



IFRTD

**International Forum
for
Rural Transport and Development**

Semi-Annual Report 2006

Core Supporters: SDC, Sida and DfID/gTKP



Abbreviations and Acronyms

ADB	Asian Development Bank
CIDA	Canadian International Development Agency
CoP	Communities of Practice
DANIDA	Danish International Development Agency
DFID	Department for International Development (UK)
DoT	Department of Transport (South Africa)
EC	European Commission
ECM	Executive Committee Meeting (IFRTD)
GATNET	Gender and Transport Network
GEF	Global Environment Facility
gTKP	global Transport Knowledge Partnership
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit
ICT	Information, Communication and Technology
IFG	International Focus group on Rural Road Engineering
IFRTD	International Forum for Rural Transport and Development
ILO	International Labour Organisation
ILO-ASIST	Advisory Support, Information Services and Training Programme
IMT	Intermediate Means of Transport
ITC	Intermediate Technology Consultants Ltd
ITDG	Intermediate Technology Development Group (now Practical Action)
KENDAT	Kenya Network for Draught Animal Technology
LFRTD	Lanka Forum for Rural Transport and Development (Sri Lanka)
MDG	Millennium Development Goal
MITA	Moyens Intermédiaires de Transport Améliorés (Madagascar)
MoU	Memorandum of Understanding
NFG	National Forum Group
NGO	Non-Governmental Organisation
NMT	Non-motorised Transport
NRI	Natural Resources Institute
ODI	Overseas Development Institute
PA	Practical Action (formerly ITDG)
PIARC	World Road Association
PMGSY	Prime Minister's Rural Roads Programme
PRSP	Poverty Reduction Strategy Plan
RDPI	Rural Development Policy Institute
RTS	Rural Transport Services
RTPP	Rural Travel and Transport Programme
SDC	Swiss Agency for Development and Cooperation
SGP	Small Grants Programme
Sida	Swedish International Development Cooperation Agency
SLUAT	Latin America Society of Transport Environmental Units
SSATP	Sub-Saharan Africa Transport Policy Programme (World Bank)
SUSTRAN	Sustainable Transport Action Network for Asia and the Pacific
TANROADS	Tanzanian Roads Agency
TRB	Transportation Research Board
TRL	Transport Research Laboratories
TUDTR	Transport and Urban Development Department at World Bank
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme



Introduction

This report describes activities, outputs and outcomes of the International Forum for Rural Transport and Development (IFRTD) during the first six months 2006. It is important to note, as in previous reports, that the Secretariat leverages a number of activities in the National Forum Groups (NFGs) and in the network as a whole. Some of these activities have been described in this report, but there are others that are outside its scope. This is recognition that the IFRTD network is greater than the sum of the activities of the Secretariat.

The report will follow the format of the Annual Report 2005 and will structure activities under seven sub-headings:

- **Building Partnerships**: will look at the links forged by the Secretariat with international and regional organisations and networks. Many of these partnerships are related to sharing information and developing collaborative activities. A few are funding relationships.
- **Strengthening Networking**: will look at the activities that facilitated networking within and among NFGs and members around the issues of mobility and access for the poor.
- **Sharing Knowledge**: will look at what the Secretariat has done to share knowledge generated by the network.
- **Generating Ideas**: will look at what new ideas have been stimulated within and through the activities of the Secretariat.
- **Stimulating Change**: will describe what the Secretariat has done working with the national networks to stimulate policy and practice.
- **Evaluating Performance, Governance and Strategy Development** will look at the activities that Secretariat members have engaged in building on the evaluation, such as the Strategy Development Process.
- **Maintenance and Resources**: will outline changes in the Secretariat, progress on hosting arrangements and fundraising activities.

The report will end with some key challenges for the Secretariat, and the Forum Network.

Building Partnerships

INTERNATIONAL

The World Bank

IFRTD has over the years developed relationships with different parts of the World Bank in Washington and in the regions. These include the Transport and Urban Development Department (TUDTR) in the Infrastructure Vice-Presidency, the Africa Transport Division, the Sub-Saharan Transport Policy Programme (SSATP), the World Bank programme in India, and colleagues working on transport in Latin America.



Transport Indicators

TUDTR is working with IFRTD and others to review the measures and indicators that are used in the transport sector. Their aim is to develop a comprehensive draft set of Transport Performance and Impact Indicators which will:

- Facilitate the management of various sub sectors to enable them to deliver transport services cost effectively and appropriately.
- Help in the monitoring of the sector's performance with respect to its contribution to the implementation of agreed national policies.
- Provide better insights into regional and global perspectives of transport activity and trends.

As part of the ongoing consultations, IFRTD was invited by TUDTR to host a **series of regional workshops**. After the first workshop in Nairobi in June 2004, a second workshop was held in Sri Lanka in April 2005, for which the Sri Lankan National Forum Group was instrumental in helping IFRTD coordinate. For 2006 it was decided to shift the workshop to South Africa after the South African Department of Transport offered to co-host it. This event, held in June, was attended by 25 stakeholders from six African Countries, and five regional and international agencies working in the transport sector. Just like similar workshops held in **Nairobi** and **Sri Lanka** in June 2004, the discussions were held in the spirit of consultations, sharing and learning. As such, no formal country or institutional policy positions were debated or adopted at the workshop. The presentations made at the workshop are all available on-line through http://www.ifrtd.gn.apc.org/new/proj/transp_ind_sa.php.

In broad terms, the workshop provided an opportunity for a more detailed exploration of rural transport travel data. This was underpinned by presentations on the Rural Access Index, South Africa's Household Travel Survey and the Integrated Rural Mobility and Access Programme. The importance of a better understanding of gender travel data was strongly underscored in the meeting.

Recommendations arising from the Workshop included:

- The ***need to help develop a common framework for data collection*** across different transport sub-sectors, agencies and countries. This would help in the evolution of common definitions, terminologies and measurement systems and enable coherence in reporting as well as facilitate inter-country comparisons.

A common framework for data collection across countries would assist in assessing progress towards meeting the **MDGs**. In 2005, African Ministers met under the auspices of SSATP and UNECA to commit themselves to policy directions that would enable the transport sector to play a more effective role towards achievement of the MDGs. It was suggested that the UNECA/SSATP partnership should facilitate development of a coherent sector results framework for Africa.

- ***Strengthen the dialogue between the SSATP Indicators Work and the TUDTR stakeholder consultations***. Efforts will be made to represent some of the outputs of this workshop in the SSATP Annual Meeting in Maseru, Lesotho, 28th October-3rd November 2006. The South African Household Travel Survey would be one such input into the dialogue.



- Stakeholders expressed interest in playing a part in the *institutionalising of Household Travel Surveys* in their countries. Senegal, Kenya, Tanzania and Uganda will be pursuing this at different levels. The Household Travel Surveys can be undertaken as a stand-alone activity or can be integrated into routine household surveys carried in various countries. If carried out as a stand-alone activity, experience from South Africa indicates need for a small-scale survey that can be improved over time. IFRTD, UNECA and TUDTR will look for ways in which to facilitate progress in countries with interest in taking this forward. The South African DoT would be willing to provide technical support based on their own experience.

For more information and the full workshop report please visit http://ifrtd.gn.apc.org/new/proj/rsa_indicators_Workshop_report.pdf

In addition IFRTD and the Gender and Transport Network (GATNET) Community of Practice were invited to provide input into developing the World Bank Strategy 2007-2015. Through a virtual forum, moderated by members of GATNET, members were able to discuss and provide feedback into the World Bank Draft Strategy Document specifically assessing it from a gender perspective. This was a very participatory process and resulted in a working document that is available through www.gatnet.net

Sub-Saharan Transport Policy Programme

Even though IFRTD has had a long-standing relationship with the World Bank's SSATP, the relationship has changed in recent years. This was a result of the reorganisation of SSATP on a programmatic basis which led to closing the Rural Travel and Transport Programme (RTTP) with which IFRTD had close links.

However, there is potential for considerable collaboration between the work of SSATP and IFRTD. In fact, IFRTD is a member of a consortium - consisting of Intermediate Technology Consultants (ITC), WSP and Paul Starkey - that was contracted by SSATP to develop and implement a methodology for Rapid Assessment of Rural Transport Services (RTS). The purpose was to test and validate a framework that Governments and others can use to quickly assess *the state* of medium-range, rural transport services (5-200km). Whereas there is rich body of knowledge on urban transport, long-distance/transit transport and village-level transport, there seems to be a gap in understanding transport that links agriculture to markets, villages to regional centres etc. The full results of this study are available on <http://www.ifrtd.gn.apc.org/new/issues/AssessingRuralTransportDraft060315.pdf> and were also shared and disseminated at the SSATP Annual General Meeting held in November in Bamako, Mali. As a follow up on this meeting another workshop on Rural and Urban Transport Services was held in Addis Abeba in March, 2006 in which the results of this study were shared more widely and in more detail.

In addition IFRTD has engaged with a new SSATP's members' initiative to set up a network called the Africa Rural Travel and Transport Association. (ARTTA). This is a Sub Saharan African network consisting of the 'old' RTTP coordinators focusing on developing, operating and maintaining rural transport systems of member countries. While in Ethiopia, IFRTD carried out a presentation on potential collaboration between the two organisations, with the aim of avoiding spreading the limited resources too thinly. However ARTTA has recently had their official launch and IFRTD was not invited even though several communications have been exchanged on potential synergies. IFRTD East and Southern Africa will continue to



communicate with ARTTA and invite them to the Annual Regional Governance Meeting to be held in Tanzania.

global Transport Knowledge Partnership

IFRTD has also been in close collaboration with the initiators of the global Transport Knowledge Partnership (gTKP) since the middle of 2003. In mid-2005, IFRTD's membership to the interim governing board of gTKP has officially been approved. To promote Southern representation, IFRTD's East and Southern Africa Regional Coordinator, Peter Njenga has been appointed as a board member.

In addition, gTKP has agreed to come on board as the third IFRTD core supporter after a proposal submitted in August 2005 had been approved. A grant agreement totalling £100,000 for 2006 has been signed in January but due to bureaucracy and miscommunications IFRTD to date has not yet received the disbursements. This has impacted IFRTD's cash flow position as can be evidenced from the unaudited financial accounts 2006.

As far as gTKPs programmatic development is concerned they have adopted four 'depth' areas:

- Rural Accessibility
- Urban Demand Management
- Vulnerable Road Users
- Transport and Governance

IFRTD is part of the first work stream and it is in this light that IFRTD actively participated in the gTKP General Assembly in Tunis. On the first day IFRTD conducted a general presentation on IFRTD as a core gTKP partner. In addition Peter Njenga co-facilitated a session on Rural Accessibility and moderated a session on Accessibility and Inclusion. The latter session also included a presentation from IFRTD on its Poverty Watch Programme; an initiative to build the capacity of civil society to hold governments more accountable for transport investments. IFRTD also shared with gTKP the NFG database in order for gTKP to invite southern stakeholders. At least six members from Asia and Africa were present and participated in various sessions. In a survey exercise executed by all attendants IFRTD was ranked by participants as the 2nd most important source of transport knowledge after the World Bank. This is recognition of IFRTD's added value as a main entry point for information seekers on rural transport and access issues.

For more information on the depth areas and gTKP in general please visit www.gTKP.org

TransNet

IFRTD and **Skat consulting** are key players in SDC's Mobility programme which is clearly demonstrated in the new SDC Operational Guidelines. TransNet is a Swiss-based informal Community of Practice (COP) of public, private, national and international actors in the transport field. The COP is an essential framework for the exchange of information and experience as well as providing a pool of expertise and a 'think tank' on mobility. TransNet organises twice-yearly events for members and invites people to encourage networking, and thinking and learning on hot sector issues.



Currently Skat and IFRTD are collaborating very closely on the Mobility and Health programme in conjunction with the Swiss Tropical Institute (for more information see Mobility and Health on page 16).

In addition Skat and IFRTD have been working together on a small proposal for a Networked Research Manual. The Manual will basically be a step-by-step guide of this IFRTD-pioneered innovative approach Networked Research is a new perspective on the more familiar 'action research' or 'participatory research', but its unique selling point is its network setting. Utilising an existing network with established processes for establishing a southern agenda helps to ensure that the research is genuinely southern driven. The breadth of stakeholders that a network is able to bring into the research team provides the cross pollination of perspectives, experiences and skills across geographical, language and institutional barriers. This network environment encourages accountability and transparency between peer researchers, while the global nature of the programme validates their activities at local and national level.

This Manual will be very valuable to the participants of the Mobility and Health programme as well as for other networks who are interested in participatory research. The proposal has provisionally been approved and we will be further developing it during the coming months.

Transportation Research Board

Following new strategic directions, the US-based Transportation Research Board (TRB) has forged closer links to the IFRTD. As a follow up on the Virtual Forum held in May 2005 and the round table in July 2005 TRB organised a panel on Gender and Transport as part of their Annual General Meeting in January 2006. One of GATNET's members, Nite Tanzern was invited by TRB to be a panelist on a session on Gender and Transport. Thanks to Sida's non-core support, IFRTD was able to sponsor Nite's participation. Reports on the AGM are available on www.trb.org. In addition TRB's Maha Khan wrote the following message:

"I am writing to thank you again for funding Nite's trip. The TRB panel session was really successful and I know that everyone including the panelists enjoyed it. All the presentations were of such great quality, and we all learned a lot from each other. It was good to put faces to names I have been emailing for so long. The Conference was also a good opportunity to network with other individuals committed to pursuing the gender and transport agenda further."

Building Partnerships

REGIONAL

International Labour Organisation

Another longstanding partner of IFRTD has been the International Labour Organisation's ASIST programme in Africa. Last year a joint concept note has been developed, entitled: *"From Pilot Project to Policy and Institutional Impacts: The influence of the Makete Integrated Rural Transport Project [MIRTP] on Rural Access and Mobility Policy and Practice in Sub-Saharan Africa"*.

The proposed study aims to bring to a wider audience the key lessons from the Makete Integrated Rural Transport Programme, a programme that ran during the eighties and nineties



and which was considered a pioneer project in addressing rural transport issues. The proposal focuses on two streams of lessons: one, the residual policy, institutional and poverty impacts of the programme within Makete District itself and secondly, the general impacts on the development of key rural transport and access policies and strategies within Tanzania and selected countries within Sub-Saharan Africa. Sida has recently approved the project as part of its non-core funding commitment to IFRTD and preparations have already started.

Unfortunately ILO ASIST Africa and Asia have had to downsize due to a lack of resources. With the departure of their Senior Technical Advisors IFRTD has lost its main champions within ILO ASIST'S Africa and Asia Pacific. The Executive Secretary has been in communication with ILO Employment Intensive Infrastructure Programme in Geneva to see how this situation can be solved.

UNDP Global Environment Facility

Based on a dialogue the Secretariat had with the Global Environment Facility (GEF) in 2004 IFRTD has been developing several concept ideas with a view to addressing some of the environmental issues in rural transport, and with a view for securing additional funds. The Global Environment Facility is implemented by the UNDP, UNEP and the World Bank. Collaboration must be at the country level, both for the bigger programmes and the Small Grants Programme (SGP). The focus is on lowering green house gas emissions and encouraging environmentally sustainable transport options, including non-motorised transport. The GEF sees that the capacity of governments to implement sustainable transport programmes is limited and is encouraging other actors to become strong counterparts for governments. A priority area is replication, which includes information dissemination and policy influence.

The Regional Coordinator for East and Southern Africa continues to be part of a process to formulate a medium size project on sustainable transport in Africa. A project formulation proposal was finalised which is now under consideration by UNEP-GEF in Nairobi. For the Latin America region the issue on transport and the environment remains of strategic importance but up to now the region has not managed to secure funding. A proposal submitted to the World Bank-coordinated Development Marketplace was not successful.

UN Economic Commission for Africa

There is an ongoing dialogue with the UN Economic Commission for Africa (UNECA) and IFRTD's Regional Coordinator for East and Southern Africa regarding IFRTD steering discussions on rural transport safety issues during the upcoming Africa Road Safety Congress (planned for February 2007 in Ghana). While planning is still underway, IFRTD needs to look at how to effectively present this issue, by perhaps sponsoring some limited case studies, and a good scientific paper. Sida's non-core funding will allow IFRTD to commission four small studies in all four regions to give this important issue a higher profile than it currently serves. For the small studies, carried out by our members IFRTD has been brainstorming along the following lines:



- Safety from sexual harassment, particularly for women and for girls (relates to the way transport services and facilities are designed)
- Safety of poor people's property carts bicycles etc that are crucial for people's livelihoods
- safety issues on community access roads, pedestrian v pedestrian, women's and children's safety and pedestrian versus IMTs
- Safety on other local infrastructure foot bridges, and other water crossings, paths and tracks
- Water transport (although not strictly road safety)

Other Partners – International

Transport Research Laboratories

In March 2006, IFRTD was invited by Transport Research Laboratories (TRL) to consult members on rural roads prioritization processes and techniques currently used in 12 countries in Latin America, Asia and Africa. This was a quick and dirty assessment but it has been anticipated that phase 2 of this initiative will develop guidelines to assist users in selecting and modifying an appropriate prioritisation methodology for his or her use. The guidelines will differ from others in that comparisons will be based on similar data sets and hence illustrate the advantages and drawbacks of alternative procedures. For more information please refer to the following link: http://www.ifrtd.gn.apc.org/new/issues/r_roads.php

Africa Community Access Programme and South East Asia Community Access Programme

There is continued engagement with the African Community Access Programme (AFCAP), initiated by DfID. So far, IFRTD's Regional Coordinator for East and Southern Africa has prepared and presented a concept note to the AFCAP task manager designate, Tony Greening. The concept is to get AFCAP to use a community based approach to support the transport components of the Sauri Millennium Village, in Western Kenya. Sauri Millennium Village is one of the four or so villages selected globally to benefit from integrated investments targeting key sectors that can help deliver on the MDGs. The Millennium Village project under the leadership of Jeffrey Sachs' is focussing on such areas as agriculture, small enterprise development, health and education.

IFRTD is interested in looking at the existing transport and access issues arising out of ongoing interventions. In particular, it would be very useful to practically see the links between transport interventions and the achievement of MDGs. The concept proposes to support a community approach to local infrastructure management and development of sustainable transport services. In addition, the concept intends to make linkages with the Sida supported Roads 2000 project which is operating within the same geographical region.

IFRTD is also interested in influencing AFCAP's policy and practices. We have already started engaging with them on the absence of a gender focus. The potential risk with AFCAP is



that, to date, it has been pursued with a rather narrow engineering focus. AFCAP's potential disregard of social issues such as gender, and non-engineering dimensions of transport such as access and transport services contradicts their stated identity as "a community based access programme, aimed at poverty alleviation".

The Regional Coordinator for Asia is also continuing his engagement with the South East Asian Community Access Programme (SEACAP). Recent pressure on the relationship, because of a critical letter the autonomous Lanka Forum wrote, has been relieved as a result of a face-to-face meeting with the SEACAP manager. IFRTD has also submitted a concept note to SEACAP to fulfill a support mandate to consolidate and strengthen the South East Asia Community Access Programme (SEACAP) Communications Strategy. Working in collaboration with SEACAP program staff and practitioners IFRTD staff would like to:

- Translate SEACAP learning into clear dissemination and advocacy messages
- Prioritise dissemination and advocacy targets
- Consolidate and strengthening SEACAP networks
- Strengthen links between SEACAP and wider regional and international transport networks and debates
- Provide training opportunities to strengthen national and regional advocacy skills

Strengthening Networking

National & Regional networking

The Secretariat and the Regional Coordinators in particular, spent considerable time supporting national networks and stimulating regional networking.

National Forum Groups (NFGs) and Networking Events

In **Africa** the Regional Coordinator for East and Southern Africa was involved in the final part of the SSATP/ Government of Kenya Transport Policy and Poverty Reduction Strategy Review. IFRTD's inputs were sought on the basis of the work we have done through Poverty Watch. There is no doubt from the workshop that IFRTD's inputs were highly valued, and especially because of the regional and global perspectives IFRTD brought to the discussions. Final recommendations on how to strengthen the transport sector policies from the point of view of poverty reduction were prepared and presented to the Permanent Secretary, Ministry of Transport.

In addition a visit to the SSATP meeting in **Ethiopia** was combined with a field visit to a horse-owners association that the Ethiopia National Forum Group (ENFG) has helped form in Southern Ethiopia. The ENFG has lobbied for the association to be allocated some land to put up an office. Horse-owners are confronted with the problem faced by many NMTs operators in many towns: Threat of eviction by the local authorities in favour of motorised taxis. As an association, and with support of ENFG, they have held meeting with the local council to negotiate for recognition and to be given clear parameters for operation. IFRTD also met with the board of the ENFG and held a focus group discussion with them around strategic planning seeking their input and feedback.



In **Asia** the Regional Coordinator has been engaging with several NFGs. An evaluation on Gravity Ropeways for Practical Action **Nepal** was combined with a network meeting in which ways were discussed to revitalise the somewhat dormant network. With a new focal point in Practical Action, who have a strategic interest in rural transport issues, this has created room for new opportunities. The accumulated knowledge on trail bridges, river crossings and gravity ropeways technologies the Regional Coordinator has gathered from the evaluation in Nepal has already been shared with the Ministry of Transport in Sri Lanka and a joint project with Practical Action was suggested.

In **Bangladesh** the Coordinator conducted an evaluation on Practical Action's rural water transport initiative. The results of this project were disseminated through a workshop organised through the Bangladesh national network.

Unfortunately on the flip side the NFG Coordinator for **Cambodia** has been accused with corruption charges and has already been demoted from his current very senior Government position to a deputy at the provincial level. The Regional Coordinator is currently in Cambodia to learn more about this situation and establish links and revive the NFG through links with other networks in the country. Slowly but surely progress is made on establishing national networks in **Lao PDR** and **China**.

In **Latin America** several networks have been engaged in pursuing a national agenda. The network in **Uruguay** has been actively seeking a host to hold a national meeting on rural transport. It has now identified one in the form of the Uruguayan Federation of the CREA group (FUCREA). They have offered to host a workshop with milk producers, animal transport users, agricultural producers and other actors involved during the month of November.

The network in **Colombia** is busy organising the 2nd National Symposium on Rural Transport which had to be postponed until August due to political unrest in June (as a result of national elections). Colombia has also been working on introducing a monitoring and evaluation system, using Outcome Mapping which was used for the overall IFRTD evaluation. In this regard the network members had a two-hour meeting with the Departamento Nacional de Planeación (DNP; Ministry for Planning), to present their ideas for collaboration. The DNP responded positively to this and requested the network to help them write a policy document on rural transport, which is very much needed to face the different challenges in Colombia's rural areas. The document is known as CONPES (Consejo Nacional de Política Económica y Social –National Council of Social and Economic Policy). A draft has already been shared with the DNP. This successful meeting was the result of a few years of lobbying and building their credibility through different activities nationally and internationally, with the support of regional members and IFRTD as a whole.

In **Nicaragua** one of the network members is now responsible for printing and distributing the Spanish Forum News to enhance cost-effectiveness and build capacity in the south. The **Cuba** NFG carried out their 2nd National Encounter of Rural Transport Drivers. In May it also carried out the IV National Forum specialised on Rural Transport and shared their proceedings through the Latin American listserv.

In **Peru**, a small group of active members had their second meeting, mainly to talk about organisational issues and to discuss initiating with a small project that would attract the other Peruvian less active members to get involved.



Listservs

The **ifrtdal** listserv is an active networking tool for the Latin American region. It now has over 200 members and so far in 2006 ten new members have been added to the participants' list. The listserv has been active during this quarter discussing issues such as road construction, the use of vetiver and bamboo, environmental issues, as well as announcing different regional activities. In response to the call for participation from TRL people also shared information on the various rural road prioritisation techniques and processes.

Other lists supported by the Secretariat include the ruralwaterways@yahoogroups.com list, which became more active when the Forum on Rural Waterways in Nicaragua took place, and the rural-transport-development@jiscmail.ac.uk list that is being managed by IT Transport.

Following the end of the World Bank project on Integrating Gender into World Bank financed programs, the Secretariat helped the consultants set up a list on gender and transport – gatnet@dggroups.org. This list is very active, and there was a vivid discussion on mainstreaming gender in transport issues during the recent virtual Forum on providing gender inputs into the World Bank Draft Strategy Document of the World Bank. For updates and summaries of the Virtual Forum please visit <http://www.ifrtd.gn.apc.org/new/index.htm>

As part of the new programme on Mobility and Health a new listserv has been set up through D-groups (<http://www.dgroups.org/groups/mobilityandhealth/>) While this is initially exclusively for the researchers to exchange information, there are plans to open it up with the objective to develop a Community of Practice around the issue.

Sharing Knowledge

Forum News

Three issues of Forum News were published during this period.



In December/January an issue came out on Transport and the Environment called **Transport for a Greener Future**. It demonstrated that current research and advocacy on the links between transport and the environment focus heavily on urban transport, the reduction of greenhouse gas emissions and the need to *cure* existing and ongoing environmental damage. Transport planners are yet to fully embrace environmental issues from a rural perspective, despite the impact that urban transport development has already had upon rural environments through the construction of transport infrastructure and the transfer of polluting technologies.

In February/March an issue came out that focused on **Poverty Watch** which first phase ended in December 2005. Poverty Watch is an international programme initiated by IFRTD to spotlight the interface between transport and poverty reduction. This issue of the Forum News focused on the results and lessons learned of this 3-year initiative, which were discussed during an international workshop in Kenya.



In June/July the latest issue came out called **Understanding Rural Transport Hubs**. This issue focused on the concept of transport as a potentially useful tool for understanding and building upon the natural evolution of transport organisation in rural areas.

All issues are available online through http://www.ifrtd.gn.apc.org/new/res/i_fnews.htm

ID21 Insight

The Institute of Development Studies has published a new id21 insight with the theme of rural transport and the Millennium Development Goals. The title of this edition is *Transport, the missing link? A catalyst for achieving the MDGs* and was guest edited by IFRTD. It contains articles by the IFRTD Chairman and other IFRTD members on topics related to the MDGs such as, micro enterprises for road maintenance, children and mobility, gender and transport, transport for pregnant women and HIV/AIDS issues. Hard copies were sent to all members on the database in addition to the ID21 list of subscribers. Overall this document was very well received. The issue can be downloaded through the following link http://www.ifrtd.gn.apc.org/new/res/id21insights63_Transport.pdf

Network Report

In May 2005 the new IFRTD 2005 Network Report was published including a special focus on transport and the Millennium Development Goals. In addition the report gives an overview of IFRTD's international and regional activities throughout 2005. It also provides a series of special reports to highlight the links between transport and the realisation of the Millennium Development Goals (MDGs). A hard copy has been shared to all members in French, English or Spanish and the document is also available on the web site through http://www.ifrtd.gn.apc.org/new/res/pubs_annual2005.htm.



Website: www.ifrtd.org

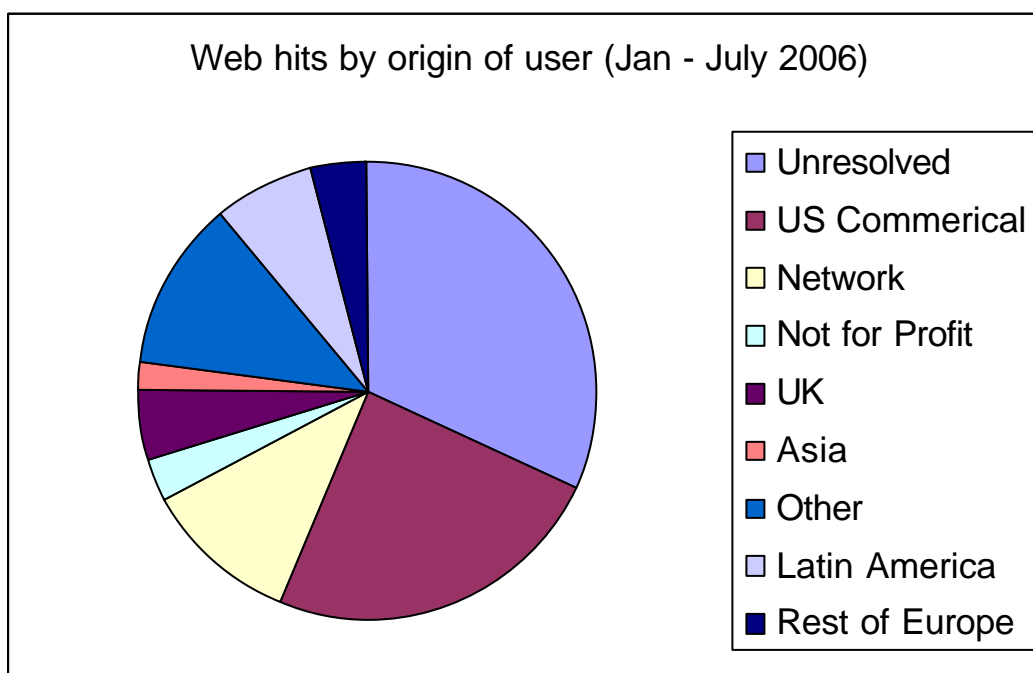
The main IFRTD website has grown in terms of content and the number of visitors it receives. The chart below demonstrates visitor numbers in 2005/2006 and highlights a continuous upward trend since 2002 when monthly visits averaged around 1,750. March was a particularly busy month this year as both Forum News and the call for Mobility and Health proposals were published.

An analysis of web users reveals the most popular pages continue to be the Spanish pages with the Mobility and Health pages also attracting a lot of visitors. This is mirrored by visitors' use of the website's search facility, where many Spanish and Mobility and Health related phrases are entered, though many other topics such as 'Ethiopian transportation policy', 'Children centred methodology' and 'Gender transport safety' are also entered. The French version of the main IFRTD website has had much new content translated and is being developed continuously.



Summary by Month										
Month	Daily Avg				Monthly Totals					
	Hits	Files	Pages	Visits	Sites	KBytes	Visits	Pages	Files	Hits
Jul 2006	3255	1839	660	192	2709	767117	4609	15844	44140	78127
Jun 2006	3550	2074	757	217	3485	988811	6515	22732	62221	106501
May 2006	2883	1811	670	214	3728	956722	6646	20776	56148	89390
Apr 2006	2890	1865	768	230	3573	1241736	6914	23049	55976	86726
Mar 2006	3147	1977	806	310	3646	1116014	9635	25006	61306	97587
Feb 2006	3199	2114	640	226	2990	894751	6334	17947	59200	89574
Jan 2006	3471	2291	799	193	2409	967374	6005	24769	71028	107606
Dec 2005	2504	1632	722	185	1997	794300	5763	22387	50618	77637
Nov 2005	2641	1708	682	207	2386	880664	6239	20486	51252	79237
Oct 2005	2895	1955	768	223	2733	976882	6931	23817	60605	89773
Sep 2005	1995	1423	459	162	2506	668360	4869	13781	42697	59857
Aug 2005	1956	1337	447	159	1953	651449	4929	13884	41466	60648
Totals						10904180	75389	244478	656657	1022663

The following pie chart gives an indication of the origin of website visitors. Although a proportion originate from unresolved locations, a large number can be identified as originating from US commercial (.com), Network (.net) and non-profit organisations (.org). There is a sizeable proportion of identifiable UK and Latin American addresses (particularly Peru). In order to further promote participation from the South, IFRTD's new strategic plan will include plans to build on the existing network of Southern users especially in Africa and Asia.



IFRTD administers two other websites:

The **www.mobilityandhealth.org** website is now live in French, Spanish and English. As well as being a focal point for the Mobility and Health programme it also acts as a portal for a wider audience to seek knowledge and resources and to access people and organizations interested in mobility and health. It already contains many resources including a news section, photo library, bibliography and literature review as well as background information on the programme itself. It too is based on an interactive content management system enabling the researchers to contribute directly to the website themselves uploading their own bibliographies, documents, photos and links etc.

The **www.ruralwaterways.org** since being translated from English to Spanish in 2005 is now maintained in both languages.

Other knowledge sharing activities

- The Communications Coordinator presented a paper on the SDC Toolkit for Promoting Sustainability of Rural Road Infrastructure at the latest PIARC meeting in Rabat. This meeting, organised by the Rural Road Maintenance Technical Committee, was attended mainly by technicians and engineers. Focussing on community participation the presentation shed light on social issues regarding road maintenance and was positively received. The Communications Coordinator was also able to establish contact with a lot of French-speaking participants and has since followed up and shared information.
- Unfortunately an opportunity to develop a World Bank Resource Manual on best practices in Inland Water Transport fell through. This was mainly due to the fact that the World Bank bureaucracy could not fit a networked approach in this useful exercise.
- The Executive Secretary and Communications Coordinator were invited to attend a week-long event on the Management of International Networks for Knowledge Sharing in St. Gallen in Switzerland. The event was organised by the Skat Foundation and is part of a new Forum called 'Threads'. Its aim is to improve management practices in development cooperation through sharing and learning. A lot of new and young network practitioners attended and it was interesting to see that IFRTD was seen as a role model and looked up as a source of reference and information. IFRTD carried out a presentation and wrote a paper which are both available through <http://www.threads.ch/prarticle.2006-03-20.4533759061/prarticle.2006-05-01.4324009466>

Generating Ideas

One of the key functions of the Secretariat is to stimulate the generation of knowledge and debate around issues of mobility and access for the rural poor. Several new ideas have been stimulated and developed further, as a result of continuous networking, meetings and workshops.

Children's Mobility

Ongoing reviews of the literature on children, mobility and access shows that there is very little written on the subject but there is a genuine interest in what seems to be a hot topic.



Whatever has been written has been compiled by adults, and there is almost nothing in the public domain about children's own perceptions of mobility and access issues as it affects their lives, or about what they think are the priorities that governments and other transport providers should address. A pilot project initiated by Gina Porter at the University of Durham, aiming to redress this imbalance by developing a participatory child-centred field methodology or toolkit in order to improve policy on children's mobility and access, is finished. A follow-up phase of the initiative focuses in more detail on the mobility constraints faced by girl and boy children in accessing health, educational and other facilities in sub-Saharan Africa, the lack of direct information on how these constraints impact on children's current and future livelihood opportunities, and the lack of guidelines on how to tackle them. The project aims to provide an evidence base strong enough to substantially improve policy in the three focus countries - Ghana, Malawi and South Africa - and to change thinking across Africa. The proposal has been approved by the British government and the IFRTD Secretariat is part of the steering team. In addition IFRTD members in the three focus countries will be participating and the information will be shared widely across the IFRTD network. An inception workshop will take place in September 2006. For more information please visit <http://www.dur.ac.uk/child.mobility/>.

Transport and Climate Change

Even though environmental issues such as climate change are high on the international agenda, little has been written on issues about access, mobility and their environmental impacts in rural areas. Lack of information prevails among stakeholders and those who do have information lack the mechanisms to share it effectively at local level, leaving space for a gap of such knowledge at community level. This has resulted in limited or no capacity of stakeholders to make informed decisions that affect their environment. This has often had bad consequences.

After some research among the Latin American network it was concluded that one of the reasons why communities hadn't taken action to address is because of their lack of knowledge on mitigation of climate change issues and its relation to their development needs.

Unfortunately a proposal on the topic, submitted to the World Bank's Development Marketplace, was not successful. However environmental issues continue to be a main area of focus for the Latin America network and IFRTD will continue to seek donors.

Stimulating Rural Transport Hubs

Rural transport hubs are those points, such as markets, depots, transport terminals or water points, where transport services are concentrated. They encourage a high diversity of complementary transport technologies, each with a different niche – large motorised vehicles for long distance transport and intermediate means of transport such as bicycles, carts and pack animals for feeder transport.

A focus on hubs may increase transport efficiency through integrating transport modes and improving the interface between feeder and long-distance transport. By improving the system for consolidation and dispersal of loads, the whole transport 'market' may expand, increasing efficiency, reducing costs and benefiting the users and operators of all types of transport. This is illustrated by the system of weekly markets found in many West African countries.

Comparable examples of transport hubs can be seen in other regions.



The results from the four small studies in South Africa, Ethiopia, Rwanda and Zimbabwe show there is great potential for such hubs to stimulate integrated transport planning, linking rural and peri-urban areas. A full proposal has been submitted to gTKP to set up a small pilot in East Africa while similar studies would be conducted in Senegal and India. The latest issue of the Forum News focuses on the hubs concept in an effort to disseminate the results of the small studies and gain more momentum.

Micro-enterprises and Road Maintenance

The process of developing micro-enterprises for rural road maintenance in order to stimulate local economies and reduce poverty, are often taken over by large contractors. This was an issue that was raised at the Latin American meeting on Promoting the Sustainability of Rural Road Infrastructure. It again came up as a recommendation during a workshop in Peru but only seems to have generated interest in the Latin American regional context. An article in the ID21 Insight was devoted to creating jobs through micro-enterprises.

Mobility and Health

This international networked research programme was launched late 2005 when the call for case studies was posted up on our web site and several listservs. The trilingual web site www.mobilityandhealth.org is now life as well. The objectives for this programme are three-folded:

- (1) To increase the understanding of the impacts of mobility constraints on the health and well-being and issues of poor people in different developing country contexts;
- (2) To develop tools that will enable transport professionals to include holistic health impact assessments and mitigation measures in the planning, design and implementation of transport interventions; and
- (3) To develop an advocacy programme to sensitise the health sector to mobility and health issues.

The concept note has been shared with several donors and SDC and Sida both have committed to support the project. The core group, consisting of SDC, the Swiss Centre for International Health of the Swiss Tropical Institute, Skat consulting and IFRTD has met several times. During these meetings the terms of reference and overall framework have been discussed in more detail. In the meantime the African Medical Research Foundation and Prisma, a Peruvian health NGO, have been invited to participate in the core group as well.

The concept had been simmering for a while within the network. It is clear for the IFRTD members that transport could have both a positive and a negative impact on poor people's health. Some of these positive and negative impacts are well known. Others are less well documented. In the context of the need to step up development activity to meet the MDGs, a better understanding of the relationship between transport and health has become a priority. Participants also agreed that the transport sector needs to be proactive in sensitising the health sector to the importance of mobility as a cross-cutting component of health interventions. It has also been agreed that all case studies need to be linked to reducing maternal mortality by 2015 which is one of the most important MDGs.



In January and February of this year we invited researchers to participate in the international networked research. In response to the request for research case studies IFRTD received over 90 proposals from over 34 countries in Asia, Africa and Latin America. The core team was been overwhelmed by the great response, which touched upon many different perspectives and angles of issues relating to health and mobility. Due to some logistical delays we have had to put the programme on hold during March and April but now 24 of the case study researchers (10 in Africa, 7 each in Asia and Latin America) have been selected to participate after their full proposals have been assessed and reviewed. In August regional workshops will take place in Asia, Africa and Latin America with the aim of bringing together the regional researchers to develop the Terms of Reference and overall analytical framework.

In the meantime the core team has also been working on increasing the visibility of this initiative. The IFRTD Secretariat has been invited to do a presentation at the [Global Forum for Health Research](#)'s Annual Forum in November, an event which brings together over 700 health professionals from the south. It forms an ideal target audience to sensitise the health sector to the important linkages between transport and health.

Finally a concept note has been developed for the next phase of HIV/AIDS and transport which plays a particularly important role along the main transport corridors in East and Southern Africa. In collaboration with Council for Scientific and Industrial Research in South Africa and NFGs in the region the project will assess and help develop participatory responses of communities living alongside the corridors.

Gender and Transport

Since publishing *Balancing the Load* and the World Bank Gender Mainstreaming Studies, gender and transport has increasingly been mainstreamed in the transport sector. However there is testimony that gender is still not taken seriously and that decision-makers include gender as rhetoric principles in their guidelines while on the ground these principles are not practiced. The 2004 World Bank research revealed that a gender-enabling environment found in many countries is consistently not translated into practice across the transport sector. Given the strength and explicitness of the commitment to gender in the national frameworks, its absence as a measurable aspect of transport policy can be viewed as a deficit. This deficit is currently visible across the board.

Thus, although the international policy discourse environment is likely to result in developing countries including gender in their policy frameworks, it does not necessarily lead to systematic integration of gender into the transport sector. Some countries were found to incorporate general statements on the consideration of gender in transport policy frameworks or project planning documents. However, in many cases this use of gendered language is likely to be as a result of the interaction with international donor agencies and is done in order to get funds. Rarely were these statements being translated in action.

Auditing is, therefore, necessary to ensure the integration of gender at the meso, macro and micro level. Members of GATNET as well as IFRTD have been brainstorming on putting together a proposal on a gender watchdog or audit programme.



Stimulating Change

The Secretariat has worked with national networks to stimulate change in policy and practice in different national and regional contexts.

In **Asia** the Regional Coordinator has been engaging with the networks in Nepal and Sri Lanka to cross-pollinate accumulated knowledge on trail bridges, river crossings and gravity ropeways technologies the Regional Coordinator has gathered in Nepal. This information has already been shared with the Ministry of Transport in Sri Lanka and a joint project with Practical Action was suggested. These were discussed with the Secretary of the Ministry of Transport, Sri Lanka, Chief Engineer of the Nepal National Trail Bridges Programme, Team Leaders of Practical Action Nepal and Sri Lanka and the Country Directors of Practical Action, Sri Lanka and Nepal.

In **Africa** the Regional Coordinator has been supporting the activities of a newly registered network called Uvumbuzi Africa. This network aims to promote cycling as a sustainable initiative in Kenya. Through networking with the Regional Coordinator the network has been put in touch with key contacts in government and UN-Habitat. Uvumbuzi are in the process of developing a strategic plan which will form a basis for its advocacy strategy.

Evaluating Performance, Governance & Strategy Development

The major evaluation on IFRTD showed some great results. Carried out in 2004 to coincide with the final year of IFRTD's five year strategy and the end of one of its core funding cycles, the evaluation sought to assess the continuing relevance of the IFRTD mission and mandate, its effectiveness in functioning as a network, and its impact and sustainability.

The evaluation team found a mature network that they believe to be among the most effective and efficient networks to have emerged from the development field of the 1990's. Working to a relatively limited budget IFRTD has functioned effectively by developing its own methodologies and structures.

Six key recommendations for the IFRTD emerged from the evaluation, which will be addressed in the next Strategic Plan. To date IFRTD managed to build on two specific recommendations. At the end of the year gTKP came on board as the third core supporter and the Latin American network is setting up a small pilot to establish a monitoring and evaluation system using the same outcome mapping methodology as the evaluation team did. So far the outcome mapping exercise has proved to be very useful. This held true for the Colombia network during the first monitoring meeting. The methodology helped them not only to put on paper their institutional history, but also to develop a clear message to the audience they want to influence. The outcome journal was used as basis for a presentation to the Departamento Nacional de Planeación (National Department for Planning, central government institution above all ministries) and it proved to be successful. The DNP has asked the NFG to help them write a national policy paper on rural transport. Certainly, this is the result of a few years of lobbying and different activities carried out by the NFG and the IFRTD as a whole (the DNP receives the newsletter) to build their credibility on the subject at national and regional level.



The recommendations of the evaluation have also been used as a basis for the Strategy Development Process. As you may know IFRTD's previous strategic plan ended in December 2005 so 2006 has marked the beginning of the next strategic planning cycle 2006-2011. Strategic consultant Bruce Britton has been facilitating this process. Taking a year to complete, it will culminate in the production of a document that will inform and shape the activities of the Forum during its next strategic cycle 2006 -2011. The strategy document will be adopted by IFRTD's Executive Committee, at its next meeting in November 2006. A key challenge for the process is to be as participatory as possible and to encourage IFRTD's full membership to contribute. It is also an opportunity to generate new ideas, and led by our membership this process will help to define the Forum's role in the transport and development sector and its strategic priorities over the next five years.

The first six months of 2006 have been used to carry out (telephone) interview with all the different categories of membership: donors, NFGs, multi- and bi-lateral agencies, academics, (active) members and civil society organizations. The interviews focused on IFRTD's focus, target audience, resources, membership, structure and governance and monitoring and evaluation (mainly based on the recommendations of the evaluation). This has been an extremely useful exercise and has generated new strategic ideas about membership, structure etc. as well as reflection on old ones. For Latin America, for example, the Regional Coordinator found out that the list serv is the best way for members to stay informed, share information and exchange ideas. Members mentioned that it gives them a sense of belonging to a network that strives for positive changes in the rural areas of the region. In addition it motivates them to keep working on rural transport issues, and it is used as a source of often innovative information, and also for a common spirit of doing something good. Members even suggested how to increase the potential of this tool for communication.

All interviews have been compiled into matrices which are currently being used to develop a draft strategy including the main strategic priorities and parameters. The draft strategy will be used as a basis to take forward to the regional governance meetings. One day of these regional meetings will be set aside for strategic planning and will be facilitated by Bruce Britton. After this consultative process the document will be further developed and upon completion be shared with the members of the EC who will be adopting the final document.

In addition IFRTD decided to organise a hosting arrangement workshop facilitated by Bruce Britton. This was based on the fact that the hosting arrangement was identified as a strategic issue during the last ECM. Attended by all parties plus another Practical Action-hosted network the objectives were:

- To clarify the status quo of the tripartite hosting arrangement between Practical Action, ITC and IFRTD
- To examine the current implications and limitations of the tri-partite hosting arrangement for IFRTD
- To learn from the other Practical Action-hosted network Global Village Energy Partnership about future options on hosting arrangements
- To explore and recommend future hosting options for IFRTD in light of current strategic planning process 2006-2011

The workshop discussions took place in an open, good and participatory atmosphere and whilst recognizing the long history between all partners, all parties agreed that in the intermediate and



long term a complete spin-off is in IFRTD's best interests. Hence there is a need to explore this option further in the coming months for IFRTD's strategy development process. This obviously does not mean IFRTD and Practical Action can no longer strategically collaborate on various projects (including at the regional/country level) but it would mean that certain blockages (especially to do with fundraising) would be removed.

Maintenance & Resources

Hosting

The hosting arrangement has now been resolved and a workable Memorandum of Understanding between Practical Action and IFRTD's donors drafted. The Executive Secretary is managed by the Programmes and Policy Director of Practical Action and the Secretariat is considered a 'programme' within Practical Action.

The concerns about the costs of VAT and taxes which have arisen as a result of the sub-contracting of the hosting arrangement to Practical Action Consulting (PAC; formerly ITC) have been solved. IFRTD is exempt of paying VAT including VAT and taxes on the PAC management fee. This has saved IFRTD over £45,000 in annual costs.

There are, however, some concerns still remaining, mainly about whether the proposed arrangement will restrict IFRTD's capacity to raise funds, especially since, unlike energy, transport is not a priority area in the Practical Action strategy. As mentioned above this issue has now been taken up as part of the new Strategy Development process.

In the interim a dialogue is underway to develop a Working Principles document to outline roles, responsibilities and collaboration between the host, PAC and IFRTD. Fundraising, finance and administrative issues will be addressed in this document.

Changes to the London Secretariat and the core budget

Changes in Staff

At the beginning of 2006 the part-time Office and Project Coordinator position changed into a full-time one. This was due to the fact that extra funds became available combined with additional savings in the core budget (such as for example a 50% rent reduction). The role of the job has also somewhat evolved and Simon Chouffot has now taken on more project management responsibilities and is a coordinator for the Strategic Planning Process..

IFRTD also decided not to renew the contract for the part-time fundraising consultant. Since its creation in 2004 the role has not yielded any major results or breakthrough in fundraising and it was therefore decided to reallocate this budget line partially to contract short-term fundraising consultants in the regions. This is also in an effort to further decentralise fundraising.

Finally the Regional Coordinator for West Africa, Bamba Thioye, left the Forum at the beginning of 2006. During the semi-annual Secretariat meeting held in London in May 2006 the team interviewed five qualified candidates (four internal from the IFRTD network which is recognition of the potential and commitment of the members to IFRTD). The team identified the internal candidate from Cameroon as the strongest and negotiations are currently underway



to have this person start in September. The time lapse has resulted in a small gap in the West Africa network and networking efforts which will hopefully be filled soon.

Fundraising

We are pleased to report that a third core donor, gTKP, has come on board. They will complement SDC and Sida as core supporters to the Forum, each party donating between 25%-38% of and to IFRTD's core budget. The World Bank has supported IFRTD with USD 25,000 which was spent on the workshop on transport indicators in South Africa and which yielded some small resources for core funding.

SDC approved an initial and second-phase investment of USD 100,000 and USD 80,000 respectively for the Mobility and Health International Networked Research project while Sida has committed USD 400,000 to the initiative for the entire two-year period. This is in addition to Sida's core funding which recently has been approved through a one-year extension of the current contract, which ended in December 2005. Finally Sida approved the Makete Study as part of its non-core funding commitment to the Forum.

DFID through ESRC has approved the Children and Mobility project which will yield some small project funding for the Secretariat.

SDC also provisionally approved a proposal to develop a Networked Research Manual.

The following proposals are under consideration by the various donors/partners (listed in parenthesis):

- Core Proposal 2007-2009 (Sida)
- A second phase of the HIV/AIDS programme in East and Southern Africa, called Safe Transport Corridors (Sida);
- A two year programme for investigating the concept of Transport Hubs (gTKP);

The following proposals were rejected:

- A small Phase 2 of the waterways and livelihoods proposal already developed and presented to the Leverhulme Trust and the Netherlands DGIS. This was presented to the World Bank but due to their bureaucratic structure they could not fit in a networking format and the contract fell through;
- A programme on Climate Change and Transport in Latin America (Development Marketplace, World Bank);
- Rebuilding after the Tsunami (European Union);
- Supporting the Latin American Network (CYTED)

Other ideas, which are or will be developed into project ideas and/or concept notes, are:

- A comparative look at the rural road management systems in Asia with a view of developing guidelines for implementation;
- A programme on Rural Safety; which will start with commissioning four small studies in the regions during the latter part of 2006;
- A programme on Mobility as a Human Right;
- A second phase of the Poverty Watch Programme;
- Communication and Information-sharing in West Africa.



CHALLENGES

Resource mobilisation

Although we are pleased with gTKP's support as a third core supporter, the main challenge is mobilisation of funding for the period beyond 2006. A contract has been signed with SDC to support the Secretariat until 2007 and SDC has, in principle, expressed a commitment to fund the Secretariat for another three years beyond 2007. Sida has extended their three-year agreement 2003-2005 throughout 2006 which includes core funding and funding for the Makete Study and Mobility and Health programme. A three-year proposal and additional non-core projects (beyond the commitment for Mobility and Health) will be on the agenda for the annual review meeting with Sida.

Resources are also required to support the new ideas generated by the work of the network in the past years, and to support information products that can enable the network to share information more widely. Based on past, present and/or regional interests and collaboration the Secretariat has approached GTZ and DANIDA. While in principle interested, GTZ's hands are tied while DANIDA encouraged IFRTD to explore more initiatives at the regional level, such as the rural waterways in Latin America. NORAD and Ireland AID will be approached later in the year for project and/or programme funding. Discussions are also underway to focus more on regional fundraising for the regional activities. All in all an overall fundraising plan will be part of IFRTD's new strategic plan.

Aligning IFRTD's agenda with international/donor priorities

The IFRTD Evaluation team recommended that IFRTD aligns its agenda with that of the Committee for Sustainable Development, the MDGs, and PRSP processes within the countries. The Secretariat has examined this recommendation carefully and already developed processes to link transport to the wider development agenda. For example the Mobility and Health programme will demonstrate close links between transport and maternal health issues. In addition most of our publications and information products (such as web site, Forum News) now liaise strongly with the MDGs. The Poverty Watch programme has been specifically focusing on engaging civil society with transport investments and how to make the sector more pro-poor oriented. It is true that funding is very much linked to these agendas and events. However, IFRTD will also continue to set its own agenda as much as following one and will use its energy, time and resources accordingly.

