salaam)</p> <p>Opening Presentations:</p> <p>Organizational and Institutional Challenges of Improving Road Networks in</p>
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	<p>SSA (Dr. Fred Addo – Independent Consultant & Former CEO, Tanroads, and Ms Duku Adwoa - Researcher, KNUST, Ghana)</p> <p>Improving Transparency in Transport Organizations (Prof. Awadh Mawenya, Front Against Corrupt Elements in Tanzania [FACEIT])</p> <p>The Media and Transport: Communicating Management Objectives (Mr. Jenerali Ulimwengu – Journalist)</p>
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Health Break

15.45 – 17.00	<p>Session 4:</p> <ul style="list-style-type: none"> ▪ What are the management challenges facing transboundary transport in the region? How can these challenges be overcome? ▪ Have regional corridors inspired collaborations in innovation? If so, how? If not, why not? <p>Moderator: Dr. Robert Okello (Former Director, Office of Policy and Programme Coordination, UNECA)</p> <p>Opening Presentations:</p> <p>Transboundary Transport in Africa: Coalescing Diverse Policy & Organizational Interests Dr. Robert Okello (Former Director, Office of Policy and Programme Coordination, UNECA)</p> <p>Regional Corridor: Delineating Management Challenges (Mr. Adam Andreski, Director IT)</p> <p>Innovations in Transport Infrastructure Management: A Search for Regional Collaborations Mr. Haggai Bishanga (Manager, Tanzania Technology Transfer Centre)</p>
17.00 – 17.30	Closing remarks

19.00

Joint dinner for workshop participants

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Guiding Notes

Session 1:

Interdisciplinary Research in Transport: Pondering the Way Forward

Transport binds humanity. It is an object of economics and public health; sociology and law; and yet the development and management of transport networks appeals to fine engineering. The multi-faceted nature of transport demands that its policy dynamic and institutional structuring be explored from a vantage point of interdisciplinarity. This session will expose the challenges of summoning interdisciplinarity in the training of transport professionals. It will suggest ways of coalescing disciplinary actors on university hills, and how universities can collaborate better with policymakers, civil society and transport investors in solving the ubiquitous challenges of transport.

Session 2:

How can road policymaking in the region be improved?

Policymaking is a complex dynamic of actors performing on often well-defined platforms. The process should be driven by sound science [broad usage] but is also necessarily influenced by the institution [values, norms & practices] enveloping the policy arena. In order to improve the process, the interaction of these policy variables must be understood, and the time-dependence of this interaction should be appreciated.

This session will sketch-out policymaking in different jurisdictions of the region and ponder how the different processes can be improved. A set of guiding questions for preparing complementary papers are outlined below.

- Who are the key drivers of policy?
- On what platforms do these actors perform [parliament, local councils etc]?
- How are issues generated and assimilated into policy [policy issues include transport-growth-equity effects, environmental concerns etc]?
- What is the life span of these interactions [present typical time-frames]?
- Based on the above exposition, how can the process and content of policy be improved?

Session 3:

How can the institutions of the region facilitate road management?

Values, norms and practices [the institution] of any jurisdiction constrain and yet facilitate actors in both policymaking and management. They often explain some of the more complicated phenomena of society, and the transport sector is no exception. Institutions underpin organisations. This session will seek to shed light on the institutions enveloping the transport sector, and examine how they can be used to improve management in the sector. The session will examine how the more explicit management issues [e.g. corruption] can be tackled by first understanding the institutions and organisations of the transport sector. Further guiding questions:

- What are the key organisational constructs of the transport sector in the jurisdiction of focus [organograms should be useful]?
- How are these organisational constructs influenced by the local institution?
- How can organisations be designed to take advantage of the local institution?

Session 4:

- What are the organisational challenges facing trans-boundary transport in the region?
- How can these challenges be overcome?

The region is crisscrossed by transport links, such as the Northern Corridor, and nodes at Mombasa, Dar es Salaam etc. The proper functioning of this network demands joint effort, and organisations like the East African Community (EAC) guide improvement initiatives on this transport network. This session will discuss the organisational challenges of managing this network. It will specifically expose the challenges as a coordination issue – a key strand of 'governance'. Further guiding questions:

- What are the key public interests encased in transboundary transport? In other words, why do we need transboundary transport authorities?
- What challenges do these authorities face?
- How can these challenges be explained?
- What are the plausible antidotes to these challenges?

Understanding the challenges of transboundary transport will necessarily demand an interdisciplinary lens. It will appeal to history, economics, sociology and other disciplines. Papers responding to this section will layout the network of transboundary transport and organisations responsible for different parts of the network.