



GOVERNANCE AND COORDINATION OF TRANSNATIONAL TRANSPORT CORRIDORS

“Experiences, Best practices and Challenges in Eastern Africa”

**A presentation at the 11th Meeting of the COMCEC Transport and
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EASTERN AFRICA TRANSPORT CORRIDORS

- Eastern Africa Transport Corridors are **multimodal** surface transport corridors encompassing **road, railway, pipeline** and **inland waterways** transport.
- The two major transport corridors in Eastern Africa, the **Northern** and the **Central** Corridors; **Northern Corridor Transit Transport Coordination Authority(NCTTCA) & Central Corridor Transit Transport Facilitation Agency(CCTTFA)** came into being through multilateral agreements signed by the countries served by the corridors.
- **NCTTCA member states include:** Burundi, DR Congo, Kenya, Rwanda, South Sudan and Uganda served by the Port of Mombasa.
- **CCTTFA member states include:** Burundi, DR Congo, Rwanda, Tanzania and Uganda served by the port of Dar-es-Salaam.



MAP OF THE EAST AFRICAN TRANSPORT CORRIDORS





IMPORTANCE OF THE TRANSPORT CORRIDORS

Transport corridors play three major roles:

1. Infrastructure

Transport corridors provide the infrastructure and capacity to undertake trade; both import and export flows and are therefore very crucial to national trade facilitation strategies.

2. Integration

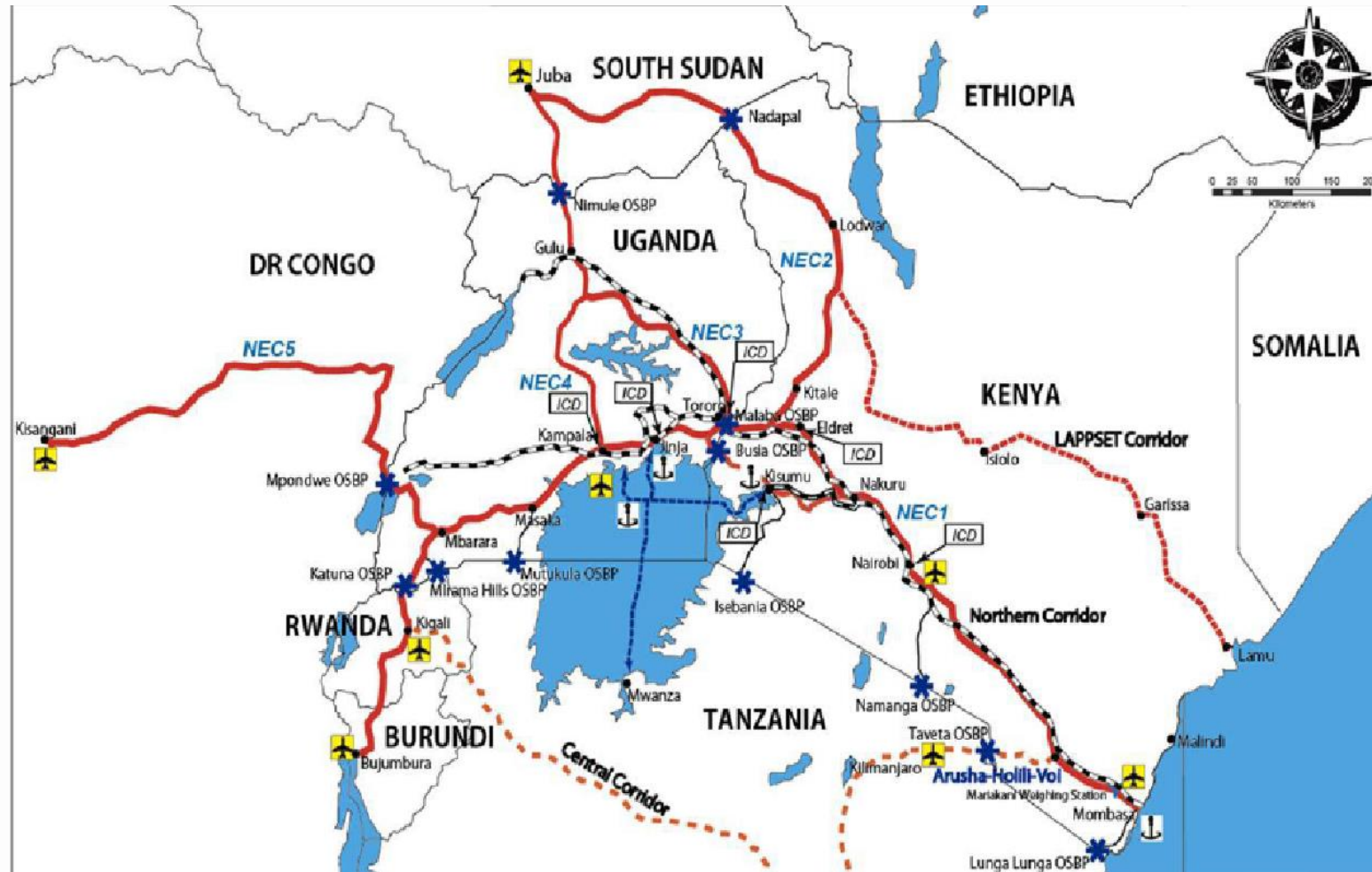
Cross-border trade flows and cooperation, like those taking place in the East African region often foster integration and faster economic transformations.

3. Market

Transport corridors are market development tool, either on the maritime foreland or on the hinterland.

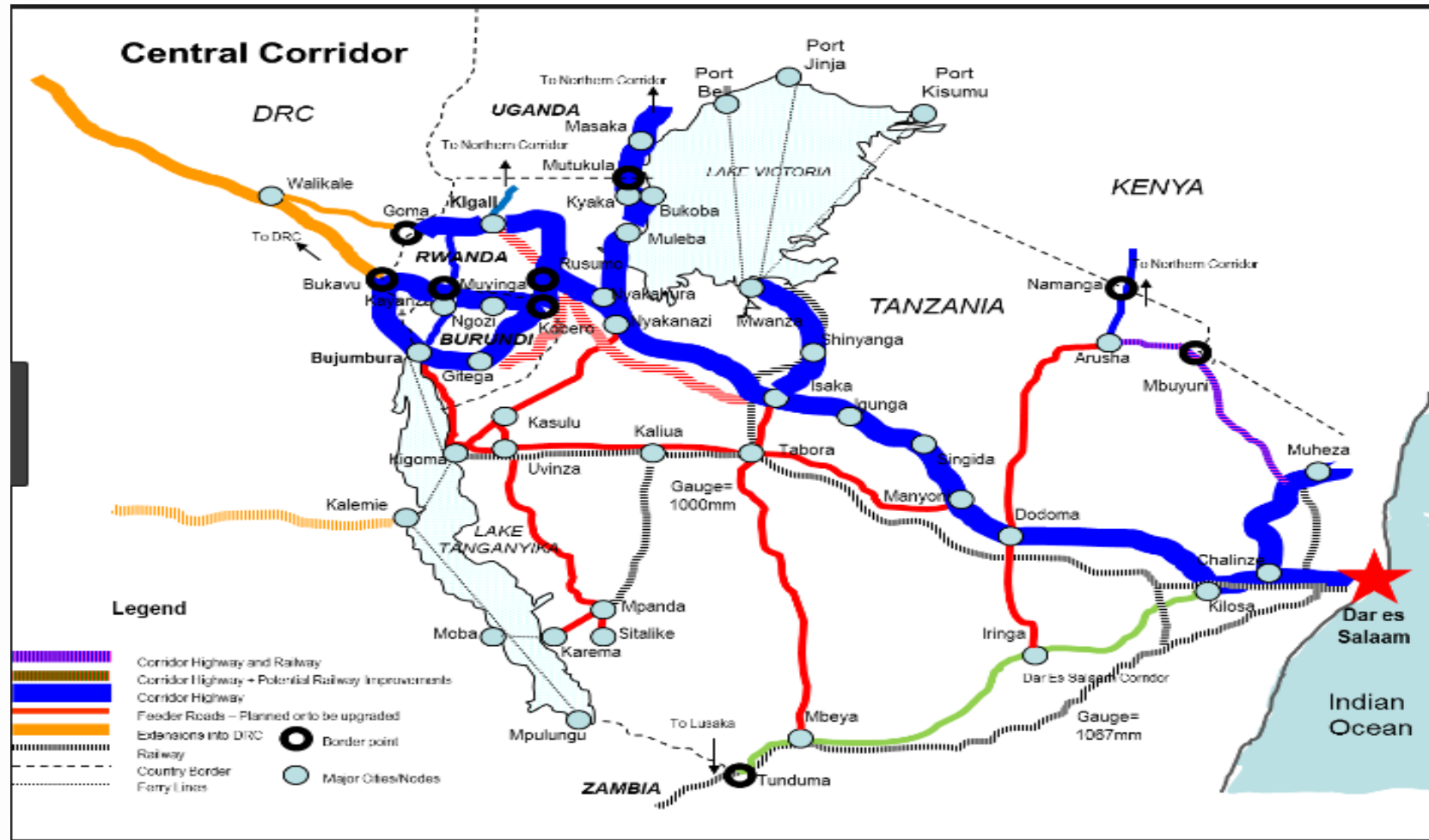


THE NORTHERN CORRIDOR TRANSPORT NETWORK





THE CENTRAL CORRIDOR TRANSPORT NETWORK



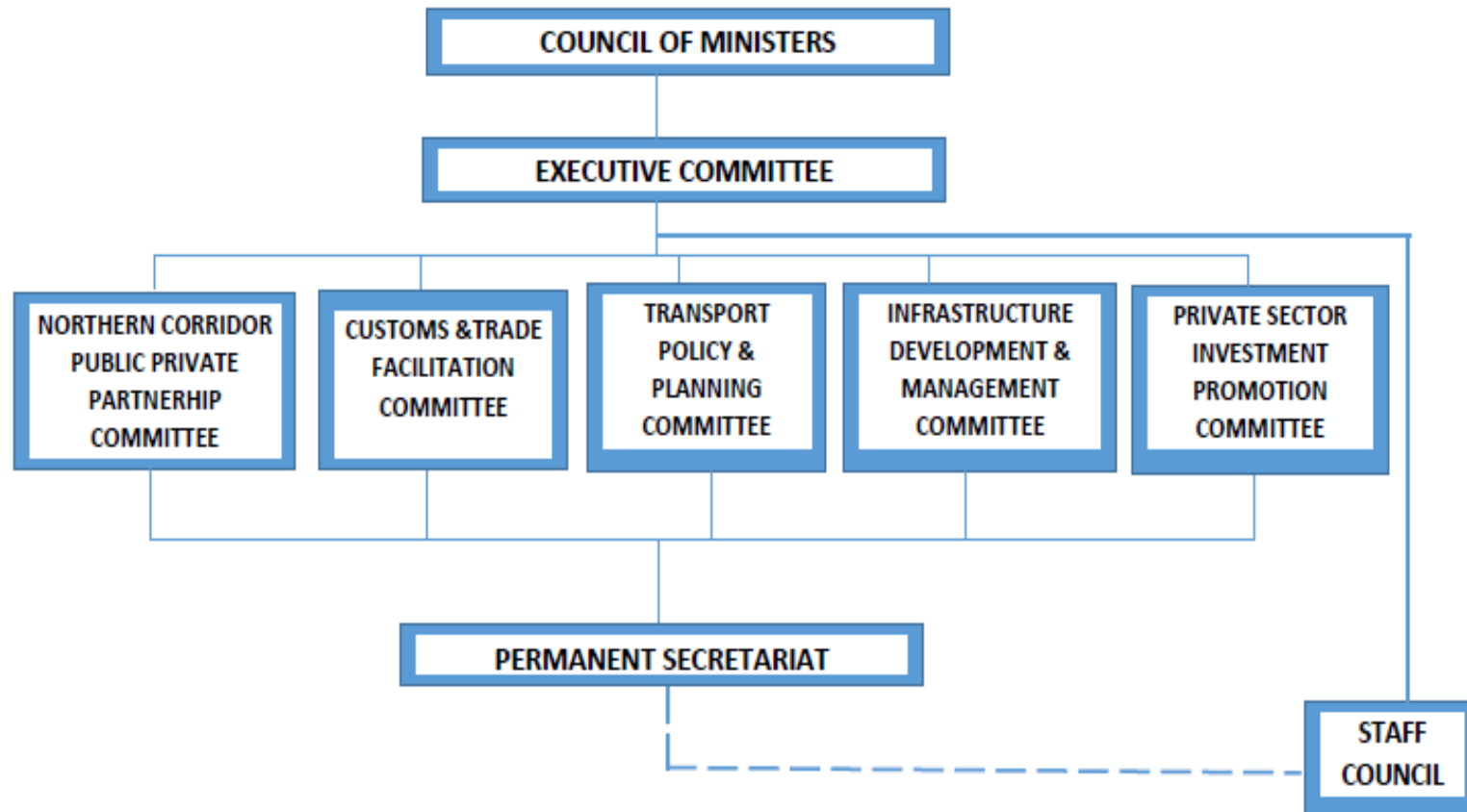


GOVERNANCE OF TRANSPORT CORRIDORS IN EASTERN AFRICA

Both the **Central** and the **Northern** corridors are governed through the public sector with an institutional framework which puts the **Council of Ministers** in charge of Transport matters in the Member States at the apex.



INSTITUTIONAL STRUCTURE OF THE NORTHERN CORRIDOR





INSTITUTIONAL STRUCTURE OF CENTRAL CORRIDOR





MANAGEMENT ROLES AND RESPONSIBILITIES OF THE NORTHERN CORRIDOR

- **The Council of Ministers:** The Council is responsible for the overall policy direction of the Authority and meets once a year.
- **The Executive Committee/Board:** Comprising Permanent Secretaries or their equivalent is responsible for formulating strategies for transport and trade facilitation, and harmonization of national and regional policies. The Committee meets twice a year.
- **The Technical Committees:** The Technical Committees offer technical advice to the Executive committee and comprise of technical experts from the Member States in charge of the respective disciplines. The Technical Committees meet at least once a year.



MANAGEMENT ROLES AND RESPONSIBILITIES ...CONTD.

- **The Public Private Partnership Committee:** Formerly Stakeholders Consultative Forum; comprises of top-level representatives from public and private sector institutions of the Member States. The Forum is held once a year to review operational matters and to agree on practical solutions.
- **The Permanent Secretariat:** Comprises staff from the Member States and headed by the Executive Secretary. The Secretariat is responsible for coordinating implementation of the Northern Corridor and Agreements (NCTTA) and any other decisions and resolutions made by the Policy Organ of the Authority.



MANAGEMENT ROLES AND RESPONSIBILITIES OF THE CENTRAL CORRIDOR

▪ **Interstate Council of Ministers (ICM) and Executive Board (EB):**

The ICM comprises Ministers of Transport from Partner States, meets once a year while the EB composed of Permanent Secretaries from the Ministries of Transport and one Private Sector representative (Public & Private sectors) from all partner States, meets twice a year. The Executive Secretary of TTFA is the Secretary for all meetings that take place in turn in each of the member states.

▪ **Stakeholder's Consultative Committee (STACON)**

This Consultative Committee meets twice a year but may meet more regularly at the request of a member, through the Secretariat with approval of the Chairman and after the Chairman's consultations with Permanent Secretaries in other member states.



MANAGEMENT ROLES AND RESPONSIBILITIES ... CONTD.

▪ Stakeholder's Representative Group (STAREP)

STAREP is established by STACON to oversee its affairs between meetings; however more meetings can be convened by agreement between the Chairman and Vice Chairman or at the request of a majority of STAREP members. STAREP is charged with responsibility to develop performance targets and monitor performance and to ensure that the Secretariat implements the TTFA'S decisions.



MANAGEMENT ROLES AND RESPONSIBILITIES ...CONTD.

▪ **The Permanent Secretariat**

The Permanent Secretariat is effectively the TTFA. Its headquarters is in Dar e Salaam, Tanzania and its functions include provision of technical facilitation, organizational and logistical services to the Central Corridor, as well as organizing the meetings of the supporting organizations and providing technical advice to the governing organs as well as collecting data on the corridor operations.



MANAGEMENT AND FUNCTIONING OF THE NORTHERN AND CENTRAL CORRIDORS

- The Northern and Central Corridor Secretariats are the Authority's and Agency's **Administrative** and **Management** Organs respectively.
- The Secretariats of Northern Corridor and Central Corridor are established under a **Headquarter Agreement** between the **institutions** and the **Host Countries** of Kenya and Tanzania respectively.
- The Secretariats provide **technical** and **analytical** support to the Authority's and Agency's Organs in the form of **strategy formulation**, **project identification**, **analysis of national standards and practices**, carries out research, collection, analysis and storage of data and statistics.
- The Secretariats play a key role of **advocacy and coordination** of the **Member States** and **their agencies** which are involved in **trade** and **transport matters** to implement programs.



MANAGEMENT AND FUNCTIONING ...CONTD.

- The institutions are guided by **Strategic Plans** and Work plans developed to implement provisions of the Strategic Plans.
- The Secretariats organize meetings, workshops and seminars and make periodic reports and all activities of the institutions are approved by the **Policy Organs**.



MONITORING AND EVALUATION OF NORTHERN AND CENTRAL CORRIDORS

- The Secretariats **monitor** and make **periodic reports** to the Policy Organs of the Authority and Agency.
- The reports are often discussed through **scheduled meetings/workshops** that attract participation from all the Member States in the respective **public** and **private sector** stakeholders involved in **trade** and **transport matters**.
- The Secretariats maintain **Transport Observatories** through which the performance of the different sectors of the Corridors are measured and monitored through **selected set** of performance indicators.
- The Secretariats have in-house **Monitoring** and **Evaluation** units which monitor and track the performance of the Authority and Agency using the **Strategic Plans** as the yard stick.



MONITORING AND EVALUATION ..CONTD.

- The Secretariats also **conduct** trade and transport logistics **field surveys** to evaluate **level** of implementation and **impact** of implementation of **recommendations** made by the Policy Organs.
- Surveys are often conducted by **multidisciplinary teams** comprising public and private sector stakeholders involved in the handling and clearance of goods along the Corridors.
- Stakeholders **validate reports** of the Secretariats and thereafter all reports are **disseminated** to stakeholders in hard and soft copies; while major reports are also uploaded on the **Secretariats' websites**.



RESOURCES TO RUN THE NCTTA AND CCTTFA

- Every year the Council of Ministers for the Northern and Central Corridors **approve** an annual budgets for the Secretariats. The budgets are apportioned among the Member States basing on their **usage** of the Ports.
- The budget of Northern Corridor is funded through different mechanisms
 - Direct contribution by Member States to the budget*
 - Levy on goods through the Port of Mombasa*
 - Funding of specific activities by donor agencies.*



RESOURCES TO RUN THE CORRIDORS ...CONTD.

- Among the three mechanisms, the **recommended** mode is the levy which has the **advantage** of the funds being availed to the Secretariat on **timely** basis to carry out its activities.
- Going forward, the most **sustainable** source of funding seems to be the levy mechanism since **payments** are tied to **usage** and consequently, minimal amounts are **levied per consignment**.

The budget for the **Central Corridor** is only funded through levy on goods through the Port of Dar es salaam to Member States.



KEY CHALLENGES IN THE GOVERNANCE OF TRANSNATIONAL TRANSPORT CORRIDORS

- Lack of multimodal transport systems to provide seamless transportation and connectivity.
- Limited funds among the Member States to upgrade infrastructure and facilities.
- Complex cargo clearance procedure at the Ports frontier posts and inland terminals that results in delays.
- Deterioration of the road network as a result of the diversion of heavy loads from rail to road.
- Inadequate and inefficient mechanism for exchanging information for monitoring performance.



POLICY LESSONS FOR THE TRANSPORT CORRIDORS

Implement **SMART** Corridor Concept:

SMART: **S**afety **M**obility **A**utomated **R**ead-time **T**raffic management

The African Union Commission (AUC) adopted the SMART Corridor Concept in February 2016 which in its Intelligent Transport System (ITS) definition in transforming to SMART Corridors, our corridors should:

- Have a mechanism to **provide** and **maintain** quality transport corridor infrastructure and safety enhancement measures.



POLICY LESSONS ...CONT'D.

- **Monitor** traffic movements along the corridors and **provide** real-time information to stakeholders to enable them to manage trade and transport facilitation processes.
- Transition to paperless trade in customs **clearing** and **transportation** logistics administrative processes.
- **Implement** key WTO/WCO and RECs Transport and Trade Facilitation tools such as electronic National Single Windows, One Stop Border Posts, Coordinated Border Management, High Speed Weigh-in-Motion Weighbridges, use of common/single customs administrative documents along the entire Corridor, implement pre-arrival customs clearance of goods and risk management.



POLICY LESSONSCONTD.

- Whenever necessary, corridor countries must **issue** appropriate regulations to recognize the use of electronic documents in their legal system.
- **Establish** a mechanism for the operations of the ITS to be financially sustainable through “users pay principle” while not missing the overall goal of reducing trade and transport costs.



For God and My Country.

THANK YOU!