

Policy Recommendations Adopted by 34th Session of the COMCEC

- **Developing/Improving an enabling legal, institutional and regulatory framework for ensuring effective coordination and cooperation among the relevant countries and for achieving reform-demanding objectives.**

Rationale: A strong legal and institutional framework, defining common objectives and plans is a pre-requisite for effective coordination among the countries and implementation of the objectives for the development of the corridor. Ambitious objectives without a sound legal and institutional framework make it difficult to achieve reform-demanding objectives. The legal framework is determined as creating binding or non-binding incentives to reach the identified common objectives. Once the consensus is reached between the different stakeholders on the objectives and management of the corridor, the process of creating a legal basis begins. Legal framework typically cover the overall strategic perspective of the corridor in various levels, institutional arrangements, working principles and financing issues. It can also covers sanctions in case of non-compliance, prioritisation systems or sustainability goals. The commitment and willingness by the members to reach a common objective is expressed through legal and institutional framework. Hence, national reforms and investments are more effective when considered from a regional perspective, ideally coordinated with neighbouring countries.

- **Establishing a dedicated corridor secretariat/coordination unit for facilitating corridor governance through ensuring permanent communication and coordination among the relevant countries.**

Rationale: The presence of a dedicated secretariat is critical for the effective corridor governance. The function of the secretariat is to maintain the dialogue among all relevant countries and stakeholders. In this respect, a corridor secretariat has a catalyst function towards improved corridor governance by preparing meetings, ensuring communication and coordination among the countries, transforming the objectives into action as well as fund raising for development of the corridor. Furthermore, a dedicated secretariat is also critical for formulating long-term strategies, analysing the current trends and practices, collecting of data and statistics as well as setting performance indicators and monitors their implementation.

- **Promoting the development of transport corridor governance in a holistic way, combining hard measures such as infrastructure and soft measures such as political support, stakeholder consultation and capacity building.**

Rationale: Effective corridor governance is a key factor towards successful development of transnational transport corridors. Corridor governance is a complex process involving various aspects such as legal and institutional matters, as well as multiple stakeholders, often from various countries. Furthermore, governance requires various hard and soft measures that are interrelated and need to be developed in a harmonized way. These measures are; infrastructure, legal and institutional framework, corridor objectives and political support, corridor performance monitoring and dissemination, corridor promotion and stakeholder consultation, and capacity building. Developing transport corridors serves to multiple objectives including

facilitation of trade by providing access to markets, regional integration, improving growth prospects, enhancing cooperation and collaboration among countries and related public and private sector agencies.

- **Seeking support of the related international organizations in carrying forward corridor governance, especially in the initial phase of corridor development.**

Rationale: Corridor governance depends on a range of factors, such as maturity of the corridor, political will and support, regional stability, the presence of an international organisation facilitating corridor governance, and funding availability. In this respect, international organisations play a decisive role not only in the establishment of a corridor but also in improving corridor governance. The knowledge, accumulation, resources and the role of international organisations as independent mediators are valuable for consensus building among the relevant countries, providing structure, as well as some initial funding in the beginning of the process. With the Abidjan-Lagos Corridor (ALC), the World Bank played a key role in initiating the corridor. Both for South-East Europe Transport Observatory (SEETO) and notably Transport Corridor Europe-Caucasus-Asia (TRACECA), the EU had a prominent role in bringing together the member states, negotiating the legal framework, commissioning studies, hosting training sessions and more. For the Eurasian Central Corridor, UNESCAP is playing a similar role by publishing strategic documents and performance studies to justify the establishment of governance institution on a corridor level. The initial efforts of international organisations are useful to convince the member states on the merits of joint corridor development.

- **Developing guidelines for the preparation and implementation of national transport master plans by taking into consideration international best practices towards having more integrated and sustainable land and transport plans and solutions.**

Rationale: Transport planning is a comprehensive subject that is linked with various social, economic and environmental factors. Transport planning includes not only road, rail, and other infrastructure but operations and management to ensure that modes of transport do not compete but complement each other. Transport planning is also crucial for ensuring a well functioning urban transport. In addition to motorized transport, the importance of non-motorised transport is becoming clearer, especially cycling and pedestrianization. Smarter planning is achieving more with less. It is a complex process, therefore, developing guidelines, including a template for a national transport masterplan, that take international best practices into consideration, is of vital importance to facilitate successful preparation and implementation of transport master plans in OIC Member States.

- **Identifying comprehensive and relevant Key Performance Indicators for the effective monitoring and evaluation of the performance of transport plans and their outcomes, and sharing the results with the relevant public and private sector stakeholders.**

Rationale: Monitoring and evaluation is very important for ensuring smooth implementation of the national transport infrastructure plans. It is about self-learning meant for the project owner. However, this process is carried out by few of the member states only. Nonetheless, only some member countries have a such a system. Identifying and compiling various key performance indicators (KPIs) is critically important for measuring the progress and making sound evaluations. KPIs are also useful for benchmarking, setting targets, raising standards, and the successes/failures. The followings are the most commonly used KPIs for transport master plans;

- Present Value of Benefits (PVB) – total discounted benefits during the appraisal period
 - Present Value of Costs (PVC) – total discounted economic costs incurred during the appraisal period
 - Economic Net Present value (ENPV) –the absolute size of the project net benefits.
 - Benefit to Cost Ratio (BCR) – the ratio between total benefit and costs. This gives the relative size of the project net benefits but is independent of project size
 - Economic Internal Rate of Return (EIRR) – Similar to BCR it is independent of project size and gives an indication of the scale of benefits relative to the investment cost.
- **Improving the planning capacity of the OIC member states through applying contemporary methods such as setting a vision with a set of social and economic objectives.**

Rationale: The quality and effectiveness of the infrastructure investment plans are of utmost importance for attracting investments and to leverage private sector interest. Improving the capacity for preparing transport master plans and infrastructure investment plans including human skills, processes, and tools is vital for ensuring the adequate quality. In this framework, a mechanism for assessment of the institutional capacity of relevant agencies can be developed and planning tools, including econometric and transport modeling and the use and application of big data can be utilized.

- **Improving national transport infrastructure planning process and encouraging public private partnerships (PPPs) particularly for needs assessment, encouraging investments, well-functioning operations and maintenance.**

Rationale: Involvement of both private and public sectors is vital for the successful design, implementation and evaluation of a national transport infrastructure plan. Active stakeholder involvement would contribute to the success of effective operations and maintenance, as well as sound in all modes of transport. The contribution of public private partnerships to the effective implementation of transport master plan can be revealed through making ex-ante and ex-post evaluations. Furthermore, general public opinion and public consultation during the transport planning process and implementation are vital for better transport infrastructure planning.