



**Standing Committee  
for Economic and Commercial Cooperation  
of the Organization of Islamic Cooperation (COMCEC)**

## **Proceedings of the 11<sup>th</sup> Meeting of the COMCEC Transport and Communications Working Group**

### **“Governance of Transport Corridors in OIC Member States: Challenges, Cases, and Policy Lessons”**



**COMCEC COORDINATION OFFICE  
April 2018**



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PROCEEDINGS OF THE 11<sup>TH</sup> MEETING OF THE  
COMCEC TRANSPORT AND COMMUNICATIONS WORKING GROUP  
ON

***“Governance of Transport Corridors in OIC Member States:  
Challenges, Cases, and Policy Lessons”***

*(15<sup>th</sup> March, 2018, Ankara, Turkey)*

**COMCEC COORDINATION OFFICE  
April 2018**

For further information please contact:

Mr. Nihat AKBALIK  
Expert

COMCEC Coordination Office  
Necatibey Caddesi No: 110/A  
06100 Yüctepe  
Ankara/TURKEY  
Phone : 90 312 294 57 10  
Fax : 90 312 294 57 77  
Web : [www.comcec.org](http://www.comcec.org)  
E-mail : [transport@comcec.org](mailto:transport@comcec.org)  
[nakbalik@comcec.org](mailto:nakbalik@comcec.org)

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## Introduction

The Eleventh Meeting of the COMCEC Transport and Communications Working Group (TCWG) was held on March 15<sup>th</sup>, 2018 in Ankara, Turkey with the theme of “Governance of Transport Corridors in OIC Member States: Challenges, Cases, and Policy Lessons”.

The meeting was attended by the representatives of 21 Member States, namely; Afghanistan, Azerbaijan, Egypt, The Gambia, Iran, Iraq, Jordan, Kazakhstan, Kuwait, Malaysia, Morocco, Nigeria, Oman, Palestine, Qatar, Saudi Arabia, Senegal, Somalia, Tunisia, Turkey and Uganda. The meeting was also attended by the representatives from international organisations; World Bank, UNESCAP, South East European Transport Observatory (SEETO), SESRIC as well as COMCEC Coordination Office (CCO)<sup>1</sup>.

During the meeting, the representatives of the Member States have shared their experiences, achievements and challenges in governance of transnational transport corridors in their respective countries. Furthermore, they have deliberated the policy issues that might be implemented to enhance the governance of the transnational transport corridors. The Working Group has mainly considered the study titled “Governance of Transport Corridors in OIC Member States: Challenges, Cases, and Policy Lessons” which analyzes the state of affairs of governance of transnational transport corridors in the OIC Region and provides policy recommendations for enhancing the efficiency of governance of transnational transport corridors in this respect. The TCWG has also considered the “COMCEC Transport and Communications Outlook 2017” prepared by the CCO which provides a general overview of transport sectors in the world and the OIC Member States.

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<sup>1</sup> The list of participants is attached as Annex 4.

## 1. Opening Remarks

The Meeting started with a recitation from the Holy Quran. At the outset, Mr. Burak KARAGÖL, Director at the COMCEC Coordination Office, briefly introduced the COMCEC and its activities as well as underlined the importance of studying transnational transport corridors issue.

Mr. KARAGÖL emphasized that the governance of transnational transport corridors is a critical success factor for developing transport corridors and facilitating trade and transport among the relevant countries.

Afterwards, Mr. Katushabe WINSTONE, Commissioner Transport Regulation and Safety, Ministry of Works and Transport of Uganda, was elected as the chair of the meeting. Mr. WINSTONE welcomed the participants and expressed his appreciations to the participants for electing him as the chairperson.

## 2. Transport and Communications Outlook 2017

Dr. İsmail Çağrı ÖZCAN, Senior Transport Specialist at the COMCEC Coordination Office delivered a presentation on the basic findings of the COMCEC Transport and Communications Outlook 2017. At the outset, Dr. ÖZCAN underlined the importance of transport and communications as one of the six cooperation areas specified by the COMCEC Strategy. This followed by emphasizing the relationship between transport, logistics, and trade and how they affect each other.

Dr. ÖZCAN continued with providing figures with regard to the international trade and transportation, such as Logistics Performance Index (LPI), Liner Shipping Connectivity Index (LSCI), burden of custom procedures, and quality of transport infrastructure. He emphasized that, with respect to quality of transport infrastructure, both OIC overall and OIC-Sub-Saharan Africa averages fall below world averages in each measure. OIC-MENA performs better than world average except the quality of railroad infrastructure. On the other hand, OIC-Asia underperforms than world averages in each measure except the quality of railroad infrastructure.

While explaining the LSCI scores, Dr. ÖZCAN mentioned that Malaysia, UAE, Morocco, and Egypt are well connected to the global shipping network whereas Albania, Brunei, Guinea Bissau, and Guyana are the least connected. The best performing countries have large transhipment ports (e.g. Malaysia, Morocco, and Egypt) and gateway ports (e.g. Malaysia, Saudi

Arabia, and Turkey). On the other hand, the least performing countries are either not located on the main liner shipping services or lack the physical and operational capacity to serve large container ships. In terms of average LSCI scores, OIC-MENA region performed better than OIC-Asia region as well as the world starting from 2008. However, average LSCI scores for OIC-Sub-Saharan Africa region remained well below the world averages throughout the same period.

Dr. ÖZCAN continued his presentation by demonstrating some important figures in terms of transport modes. He stated that there is a large variation in density of road networks in the different OIC member countries. Albania, Bahrain, Bangladesh, Brunei, Comoros, Gambia, Indonesia, Kuwait, Lebanon, Malaysia, Maldives, Pakistan, Palestine, Qatar, Turkey, and Uganda have more dense networks compared to other member countries. The density of the road networks in the OIC member countries as a group and individually, is quite low compared to that of the US and the EU. For the OIC member countries, the density of the road network is 0.12 while it is 0.67 and 1.34 in the US and the EU, respectively.

There is also a large variation in the density of rail networks in different OIC countries. A great majority of the OIC countries have less than 1,000 km of rail lines per 100,000 km<sup>2</sup> land area, while almost half of the OIC countries have no railway network. Average network density of the OIC member countries is equal to 426 km of railway per 100,000 km<sup>2</sup> land area.

Furthermore, he added that the container throughput of the OIC countries has reached 101 million TEU in 2014 up from 79.8 million TEU in 2010. However, the share of OIC member countries in the global container throughput had remained flat at around 15% during the period between 2010 and 2014.

Regarding the air traffic, Dr. ÖZCAN mentioned that high income Gulf countries, such as Qatar, UAE, and Bahrain, and island states, such as Brunei Darussalam and Malaysia, have higher per capita air passenger traffic figures. Besides, the OIC member countries with dominant network airlines are more likely to experience higher per capita air passenger traffic.

Dr. ÖZCAN concluded his presentation by highlighting the environmental effects of transport sector. He stated that there is a positive correlation between transport-related CO<sub>2</sub> emissions and GDP per capita (PPP) in the OIC member countries. One reason for this tendency is the increased private car ownership with increasing per capita income, which eventually increases personal trips and accordingly GHG emissions. Another fact is that the countries with higher GHG emissions are mostly from oil producing countries, which often corresponds with lower pump prices for gasoline and consequently more road sector energy consumption.

### **3. Conceptual Framework for Governance of Transnational Transport Corridors and Global Trends**

Mr. Geert SMIT, Director at the consulting company, ECORYS, made a presentation outlining the conceptual framework for governance of transport corridors and described two international cases: Trans European Transport Network (TEN-T) and South East Europe Transport Observatory (SEETO).

Mr. SMIT continued by defining governance and management. The terms governance and management are sometimes mixed. In the study, governance deal with doing the right things. The focus is on the high-level decision-making process and setting strategic priorities. Management deals with doing things right. The focus here is more on day-to-day management and implementation. Mr SMIT concludes that the two concepts (governance and management) are very much related. Therefore, both aspects are incorporated in the conceptual framework.

Why governance is important? This is still an important question. The answer to that lies in the fact that transnational transport corridors are complex which involve;

- Multiple stakeholders or parties: public and private: ministries, infra managers, transport operators, customs, freight forwarders, and so forth.
- Different countries
- Multiple objectives, such as trade facilitation, regional cooperation,

In this complexity it is important to do the right things and do the things right. That is where governance comes in, making governance a critical success factor to effective transport corridors.

Before going to the conceptual framework, Mr. SMIT provided a introduction about the research report. He highlighted that the objective of the study is to establish a framework to facilitate an overview of governance in the OIC Member Countries in comparison with the selected international cases. This leading to some good practices and recommendations on how to improve governance. To this end desk research, a survey, case studies and visits to a number of OIC countries, including Azerbaijan, Jordan, Kazakhstan and Mozambique, have been carried out. Lastly, results have been brought together in the report which has been distributed.

#### ***Conceptual Framework***

The conceptual framework was developed mainly based on the literature review including the World Bank's Trade and Transport Corridor Management Toolkit. In the conceptual framework;

- Functions of corridors were clustered in what was labelled as governance domains;
- Corridor objectives and political support were placed at the heart of the framework, as this is the central part of governance, affecting all other domains;
- Then six additional domains were defined: (i) the legal framework; (ii) the institutional framework; (iii) infrastructure; (iv) performance monitoring and dissemination; (v) corridor promotion and stakeholder consultation; and (vi) capacity building through technical assistance and studies.

Then, the following seven domains are defined to compare and assess governance of transport corridors.

1. The corridor objectives and political support:
  - Objectives of transport corridors: primary and secondary. The defined corridor objectives strongly affect the other six governance domains;
  - Transport corridors are included in national strategies and plans, as an indication of political support.
2. Legal framework:
  - The legal basis of the corridor (MoU, treaty) and the extent to which the agreement is binding;
  - Harmonisation of (legal) systems and procedures;
  - Mutual recognition of systems and procedures.
3. Institutional framework:
  - Organisation and characteristics, including presence of a corridor secretariat;
  - Involvement of stakeholders, including private sector and local government.
4. Infrastructure:
  - Sources of finance available to effectively ensure governance of transport corridors;
  - Planning and programming of infrastructure (corridor vs national level).
5. Performance monitoring:
  - Measuring corridor performance, clear KPIs defined;
  - Monitoring system to measure corridor performance;
  - Dissemination and making data and statistics publicly available.
6. Promotion:
  - Promoting the corridor, by providing publications and organising events;
  - Consultation of stakeholders on a regular basis.
7. Capacity building:
  - Build capacity by providing technical assistance..

The second part of the conceptual framework is the identification of development levels of corridor governance. This resulted in the recognition of four typical governance levels:

1. Information exchange

2. Coordination
3. Cooperation
4. Integration

These four levels show a progressive level of integration. Where at the level of information exchange the focus is on sharing information in systems that are fully separated. At integration level there is a single integrated system. The difference between the four levels are explained based on the legal principle and selected domains, as described below;

*Leading principle:*

First, basic exchange of information to facilitate corridor performance; then increased level of coordination; followed by a coordinated approach, for example in having joint system, and finally, integrated systems and common working arrangements.

*Legal framework*

A similar pattern, first a developing legal framework, with bilateral agreements. Then, tendency towards harmonisation of regulations and standards. This is followed by mutual recognition, for example in customs procedures. Finally, a common legal basis.

*Institutional framework:*

Again, a progressive level of integration. From emerging, with joint working groups, to developing more formal structures, for example observatories; to finally corridor authorities with an extensive mandate to govern and manage the corridor.

The two dimensions, i.e. the seven governance domains and the four governance levels, together form the conceptual framework. The framework has been very instrumental in assessing and comparing the governance of the selected corridors.

***International case: TEN-T***

The Trans European Transport Network (TEN-T) is one of the world's leading corridor programmes. The following nine core network corridors under the TEN-T were briefly presented during the presentation.

1. **Scandinavian-Mediterranean Corridor** is a crucial north-south axis for the European economy. Crossing the Baltic Sea from Finland to Sweden and passing through Germany, the Alps and Italy, it links the major urban centres and ports of Scandinavia and Northern Germany to continue to the industrialised high production centres of Southern Germany, Austria and Northern Italy further to the Italian ports and Valletta. The most important projects in this corridor are the fixed Fehmarnbelt crossing and Brenner base tunnel, including their access routes. It extends, across the sea, from Southern Italy and Sicily to Malta.
2. **North Sea-Baltic Corridor** connects the ports of the Eastern shore of the Baltic Sea with the ports of the North Sea. The corridor will connect Finland with Estonia by ferry, provide

modern road and rail transport links between the three Baltic States on the one hand and Poland, Germany, the Netherlands and Belgium on the other. Between the Odra River and German, Dutch and Flemish ports, it also includes inland waterways, such as the "Mittelland-Kanal". The most important project is "Rail Baltic", a European standard gauge railway between Tallinn, Riga, Kaunas and North-Eastern Poland.

3. **North Sea-Mediterranean Corridor** stretches from Ireland and the north of UK through the Netherlands, Belgium and Luxembourg to the Mediterranean Sea in the south of France. This multimodal corridor, comprising inland waterways in Benelux and France, aims not only at offering better multimodal services between the North Sea ports, the Maas, Rhine, Scheldt, Seine, Saone and Rhone river basins and the ports of Fos-sur-Mer and Marseille, but also better interconnecting the British Isles with continental Europe.

4. **Baltic-Adriatic Corridor** is one of the most important trans-European road and railway axes. It connects the Baltic with the Adriatic Sea, through industrialized areas between Southern Poland (Upper Silesia), Vienna and Bratislava, the Eastern Alpine region and Northern Italy. It comprises important railway projects such as Semmering base tunnel and Koralm railway in Austria and cross-border sections between PL, CZ and SK.

5. **Orient/East-Med Corridor** connects the maritime interfaces of the North, Baltic, Black and Mediterranean Seas, allowing optimising the use of the ports concerned and the related Motorways of the Sea. Including Elbe as inland waterway, it will improve the multimodal connections between Northern Germany, the Czech Republic, the Pannonian region and Southeast Europe. It extends, across the sea, from Greece to Cyprus.

6. **Rhine-Alpine Corridor** constitutes one of the busiest freight routes of Europe, connecting the North Sea ports of Rotterdam and Antwerp to the Mediterranean basin in Genoa, via Switzerland and some of the major economic centres in the Rhein-Ruhr, the Rhein-Main-Neckar, regions and the agglomeration of Milan in Northern Italy. This multimodal corridor includes the Rhine as inland waterway. Key projects are the base tunnels, partly already completed, in Switzerland and their access routes in Germany and Italy.

7. **Atlantic Corridor** links the Western part of the Iberian Peninsula and the ports of Le Havre and Rouen to Paris and further to Mannheim/Strasbourg, with high speed rail lines and parallel conventional ones, including also the Seine as inland waterway. The maritime dimension plays a crucial role in this corridor.

8. **Rhine-Danube Corridor**, with the Main and Danube waterway as its backbone, connects the central regions around Strasbourg and Frankfurt via Southern Germany to Vienna, Bratislava, Budapest and finally the Black Sea, with an important branch from Munich to Prague, Zilina, Kosice and the Ukrainian border.

9. **Mediterranean Corridor** links the Iberian Peninsula with the Hungarian-Ukrainian border. It follows the Mediterranean coastlines of Spain and France, crosses the Alps towards the east

through Northern Italy, leaving the Adriatic coast in Slovenia and Croatia towards Hungary. Apart from the Po River and some other canals in Northern Italy, it consists of road and rail. Key railway projects along this corridor are the links Lyon – Turin and the section Venice – Ljubljana

The objective of the TEN-T programme is important, as it is a central element of European policy. TEN-T does not only provides infrastructure, but it facilitates the creation of a European single market. By doing so, TEN-T contributes to social, economic and territorial cohesion in the EU.

The European added value is reflected in the following four objectives:

- Cohesion
- Efficiency
- Sustainability
- Benefit to the users

Regarding the legal framework, EU Regulation 1315, which deals with TEN-T, is a comprehensive piece of legislation, focused on an integrated approach and making a distinction between:

- The core network – these are the nine defined core network corridor to be completed in 2030
- The comprehensive network – a network covering all of Europe, to be completed in 2050.

It should be noted that legislation has developed over time, starting in 1996. At first, the focus was much more on so-called priority projects (PP), which developed into a list of 30 projects. Nowadays, TEN-T has really changed into an integrated corridor approach.

On the institutional framework, there is a clear leading organisation. INEA (Innovation and Network Executive Agency) is responsible for the TEN-T programme. INEA is an agency that falls the responsibility of DG MOVE. DG MOVE is responsible for the development of the TEN-T policy.

An important element of the institutional framework is the assignment of nine corridor coordinators at the level of former ministers, with a strong political and international network. These coordinators are responsible for an active dialogue between the Commission and the member states. For this, they are supported by an advisor from DG MOVE and a team of consultants that is mobilised for each corridor.

In order to facilitate the policy dialogue, corridor fora are organised, at a rate of twice per year. These are well-attended meetings in which the Commission, the Member States and other stakeholders discuss corridor progress, mostly based on a corridor plan and a list of projects.

Besides the nine core network corridor (CNC) coordinators, there are also coordinators for the more horizontal activities: Motorways of the Sea (MoS) and ERTMS, the European rail safety system. Each coordinator will publish its annual plan, indicating progress and next steps.

One of the success factors of TEN-T is the fact that substantial funding has been made available. Considering the planning period 2014-2020, there is an estimated need of 500 bEUR. For completing the CNCs by 2030, an estimated 750 bEUR is needed. Most of that comes from national budgets. However, the EU provides funding that is serious:

- Connecting Europe Facility (CEF): 22.4 bEUR
- European Fund for Strategic Investments (EFSI): 21 bEUR
- Horizon 2020: 6.3 bEUR
- European Structural and Investment Funds (ESIF): 70 bEUR

In order to access these funds, proposals need to be prepared. It should also be noted that proposals that focus on corridor specific aspects, such as cross-border, intermodal transport and interoperability are prioritised.

With the TEN-T programme the commission has the strong ambition to develop a strong monitoring system. The TENtec system is very ambitious, but as of today, still faces challenges related to getting accurate data. Major improvements have been made though and the Commission is committed to proceed with the system.

The European Commission invests substantially in studies, supporting the TEN-T development. Finally good practices of TEN-T are presented as followings:

- TEN-T consists of a clear system based on two pillars that separate ordinary transport investments (the comprehensive network) from priority investments (the core network);
- Priority investments are targeted at the nine core network corridors, which represent the most crucial transport routes in Europe;
- TEN-T policy and its governance structure have a high influence on its member states. This facilitates transport development for the 'common European good' rather than national oriented investments;
- To ensure effective development of the nine corridors, a dedicated corridor coordinator is appointed to each corridor, focused on coordination and dialogue with all the actors involved and to ensure plans are transformed into action.
- There is an advanced system of monitoring the performance of TEN-T. The annual published corridor action plans, the KPIs and the geographical information system TENtec contribute to monitoring performance. This monitoring system has led to a revision and more efficient TEN-T in 2013;
- Funding is available for development of the TEN-T programme, TEN-T's transport projects are established based on the principle of co-funding, meaning there is a high

incentive to incorporate all relevant stakeholders (national- and local governments, and private parties), as early in the governance process as possible.

### ***International case: SEETO***

SEETO case was explained as an international good practice.

- SEETO has developed over time (after signing the MoU in 2004) as an established regional organisation with a well-functioning governance structure. Support from an international organisation has been important to kick-start SEETO's development.
- SEETO proves that a strong common transport (corridor) agenda, which connects countries and shares a joint ambition to be connected to the TEN-T, provides a strong basis for collaboration.
- A solid MoU and a clear institutional structure, with a concise yet effective secretariat, in parallel with well-developed governance aspects, such as a dedicated monitoring system, periodic reporting and a link to infrastructure financing, provide the basis for corridor governance in line with the needs of the participating countries.

### ***Conclusions***

The following conclusions are drawn related to the conceptual framework:

- Governance is a key to a well-functioning transport corridor.
- The conceptual framework has a central place for corridor objectives and political support.
- The conceptual framework presents four transport corridor governance levels (information exchange, coordination, cooperation and integration) which are dynamic in place and time.
- Governance domains are applied differently per transport corridor, depending on a range of factors (funding availability, maturity etc.).
- Governance of transport corridors may develop in time, for example TEN-T or TRACECA.

### **Question(s) and Answer(s)**

**Question:** Involvement of relevant stakeholders and sharing information among them are very important to develop a solid legal and institutional framework as well as to have political support for effective corridor governance. What is the most important domain to start with to develop the governance of a transport corridor?

**Answer:** The consultant highlighted that the political support is the first domain for an effective corridor governance. Without a strong political support, it is quite hard to mobilize necessary resources to create a convenient environment for corridor governance. The political support may be taken by involving and engaging all stakeholders through workshops,

conferences and other type of activities to raise awareness on the importance of the corridor governance. The findings of the case studies show that taking support of international institutions is another important instrument for taking political and institutional support especially at the initial stage of corridor development.

**Question:** What type of governance mechanisms would be most effective for Baku-Tbilisi-Kars (Azerbaijan-Georgia-Turkey) Railway Corridor?

**Answer:** The consultant underlined that the governance of a corridor directly depends on the objectives of the corridor, where the scale and scope of the corridor are defined. After defining the objectives, an institutional and legal framework would be determined by the relevant countries through involving all stakeholders. Then, establishing an institutional body to translate the objectives into actions as well as to monitor and evaluate the activities throughout the corridor.

#### **4. Status of Governance of Transnational Transport Corridors in the OIC Member Countries and Lessons Learnt From the Selected Case Studies**

Mr. SMIT delivered his second presentation with focusing on the status of governance of transport corridors in OIC Member Countries and lessons learned from case studies. At the outset, he presented the results of the desk research and survey conducted.

##### ***Results of the survey***

In terms of political support, transport corridors have an important place in the national policies of the member countries. 67% of respondents indicate that corridors are addressed in national transport policies. 87% of respondents indicate that corridor development is a high priority.

When considering objectives of transport corridors, the following points were highlighted:

- Facilitate trade, the growth of economic activities and the competitiveness of the country or region,
- Lower transportation costs,
- Shorten transport and transit times,
- Increase reliability of transport services,
- Increase safety and security of transport,
- Contribute to achieving political goals, such as job creation and/or regional development,
- Contribute to achieving political goals, such as creating a channel for political dialogue between nations,
- Facilitate access to social services, such as welfare or healthcare by increasing the mobility of people
- and Contribute to food security

Regarding the legal framework, the majority of respondents of the survey indicate that they are party to a legal arrangement related to a transport corridor. In addition, the vast majority of the countries have bilateral and multilateral agreement with neighbouring countries.

The OIC Member Countries indicate that a variety of organisations are involved in governance and management of the corridors, for example Ministries of Transport and other ministries, infrastructure managers etc. In addition, a trend is indicated in setting up trade and transport facilitation committees.

Regarding the institutional structure, the importance of having a dedicated governance body is identified, for example in the form of a corridor secretariat. Such corridor secretariat would be involved in the following functions (with survey respondents scores added):

- Planning and programming of infrastructure: 33%
- Initiating and supporting legislative and regulatory reform: 67%
- Harmonizing technical standards and interoperability: 67%
- Aligning border crossings and operational procedures: 33%
- Monitoring corridor performance: 100%
- Communicating results and exchanging information: 67%
- Consultation with stakeholders and promoting corridor use: 100%
- Building capacity through technical assistance and studies: 100%

Monitoring of corridor performance is done on a structural basis by the majority of respondents (71%). The following data is monitored: (with survey respondents scores added):

- Freight flows
- Time of transportation and waiting times
- Transport costs
- Reliability performance
- Safety performance

### ***Results of the seven OIC case studies***

The following seven OIC corridors were reviewed in the study;

1. Maputo Corridor Logistics Initiative (MCLI)
2. Northern Corridor Transit and Transport Coordination Authority (NCTT-CA)
3. Abidjan-Lagos Corridor (ALC)
4. Jordan Transit Corridor- UN-ESCWA M40
5. UN-ESCAP Central Corridor
6. ASEAN Maritime Corridors
7. TRACECA - Transport corridor Europe-Caucasus-Asia

#### **Maputo Corridor Logistics Initiative (MCLI):**

The Maputo corridor covers Mozambique, Swaziland and South Africa. It connects Maputo to Johannesburg. It has been around for some 15 years. The MCLI was established by a group of private companies and then the public bodies formed the participating countries. The N4 toll road is an important part of the corridor. When this road was constructed, a shift in governance took place, involving the users.

Lessons learned are:

- The MCLI is based on a collaboration between public and private partners; with infrastructure investors, service providers and users included, all focused on the promotion and further development of the Maputo Corridor;
- The MCLI provides a strong example where a number of corridor founders, which were predominantly representatives from the private sector, and corridor users, have created a successful initiative towards developing a transport corridor, with obvious broader socio-economic impact, and is based on strong international collaboration, including Mozambique, Swaziland and South Africa.

#### **Northern Corridor:**

The Northern Corridor includes Burundi, Democratic Republic of Congo, Kenya, Rwanda and Uganda and has its Permanent Secretariat in Mombasa. Focused on implementing the Northern Corridor Transit and Transport Agreement (NCTTA), which was signed in 2007. First initiatives already started in mid-1980s. It is a multimodal corridor, including road, rail, inland waterways and oil pipelines.

Lessons learned:

- The Northern Corridor has created a strong legal basis, including customs control; documentation and procedures; as well as the development of infrastructure and facilities relating to sea ports, inland ports and waterways, roads, railways, pipelines and border posts.
- An organization (NCTTCA) has been mandated by the Member States to oversee the implementation of the agreement and to monitor its performance. The performance monitoring can be seen as a strong asset, notably through the establishment of the Northern Transport Observatory;
- The NCTTA has a strong financial basis, with multiple funding sources, including user levies.

#### **Abidjan-Lagos Corridor (ALC):**

The ALC Corridor includes Ivory Coast, Ghana, Togo, Benin and Nigeria. The Abidjan-Lagos Corridor Organization (ALCO) was formed in 2002ALC has a length of 1,028 km, includes eight border-crossings and covers a population of 300 million inhabitants.

Lessons learned:

- International organizations played a crucial role in the establishment of the corridor. The project-based approach of ALC is an example of how to develop a corridor from the bottom to up. ALC created a structure to support a specific project, in the meantime, it broadened its scope, based on the structure created.

### **Jordan Transit Corridor- UN-ESCWA M40:**

The M40 as an international corridor is not governed from an international perspective, the focus is on the corridor governance from a national perspective. Trade and Transport Facilitation (TTF) is policy priority in Jordan to expand trade and modernize the transport sector. EU is a partner by providing financial and technical support.

Lessons learned:

- The Government of Jordan has actively pursued the development of trade and transport facilitation and development of its transport corridors.
- In the absence of a regional corridor governance body, a national institutional structure has been developed with a broader regional development perspective, connecting Jordan to its neighbouring countries. This process was supported by a series of multilateral and bilateral agreements.
- Corridor promotion and stakeholder consultation is actively promoted by organising a series of events, including periodic regional workshops.

### **UN-ESCAP Central Corridor:**

Countries involved in this corridor are Afghanistan, Azerbaijan, China, Georgia, Iran, Kazakhstan, Kyrgyzstan, Pakistan, Russia, Tajikistan, Turkey, Turkmenistan and Uzbekistan. The Eurasian Central Corridor has only recently been established as one of the three Eurasian Transport Corridors under initiative of the United Nations Economic and Social Commission for Asia and the Pacific (UN-ESCAP).

Lessons learned:

- the Central Corridor has the support of an international institution (UNESCAP) that has longstanding experience in interacting with the actors in the region.
- The Central Corridor is being developed adjacent to UN-ESCAP's Northern Corridor and UN-ESCAP's Southern Corridor, with the intention to apply the same MoU and benefit from the same governance structure. This indicates that governance principles are to some extent transferable between corridors;
- The UNESCAP corridor is based on extensive transport research. The objectives of each corridor is based on decade long transport analysis undertaken by UN-ESCAP.

### **ASEAN Maritime Corridor:**

Countries included in ASEAN Maritime Corridor are Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand and Viet Nam. This initiative is not one single corridor, but combines a number of initiatives related to maritime corridors in the region:

- Indonesia's national Sea Toll Road project, which can be considered as a project to develop national maritime corridors in Indonesia;
- The ASEAN regional maritime connectivity plan, which sets the outlines for regional maritime corridors;
- The Maritime Silk Road, as part of China's Belt and Road Initiative.

Lessons learned:

- The strong foundation for regional cooperation, provided by ASEAN, with a clear policy (ASEAN Connectivity 2025) and legal basis;
- The alignment of national initiatives (Indonesian Sea Toll Road project) and regional interventions (ASEAN Master Plan on Connectivity) as complementary and reinforcing activities. Both initiatives are linked to the Maritime Silk Road, as part of China's Belt and Road Initiative.

#### **TRACECA:**

TRACECA includes the following countries: Armenia, Azerbaijan, Bulgaria, Georgia, Iran, Kazakhstan, Kyrgyzstan, Moldova, Romania, Tajikistan, Turkey, Ukraine and Uzbekistan. TRACECA was established in May 1993, upon the signing of Multilateral Agreement on International Transport for the development of transport initiatives (including the establishment and development of a road corridor) between the EU member states, the Caucasus and Central Asia countries.

Lessons learned:

- The EU was the main driver behind the establishment of the corridor, providing knowledge and resources.
- With respect to its legal framework, TRACECA is marked by a series of legal agreements, providing the members with a framework for collaboration.

#### ***Conclusions and recommendations***

Mr. SMIT presented the general conclusions of the study as the following;

- There is a great number of transport corridor initiatives throughout the OIC region. Developing transport corridors has an important place in the transport policies of the member countries.
- Transport corridors are serving to a multitude of objectives.
- Corridor governance is an important success factor in corridor development.
- Governance functions are applied differently per transport corridor, responding to local and regional conditions and ambitions.
- Thus, corridor governance is dynamic and situational.
  - Dynamic: changing in time

- Situational: depending on local and regional conditions and ambitions

For the four governance levels (information exchange, coordination, collaboration, integration), typical governance measures are defined for each of the seven governance domains. It is recommended to develop the governance domains in a balanced way.

Finally, Mr SMIT presented four main policy recommendations as the following;

- Developing/improving an enabling legal and institutional framework for ensuring effective coordination among the relevant countries and for achieving reform-demanding objectives.
- Establishing a dedicated corridor secretariat/coordination unit for facilitating corridor governance through ensuring permanent communication and coordination among the relevant countries.
- Promoting the development of transport corridor governance in a holistic way, combining hard and soft measures, such as infrastructure, political support, stakeholder consultation and capacity building.
- Making use of facilities of international organizations in carrying forward corridor governance, especially in the initial phase of corridor development.

### **Questions and Comments**

Comment: UNESCAP has completed a comprehensive study with respect to planning of transport corridors in Euroasian transport corridors. As a part of Central Corridor, Turkey provided technical contribution during the preparation of the said study.

Comment: Abidjan-Lagos Corridor Organisation (ALCO). is gradually shifting to have an effective governance structure by establishing ALCO Management Authority (ALCOMA). To this end, studies have been carried out for creating a solid legal and institutional framework for the ALCOMA.

### **5. Roundtable Policy Debate Session**

Mr. Alfred A. ABAH, Deputy Director, Road Transport Administration, Federal Ministry of Transportation of Nigeria moderated the roundtable session. At the outset, Mr. Selçuk KOÇ, Director at the COMCEC Coordination Office, made a short presentation on the responses of the member countries to the Policy Questions circulated by the COMCEC Coordination Office.

After fruitful discussions and deliberations, the Working Group has come up with the following policy recommendations<sup>2</sup> to be submitted to the 34<sup>th</sup> Ministerial Session of the COMCEC for their adoption.

- **Policy Recommendation I:** 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.
- **Policy Recommendation II:** Establishing a dedicated corridor secretariat/coordination unit for facilitating corridor governance through ensuring permanent communication and coordination among the relevant countries.
- **Policy Recommendation III:** 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.
- **Policy Recommendation IV:** Seeking support of the related international organizations in carrying forward corridor governance, especially in the initial phase of corridor development.

## 6. Utilizing the COMCEC Project Funding (CPF)

Mr. Burak KARAGÖL, Director at COMCEC Coordination Office delivered a presentation on utilizing the COMCEC Project Funding (CPF) for the transport related projects of the member countries as well as the OIC institutions.

At the beginning, Mr. KARAGÖL informed the participants that the CPF is one of the two main instruments of the COMCEC Strategy. Then, he explained the essentials of the CPF. He stated that the projects can be activity based such as trainings, workshops, conference and seminars or research projects such as research studies and field visits related to research.

Afterwards, Mr. KARAGÖL expressed that the project topics should be in line with principles, strategic objectives and output areas of the COMCEC Strategy. He added that policy recommendations adopted by the COMCEC Ministerial Sessions and Sectoral Themes published on the COMCEC website should also be considered while submitting project proposals. Furthermore, he enumerated the supported topics in transport and communications cooperation area as followings:

- Developing a national road maintenance strategy

<sup>2</sup> The Room Document is attached as Annex 3.

- Improving the allocation of adequate and sustainable funding for road maintenance
- Increasing effective utilization of available road funds
- Making use of performance-based contracts in road maintenance
- Establishing a road database management system
- Increasing the awareness on road safety
- Developing a national strategy on road safety
- Establishing an effective road safety database
- Adopting the requirements of the standard ISO 39001 on Road Traffic Management (RTM) Systems
- Promoting broadband infrastructure investments
- Improving transnational transport corridors
- Encouraging the production of local digital content for an increased broadband internet penetration
- Enhancing digital skills through formal and non-formal educational programs
- Governance of transnational transport corridors
- The planning of transport infrastructure.

Mr. KARAGÖL continued his presentation with the timeline for the project submission and mentioned about the procedure to be pursued. He touched upon main characteristics of designing project proposals. He emphasized that the proposal should bring together at least three member countries. These countries should be member of the Poverty Alleviation Working Group and the proposals should be in conformity with the Project Submission Guidelines.

Thereafter, he explained the purpose and function of the CPF that are:

- supporting the implementation of policy recommendations produced by the Working Group Meetings and adopted by the COMCEC Ministerial Sessions,
- enhancing multilateral cooperation and solidarity among OIC Member Countries
- providing joint solutions for common problems
- increasing institutional and human capacity
- strengthening operational skills on international projects

Mr. KARAGÖL then described how to submit project proposals and presented relevant parts on the COMCEC website. He also gave some information about common characteristics of successful project proposals.

Lastly, Mr. KARAGÖL presented the projects funded in the past three years as well as the ongoing projects that are implemented in 2017. He expressed that 14 projects are being

funded in 2017 and 1 of them are in transport and communications area implemented by Cote d'Ivoire in the field of road safety.

#### **Questions and Comments:**

**Question:** Which institutions other than governments can submit project proposals?

**Answer:** The member country governments and the OIC institutions can submit project proposals. NGOs cannot directly conduct projects, rather they can involve in the projects through providing consultancy services.

## **7. Presentations of the Member States**

### **a. Afghanistan**

Mr. Mohammad Yasin HIMMAT, General Manager, Ministry of Transport, made a presentation on Afghanistan's experiences regarding transnational transport corridors. In the beginning of the presentation, Mr. HIMMAT gave some information about the Afghanistan's location. He highlighted that Afghanistan is one of the land locked countries in the world and therefore access to sea ports and transit corridors for Afghanistan remains a challenge. Within this framework, membership to regional and international organizations as well as adherence to bilateral and multilateral transportation agreements such as Chabahar Agreement (Corridor), The Lapis-Lazuli Agreement (Corridor), UN-ESCAP (Corridor), TRACECA Corridor, are important for Afghanistan.

Mr. HIMMAT mentioned that due to its geographic location, Afghanistan has achieved an important progress in transport sector so far. He enumerated the achievements as followings;

- Reactivation of TIR system in Afghanistan,
- Completion of Chabahar Trilateral Transit, Trade & Transport Route Agreement,
- Completion of the Lapis-Lazuli Transit, Trade & Transport Route Agreement,
- Membership in road and railway corridors (KTAI),
- Finalization of transport cooperation agreement between Afghanistan and Turkmenistan,
- Finalization of the bilateral transport agreement between Afghanistan and Georgia,
- Finalization of the Agreement on cooperation in the field of road transport between Afghanistan and Kyrgyzstan.

Lastly, Mr. HIMMAT outlined the plans of Afghanistan to further its transport, trade and transport development as followings;

- Gaining membership in the conventions like: conventions of DE-Passage, conventions of ADR, conventions of CMR,
- Removal of transportation obstacles with neighboring countries by contacts and signing agreements,
- Implementation of the mutual agreements with neighboring countries,
- Building standard terminals,
- Building TIR parkings,
- Preparing TIR system regulations.

#### **b. Azerbaijan**

Mr. Eldar FARACOV, Specialist, Azerbaijan Railways CSSC, delivered a presentation on Azerbaijan's experiences concerning the governance of transnational transport corridors. Mr. FARACOV started his presentation with underscoring the mission and vision of the Azerbaijan Railways as a state-owned rail transport operator in the Azerbaijan. Then, he briefed the participants on the transnational transport corridors which include Azerbaijan.

Regarding the North-South International Transport Corridor (ITC), Mr. FARACOV mentioned that North-South Corridor passes through the territory of three countries (Iran, Azerbaijan, and Russia) and it is the shortest and direct route connecting port Bandar Abbas and Moscow (12 days). He said that a meeting was held between the heads of railway authorities of Azerbaijan, Russia and Iran on June 3rd, 2017 in Sochi. The meeting took a decision on establishment of a Coordination Committee regarding the North-South ITC. Afterwards, another meeting was held between the heads of railway authorities of Azerbaijan and Russia on July 17th, 2017 in which a decision was taken to establish a Coordination Council on the "North-South" International Transport Corridor, with a head office in Baku.

After briefing the participants regarding the Europe-Caucasus-Asia (TRACECA), Mr. FARACOV outlined the importance of the Baku-Tbilisi-Kars Railway for the regional transport routes. He mentioned that the total distance of Baku-Tbilisi-Kars Railway is 846 km, the total throughput is around 17 million tons per year and average speed of the freight trains: 80 km/h. He also mentioned the key benefits of Baku-Tbilisi-Kars Railway as follows;

- Potential to use flexible multimodal transport services
- Optimized and shortened border crossing procedure
- Cost-effective and instant services

- Lack of congestion or space shortage risk
- Common all-inclusive transportation tariff rates

Mr. FARACOV continued his presentation with giving some information regarding the Trans-Caspian International Transport Route. He underscored that the Trans-Caspian International Transport route is a common product designed to simplify, accelerate and meet the growing trade turnover between the countries of Europe and Asia and this route supports- fast and secure delivery of large volumes of cargo with preferential tariffs.

Lastly, Mr. FARACOV expressed that South-West Transport Corridor is a new logistic corridor aiming at enhancing trade volume between India and the Persian Gulf, the Black Sea region and European countries.

### c. Malaysia

Mr. Nurulhakeem HASIM, Principal Assistant Secretary, Ministry of Transport, delivered a presentation on ASEAN transport cooperation. In the beginning of his presentation, he explained the historical background of transport cooperation under the ASEAN.

Mr. HASIM continued his presentation by mentioning the ASEAN Transport Strategic Plan 2016-2025 which covers five cooperation areas: Air, Sea, Land, Transport Facilitation and Sustainable Transport, and outlines 30 specific goals, 78 actions and 221 milestones.

Under the air cooperation area, he mentioned that ASEAN Single Aviation Market has been established in ASEAN Summit 2007. This project aims to fully liberalize air travel between ASEAN member states. As continuation of this important project, ASEAN Open Skies was fully realised in April 2016.

Under the land transport and transport facilitation area, he touched upon the ASEAN Highway Network. He said that this network consists of 23 designated routes, totalling 38,899 km. ASEAN Highway Strategic Plan 2020 is an important document which directs the cooperation efforts among the member countries. Until 2020; all designated routes are to be upgraded - at least class I standards and for low traffic volume non-arterial routes - class II standards.

Under the sea cooperation area, he mentioned that ASEAN Single Shipping Market is a vital project in the maritime transport field. He said that Implementation Framework of ASEAN Single Shipping Market provides strategic guidance and aims at;

- harmonizing regulatory requirements and commercial practices.
- improving the capacity and technologies required to manage shipping and port operations.
- developing guiding principles for the pricing of port services.

- intensifying infrastructure development to support the effective and efficient operation of intra-ASEAN shipping services.
- carrying out liberalization of services that support the maritime trade, including maritime cargo handling services, storage and warehouse services, and freight transport agency services.

Lastly, Mr. HASIM underscored that ASEAN has been working towards improving quality of 47 designated ports.

#### **d. Nigeria**

Mr. Alfred A. ABAH, Deputy Director, Road Transport Administration, Federal Ministry of Transportation, delivered a presentation on Nigeria's role in improving regional transportation in the West African Sub-Region.

At the outset, Mr. ABAH outlined that regional transport corridors are developed to provide conducive environment for long distance international freights. They are expected to facilitate trade and transit in a smooth and seamless manner among the relevant countries. Within this framework, they should be attractive to business stakeholders by offering reliable service, reduced congestion and low operational cost.

After giving a synopsis of Nigeria, Mr. ABAH underscored that in order to achieve greater integration in the region, the Economic Community of West African States (ECOWAS) has put in place a robust transport programme focusing on facilitating the movement of persons, goods, and services within the sub region. In this framework, some of these programmes include:

- Axle Load Harmonization Policy,
- Trans-Africa Highway programme (harmonization of norms, standards, vehicle size, axle load limit) is being studied for implementation,
- Lagos-Abidjan Corridor Development,
- Trans-Gambia Transport Corridor,
- Inter-State Road Transit of Goods.

He continued by explaining that air and rail transports are been poorly utilised, hence, ECOWAS is engaged in their rapid development. Also, the ECOWAS Commission initiated a study to design a regional strategy for managing corridors to improve transport performance and trade facilitation as well as use Corridors as a driver of economic development and regional integration in West Africa.

Furthermore, Mr. ABAH underlined that Nigeria is committed to executing the various Treaties, Conventions and Protocols. To this end, the country is focusing on implementing the following programmes which were designed to facilitate trade and transit along the Corridors of Nigeria and the neighbouring countries.

- Inter – State Road Transit (IRST) Scheme,
- National Freight Offices (NFOs),
- National Road Transport and Transit Facilitation Committee (NRTTFC),
- Truck Transit Parks (TTPs),
- Inland Container Depots,
- Kano – Katsina – Jibiya – Maradi (Niger Republic) Railway, and
- Improved Air line service from Nigeria to other countries in the sub – region.

Mr. ABAH continued his presentation by touching upon the economic potential of transnational transport corridors for the regional development. He stated that the Government of Nigeria is in the process of commencing the Inter-State Road Transit (ISRT) Scheme, which is an ECOWAS Protocol endorsed by Member nations of the community to provide unhindered access to landlocked countries usually to import and export goods through the coastal countries. The economic potentials of the ISRT Scheme include:

- Increased commerce (petty trading amongst others) at the corridor arising from the need to provide for Truckers and other travelers using the corridor.
- Employment generation.
- Increased revenue to the country.

Similarly, the Federal Government of Nigeria is determined to enhance trade and transit between the neighbouring countries and to this end National Freight Offices (NFOs) is being developed at strategic border posts of the nation. These Freight Offices will:

- provide employment opportunities.
- encourage trade and transit as a result of the seamless service it will provide.
- create enabling business environment.
- encourage formal trading along the corridors where these NFOs would be located.

Mr. ABAH stated that despite the efforts of ECOWAS in providing an enabling environment for seamless transnational transportation, major challenges are faced as follows;

- Absence of political will by Member States,
- Limited cooperation and collaboration among border agencies resulting in multiple checks and delays related to non-tariff barrier,

- Lack of common e-platform for coordinating compliance of regional programmes (ie trade facilitation),
- Absence of Coordinated Border Management (CBM) System,
- Inadequate capacity of Operators in the sector in the sub-region,
- Limited automation by agencies resulting in delays from physical inspection of cargo,
- Lack of compliance and adherence to agreed Protocols and Conventions,
- The use of old and sometimes unserviceable trucks which delay transit of goods,
- Lack of funding opportunities for the Truckers to replace old trucks.

Moreover, Mr. ABAH mentioned the way forward for Nigeria in terms of developing transnational transport corridors. He said that on the part of Nigeria, Government set up a Presidential Enabling Business Environment Council (PEBEC) with a mandate to “remove critical bottlenecks and bureaucratic constraints to doing business.” Also, Nigeria is taking the lead to get the countries in the sub-region to adopt a regional guarantee scheme for the operation of the Inter-State Road Transit (ISRT) Scheme. Technical support is required to establish Coordinated Border Management (CBM) System in the sub-region.

In conclusion, Mr. ABAH mentioned that the demand for infrastructural facilities on the corridors of Nigeria and its neighbouring countries is enormous, hence the Government encourages the private sector participation through the Public Private Partnership (PPP) arrangements. Therefore, Nigeria seek member countries' partnership and support to develop these corridors.

#### e. Turkey

Ms. Eda Burcu BULUT, Expert at the Ministry of Transport, Maritime Affairs and Communications, delivered a presentation on Turkey's experiences in terms of the governance of transnational transport corridors.

At the outset, Ms. BULUT shared some information regarding Turkey's perspective to the regional integrated transport corridors. Within this framework, she mentioned that the “Regional Integrated Transport Corridors” focuses on building a Modern Silk Road, upgrading the existing transportation infrastructure, building new ones and removing the impediments to continental transport.

Ms. BULUT continued her presentation by explaining the major transport routes in Turkey. She stated that Turkey is a part of significant transport routes identified by leading international organizations:

- UNESCAP Trans-Asian Railways, Asian Highways and Dry Ports networks,

- UNECE E-roads, Trans-European North-South Motorway (TEM), Trans-European Railway (TER) Projects and Euro-Asian Transport Links (EATL)
- Trans-European Transport Networks (TEN-T)
- TRACECA Routes
- Economic Cooperation Organization (ECO) Road and Rail Corridors
- Black Sea Cooperation Organization (BSEC) Black Sea Ring Highways and Motorways of the Sea

Concerning the governance of transport corridors issue, Ms. BULUT stated that there are thousands of international transport routes in the world yet successful international transport corridors that fulfill the objectives, envisaged for their establishment are much less in number. The success of a transport corridor depends on many factors. The most prominent of the success factors is the management of a corridor.

Furthermore, she briefed the participants about the Turkey's efforts on the development of the Trans-Caspian East-West Middle Corridor. She mentioned that Turkey has been making great efforts to establish effective coordination and cooperation mechanisms to develop Trans-Caspian East West Middle Corridor. The critical elements of the development of Trans-Caspian Middle Corridor are transport Infrastructure development and cooperation and coordination among enroute countries for a better corridor management.

She further mentioned that countries of the Caspian Region as well as the Central Asia have been making joint efforts for the development of the Trans-Caspian/Middle Corridor. There are several bilateral and multilateral cooperation initiatives among Azerbaijan, Georgia, Kazakhstan, Krgyzstan, Turkmenistan, Turkey, Uzbekistan, Afghanistan and China as follows:

- Baku-Tiblisi-Kars Railway Project of Azerbaijan, Georgia and Turkey
- Joint Cooperation Protocol on Development of Transport in the Caspian Region under Turkic Council
- Tri-lateral Cooperation Initiative among Turkey-Turkmenistan-Azerbaijan
- Bilateral Road and Multi-Modal Transport Agreements among enroute countries
- Silk Road Customs Initiative and Caravanserai Project
- TRACECA
- Lapis Lazuli Project
- Memorandum of Understanding between China and Turkey on aligning of Middle Corridor Initiative with the OBOR

Concerning the recent initiatives and projects regarding the corridor governance issue, Ms. BULUT stated that Trans Caspian Transport Route International Organization (TITR) is a unifying organization that represents the interests of a number of countries and companies on

the new Silk Road. The Coordination Committee for the establishment of the Trans-Caspian International Transportation Route was established on 20 February 2014. The International Trans-Caspian Transportation Consortium (the only transport operator on the route) was established on April 12, 2016. The Trans Caspian International Transport Route (TITR) International Association was established in February 2017, with headquartes in Astana, Kazakhstan.

Before concluding her presentation, Ms. BULUT touched upon the Logistics Coordination Board (LKK) in Turkey. She mentioned that LKK is chaired by the Undersecretary of the Ministry of Transport, Maritime Affairs and Communications and composed of high-level representatives of related Ministries and private sector representatives. The Board identifies the roles to be taken by public institutions and organizations operating in the logistics sector, to ensure coordination among public bodies and to coordinate arangements on the logistics legislative. Among its other tasks, the Board also conducts planning, investment and monitoring of transport infrastructure that form part of transnational transport corridors.

#### f. Uganda

Mr. Katushabe WINSTONE, Commissioner, Transport Regulation & Safety, Ministry of Works & Transport made a presentation with theme “Experiences, Best practices and Challenges in Eastern Africa”.

Mr. WINSTONE mentioned that Eastern Africa Transport Corridors are multimodal transport corridors encompassing road, railway, pipeline and inland waterways transport. The Northern Corridor and the Central Corridor are two major transport corridors in Eastern Africa. Northern Corridor Transit Transport Coordination Authority (NCTTCA) and Central Corridor Transit Transport Facilitation Agency (CCTTFA) came into being through multilateral agreements among the relevant countries.

Mr. WINSTONE highlighted that transport corridors play three major roles as infrastructure, integration and market. Transport corridors are very crucial to national trade facilitation strategies. Cross-border trade flows and cooperation foster integration and faster economic transformations. Transport corridors are also imporatant market development tools.

Concerning the governance of transport corridors in Eastern Afriaca, Mr. WINSTONE underlined that 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.

After briefing the participants regarding the institutional structure of the Northern Corridor and Central Corridor, Mr. WINSTONE explained management and functioning of the NCTTA

and CCTTFA. 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 with 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 and carries out research, collection, analysis as well as 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. 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.

Mr. WINSTONE further explained monitoring and evaluation activities of NCTTA and CCTTFA and expressed that the Secretariats monitor and make periodic reports to the decision making bodies of the Authority and Agency. The reports are often discussed through scheduled meetings/workshops that attract participation from all the Member States' respective public and private sector stakeholders. The Secretariats maintain transport observatories through which the performance of the different sectors of the Corridors are measured and monitored with a set of performance indicators. The Secretariats have Monitoring and Evaluation Units. The Secretariats also conduct trade and transport logistics field surveys to evaluate level of implementation and impact of implementation of recommendations made by the decision making bodies. 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.

Moreover, Mr. WINSTONE highlighted that concerning the resources of the NCTTA and CCTTFA, the most sustainable source of funding seems to be the levy mechanism since payments are tied to usage. In addition, Mr. WINSTONE outlined the key challenges his country faced in the governance of transnational transport corridors as followings;

- 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,

Lastly, Mr. WINSTONE highlighted the policy lessons for the transport corridors. He said that implementing SMART (Safety, Mobility, Automated, Real-time, Traffic management) Corridor Concept will be highly beneficial. This concept implies that the corridors should:

- Have a mechanism to provide and maintain quality transport corridor infrastructure and safety enhancement measures,
- 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 and WCO 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,
- Whenever necessary, related countries shall issue appropriate regulations to recognize the use of electronic documents in their legal system,
- Establish a mechanism for the financial sustainability of the corridor governance through "users pay principle" while not missing the overall goal of reducing trade and transport costs.

## **8. International Institutions' Perspective on Governance of Transnational Transport Corridors**

### **a. UNESCAP: "Financing, Planning and Programming of Transnational Transport Corridors: UNESCAP Study on Eurasian Transport Corridors"**

Mr. Bekhzod RAKHMATOV, Associate Economic Affairs Officer, Transport Division, UNESCAP, delivered a presentation on the UNESCAP's experiences in terms of governance dimension of transnational transport corridors. At the outset, he outlined the UNESCAP's initiatives to enhance regional connectivity. Then he briefed the participants on the "UNESCAP's Study on Comprehensive Planning of Eurasian Transport Corridors" to strengthen the intra and inter-regional transport connectivity.

Regarding the study findings on infrastructure issues of Central Corridor, Mr. RAKHMATOV highlighted that there are lengthy missing links along some of the routes, railways electrification and double-tracking levels are low, signaling and blocking systems quality is require upgrades. Also, road conditions need to be improved. While the process of upgrade or construction is on-going in many countries, the inland terminal facilities are insufficient or outdate. Concerning the Northern Corridor, he outlined that break-of-gauge points require additional investments given that delays still occur due to procedures or insufficient capacity of stations. Seaport capacity is well developed at some of the corridors. However, some ports need infrastructure upgrade. Regarding the Southern Corridor, he underscored that there are lengthy missing links, rolling stock is mainly old and obsolete. Also, low level of computerization, extensive documentation requirements and manual processing of paper documents are among the most important problems faced.

Mr. RAKHMATOV continued his presentation by touching upon the study findings on operational gaps in above mentioned corridors. He explained that railway interoperability is low and high tarrifs is nother issue of these corridors. Also, wagons and containers availability, return time and procedures for containers, not harmonized transit trade procedures and low adoption of advance risk-management technologies are other fингings of the report.

Mr. RAKHMATOV underlined that in order to address these challenges, there are some some international organisations and national institutions which provide finance to the infrastructure projects. These are World Bank, Asian Development Bank, Asia Infrastructure Investment Bank, BRIC New Development Bank, SCO Development Bank, Silk Road Fund, development agencies of national governments, e.g. JICA, Agence Française de Développement etc. Then, regarding the issue of corridor governance, Mr. RAKHMATOV ennumarated the components of a transport corridor as followings;

- Infrastructure links, minimum standards for infrastructure, minimum standards for rehabilitation and maintenance of infrastructure,
- Border crossing points, laws and regulations, customs, inspections ,
- Information, monitoring, etc.
- Subregional Agreements,
- Bilateral Agreements,
- International Corridor Management models.

Mr. RAKHMATOV continued by underlining that having an affective corridor governance is a vital importance for the transnational transport corridors, which require optimal coordination and cooperation amongst all countries involved, and the integration of planning mechanism and information systems related to the corridors.

Transport Corridor Authority, Transport Corridor Coordination Committee, Transport Corridor Observatory are some examples of institutional structure for the governance and management of transport corridors. All stakeholders such as government officials of countries along the corridor (central and local level), private sector (e.g. transport and logistics service providers and relevant business/trade associations), financing institutions, knowledge institutions etc. should be involved in the corridor governance process.

At the end of his presentation, Mr. RAKHMATOV touched upon UNESCAP Transport Facilitation Tools.

**b. SEETO: "The Benefits of Corporate Governance of Transnational Transport Corridors: SEETO Example"**

Mr. Dejan LASICA, SEETO General Manager, delivered a presentation on the SEETO's experiences and achievements in terms of governance of transnational transport corridors.

In the beginning of his presentation, Mr. LASICA highlighted the SEETO's role in regional cooperation. He mentioned that SEETO enables general policy environment for integration to the common EU Transport Policy on regional level. There is a strong added value to the development of the SEETO Comprehensive Network and the national transport planning process. Also, serious commitment by the Regional Participants enhance the sustainability of SEETO.

Mr. LASICA continued his presentation by explaining the SEETO's contribution to the regional transport planning and stating that creation of efficient and functional SEETO Core Network will integrate the region in the global transport flows.

Furthermore, Mr. LASICA touched upon Multi Annual Development Plan 2018 of SEETO. He said that thePlan? analyses of the overall transport system reflecting to date achievements of the SEETO Cooperation. It outlines an overall assessment of investment trends in the SEETO Comprehensive Network. It also evaluates main priority projects on the SEETO Core/Comprehensive Network. Then he highlighted the mature priority projects of SEETO in 2018.

Moreover, he explained the Connectivity Agenda of SEETO. He said that there are new political impetus for development of the TEN-T Core Network for Western Balkans and Core corridors. There is much higher attention on policy related measures (soft measures) that should improve the overall transport system and facilitate transport flows.

Lastly, after giving some information about the achievements of SEETO in 2017, Mr. LASICA mentioned the commitments and challenges ahead as followings;

- Transport Community structures need to be established as a legal successor of SEETO,
- Continued commitment towards development of multimodal Core/Comprehensive Network,
- Regional Participants need to work together towards aligning the transport system with the EU, for enabling market rules and EU standards,
- Real benefits would be realized when the measures become operational (BC agreements, laws, strategies, action plans etc.)

**c. World Bank: "The World Bank's Experiences with Corridor Governance and Management"**

Mr. Hisham FOUAD, Senior Transport Specialist, Transport and Digital Development Unit, World Bank (WB), made a presentation on the WB's experiences in terms of the governance of transport corridors.

After a brief information about the activities of World Bank concerning development of transnational transport corridors Mr. FOUAD highlighted the challenges and lessons learnt as follows;

- The corridors shall be carefully planned by mapping what the potential is, where it lies, institutional and policy bottlenecks, etc.
- There should be some anchor projects that can draw more investments,
- There should be benefit sharing and backward linkages: local communities can benefit from SME and job creation.
- Government must take the lead: Private sector should participate but cannot do it alone,
- The time factor: achieving results can take decades,
- Regional mechanisms and sustainability is very important for an effective governance mechanism such as financing agreements, regional funds for preparation and financing of regional implementation bodies,
- Multi-sectoral coordination: transport, border agencies, logistics, transit facilitation
- Finding the right champion(s) is important for the corridor governance.

## 9. Closing Remarks

The Meeting ended with closing remarks of Mr. Burak KARAGÖL, Director at the COMCEC Coordination Office. He thanked all the representatives for their attendance and precious contributions. Mr. KARAGÖL informed the participants that the 12<sup>th</sup> Meeting of the COMCEC Transport and Communications Working Group will be held on October 11th, 2018 in Ankara with the theme of “Planning of National Transport Infrastructure in the OIC Member States”. He stated that a research report is also being prepared on this theme and will be shared with the focal points and other participants in advance of the meeting.

Finally, he brought the participants' attention that the policy recommendations formulated by the delegations during this working group meeting will be submitted to kind consideration of the Ministers during the 34<sup>th</sup> COMCEC Session..



## Annex 1: Agenda of the Meeting



**COMCEC**

### **11<sup>TH</sup> MEETING OF THE COMCEC TRANSPORT AND COMMUNICATIONS WORKING GROUP**

(March 15<sup>th</sup>, 2018, Crowne Plaza Hotel Ankara, Turkey)

***“Governance of Transport Corridors in the OIC Member States:  
Challenges, Cases, and Policy Lessons”***

#### **AGENDA**

##### Opening Remarks

1. COMCEC Transport and Communications Outlook
2. Global Trends in Governance of Transport Corridors
3. Current Situation of Governance of Transport Corridors in the OIC Member States and Lessons Learnt from the Selected Case Studies
4. Roundtable Discussion on the Policy Recommendations to Improve Governance of Transport Corridors in the OIC Member Countries
5. Member States' Presentations
6. Private Sector/International Organizations Perspectives
7. Utilizing the COMCEC Project Funding

##### Closing Remarks

## Annex 2: Program of the Meeting



### PROGRAMME

#### **11<sup>TH</sup> MEETING OF THE COMCEC TRANSPORT AND COMMUNICATIONS WORKING GROUP (March 15<sup>th</sup>, 2018, Crowne Plaza Hotel, Ankara)**

*"Governance of Transport Corridors in the OIC Member States:  
Challenges, Cases, and Policy Lessons"*

**08.30-09.00 Registration**

**09.00-09.05 Recitation from Holy Qur'an**

**09.05-09.15 Opening Remarks**

**09.15-09.40 Transport and Communications Outlook of the OIC Member Countries**

- Presentation: *Dr. İsmail Çağrı ÖZCAN*  
*Consultant, COMCEC Coordination Office*

**09.40-09.50 - Discussion**

**09.50-10.25 Conceptual Framework for Governance of Transport Corridors and Global Trends**

- Presentation: *Mr. Geert SMIT*  
*Manager, ECORYS*

**10.25-10.50 - Discussion**

**10.50-11.05 Coffee Break**

**11.05-11.45 Current Situation of Governance of Transport Corridors in the OIC Member States and Lessons Learnt from the Selected Case Studies**

- Presentation: *Mr. Geert SMIT*  
*Manager, ECORYS*

**11.45-12.30 - Discussion**

**12.30-14.00 Lunch**

#### **14.00-14.10 Roundtable Discussion on the Policy Recommendations to Improve Governance of Transport Corridors in the OIC Member Countries**

*There will be a policy roundtable under this agenda item. The main inputs of the roundtable will be the findings of the analytic study and the member states' responses to the policy questions circulated by the COMCEC Coordination Office. At the beginning of the session, CCO will make a short presentation introducing the responses of the Member Countries to the policy questions as well as the Room Document.*

- Presentation: "Member Countries' Feedbacks on the Policy Environment Concerning Governance of Transnational Transport Corridors"  
*Mr. Selçuk KOÇ  
Director, COMCEC Coordination Office*

#### **14.10-15.15 - Policy Discussion**

#### **15.15-15.30 Utilizing the COMCEC Project Funding**

- Presentation: *Mr. Burak KARAGÖL  
Director, COMCEC Coordination Office*

#### **15.30-15.45 - Discussion**

#### **15.45-16.00 Coffee Break**

#### **16.00-17.00 Member States' Presentations**

- Presentation(s)

- Discussion

#### **Private Sector/International Organizations Perspectives**

#### **17.00-17.15 - Presentation: "Financing, Planning and Programming of Transnational Transport Corridors: UNESCAP Central Corridor Case"**

*Mr. Bekhzod RAKHMATOV  
Associate Economic Affairs Officer  
UNESCAP*

#### **17.15-17.30 - Presentation: "The Benefits of Corporate Governance of Transnational Transport Corridors: SEETO Example"**

*Mr. Dejan LASICA  
General Manager  
South-East Europe Transport Observatory (SEETO)*

#### **17.30-17.45 - Presentation: "World Bank's Experiences in Governance of Transnational Transport Corridors"**

*Dr. Hisham FOUAD  
Senior Transport Specialist  
World Bank*

#### **17.45-18.00 - Discussion**

#### **18.00-18.10 Closing Remarks and Family Photo**

## Annex 3: The Policy Recommendations

### THE POLICY RECOMMENDATIONS HIGHLIGHTED BY 11<sup>TH</sup> MEETING OF THE COMCEC TRANSPORT AND COMMUNICATIONS WORKING GROUP

The COMCEC Transport and Communications Working Group (TCWG) successfully held its 11th Meeting on March 15th, 2018 in Ankara, Turkey with the theme of “Governance of Transport Corridors in OIC Member States: Challenges, Cases, and Policy Lessons”. During the Meeting, TCWG made deliberations on the policy recommendations related to the governance of transport corridors. The policy recommendations were formulated by taking into consideration the research report titled “Governance of Transport Corridors in OIC Member States: Challenges, Cases, and Policy Lessons” and the responses of the Member States to the policy questions sent by the COMCEC Coordination Office. The policy recommendations are as followings:

#### **Policy Recommendation I: 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 prerequisite 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.

**Policy Recommendation II: 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.

**Policy Recommendation III: 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.

**Policy Recommendation IV: 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.

***Instruments to Realize the Policy Advices:***

**COMCEC Transport and Communications Working Group:** In its subsequent meetings, the Working Group may elaborate on the above-mentioned policy areas in a more detailed manner.

**COMCEC Project Funding:** Under the COMCEC Project Funding, the COMCEC Coordination Office calls for projects each year. With the COMCEC Project Funding, the Member Countries participating in the Working Groups can submit multilateral cooperation projects to be financed through grants by the COMCEC Coordination Office. For the above-mentioned policy areas, the Member Countries can utilize the COMCEC Project Funding and the COMCEC Coordination Office may finance the successful projects in this regard. These projects may include organizing seminars, training programs, study visits, exchange of experts, workshops and preparing analytical studies, needs assessments and training materials/documents.

## Annex 4: List of Participants

### **LIST OF PARTICIPANTS** **11 TH MEETING OF THE TRANSPORT AND COMMUNICATIONS WORKING** **GROUP 15 March 2018, Ankara**

#### **A. MEMBER COUNTRIES OF THE OIC**

##### **ISLAMIC REPUBLIC OF AFGHANISTAN**

- Mr. MOHAMMAD YASIN HIMMAT  
International and Regional Orgs Relation General Manager, Ministry of Transport
- Mr. ABDUL HADI NADIM  
Expert, Ministry of Transport

##### **REPUBLIC OF AZERBAIJAN**

- Mr. ALI GASIMOV  
Head of Department, Azerbaijan Railways CSSC
- Mr. NIJAT MIKAYILOV  
Senior Advisor, Ministry of Transport, Communications and High Technologies
- Mr. ELDAR FARACOV  
Specialist, Azerbaijan Railways CSSC

##### **ARAB REPUBLIC OF EGYPT**

- Mr. TAREK SHAHIN  
First Undersecretary of the Ministry of Transport, Ministry of Transport
- Mr. AMR SELIM  
Deputy Head of Mission, Embassy of Egypt in Ankara

##### **REPUBLIC OF GAMBIA**

- Mr. SULAYMAN GAYE  
Planner, Ministry of Transport, Works and Infrastructure

##### **ISLAMIC REPUBLIC OF IRAN**

- Mr. MOHSEN SADEQI  
Deputy of General Director, Ministry of Transport
- Mr. ABBAS AZADI MOGHADAM  
Expert, Ministry of Transport

##### **REPUBLIC OF IRAQ**

- Ms. ISRAA HANOON GHAFIL AL FURAIJI  
Senior Engineer, Ministry of Transport
- Mr. SAFAA KAREEM ALWAN AL MALIKI  
Assistant Engineer, Ministry of Transport

##### **HASHEMITE KINGDOM OF JORDAN**

- Mr. RAJA BAYER

Head of Land Transport Division, Ministry of Transport

**REPUBLIC OF KAZAKHSTAN**

-Mr. DASTAN RAMAZANOV  
Head of Division, Ministry for Investment and Development

**THE STATE OF KUWAIT**

-Mr. ABDULHADI ALMERRI  
Director, Ministry of Communication

**MALAYSIA**

-Mr. NURULHAKEEM HASIM  
Principal Assistant Secretary, Ministry of Transport

**KINGDOM OF MOROCCO**

-Ms. HALIMA LESSIQ  
Head of Costs and Tariffs studies, Ministry of Equipment, Transport, Logistics and Water  
-Mr. MOHAMED MECHKOUR  
Head of Technical Division, Ministry of Equipment, Transport, Logistics and Water

**FEDERAL REPUBLIC OF NIGERIA**

-Mr. ALFRED AGABA ABAH  
Deputy Director, Ministry of Transport

**SULTANATE OF OMAN**

-Mr. MAZIN AL SAKITI  
Supervisor, Ministry of Transport and Communications  
-Mr. SAID AL QASMI

**THE STATE OF PALESTINE**

-Mr. NAZIH QABAHA  
Director of Technical Control, Ministry of Transport

**STATE OF QATAR**

-Mr. SALEH SAEED ALMARRI  
Transportation Planning Specialist, Ministry of Transport Communications

**KINGDOM OF SAUDI ARABIA**

-Mr. FAYEZ ALHARBI  
Assistant Undersecretary for Operation and Maintenance, Ministry of Transport

**REPUBLIC OF SENEGAL**

-Mr. NGAGNE DEMBA DIOP

Head of Urban and International Transport Division, Ministry of Land Transportation  
and Infrastructures

-Mr. MAMADOU SAMBA DIALLO

Head of Studies, Planification and Procreation Division, Ministry of Land  
Transportation and Infrastructures

#### **REPUBLIC OF SOMALIA**

-Mr. HASSAN AHMED ALI

First Secretary, Embassy of Somalia in Ankara

#### **REPUBLIC OF TUNISIA**

-Ms. MERIEM BEKRI

Head of Department, Ministry of Transport

#### **REPUBLIC OF TURKEY**

-Ms. SELEN GÜNEL SUSUZ

Director, Ministry of Transport, Maritime Affairs and Communications

-Mr. BÜLENT SÜLOĞLU

Director, Ministry of Transport, Maritime Affairs and Communications

-Ms. EDA BURCU BULUT

EU Expert, Ministry of Transport, Maritime Affairs and Communications

-Mr. HASAN BOZ

EU Expert, Ministry of Transport, Maritime Affairs and Communications

#### **REPUBLIC OF UGANDA**

-Mr. WINSTONE KATUSHABE

Commissioner Transport Regulation and Safety, Ministry of Works and Transport

#### **B. THE OIC SUBSIDIARY ORGANS**

#### **STATISTICAL, ECONOMIC, SOCIAL RESEARCH AND TRAINING CENTER FOR ISLAMIC COUNTRIES (SESRIC)**

-Mr. ERHAN TÜRBEDAR Researcher

#### **C. INVITED INSTITUTIONS**

##### **ECORYS (CONSULTANT)**

-Mr. GEERT SMIT, Manager, ECORYS

##### **FIMOTIONS**

-Ms. FADIAH ACHMADI, Manager

-JOËL VAN DER BEEK Economist

##### **SOUTH EAST EUROPEAN TRANSPORT OBSERVATORY (SEETO)**

-Mr. DEJAN LASICA, General Manager

##### **UNITED NATIONS ECONOMIC AND SOCIAL COMMISSION (UNESCAP)**

-Mr. BEKHZOD RAKHMATOV, Associate Economic Affairs Officer  
**WORLD BANK**

-Mr. HISHAM MAHMOUD FOUAD, Senior Transport Specialist

**D. COMCEC COORDINATION OFFICE**

- Mr. SELÇUK KOÇ, Head of Department
- Mr. BURAK KARAGÖL, Head of Department
- Mr. MEHMET ASLAN, Head of Department
- Mr. FATİH ÜNLÜ, Senior Expert
- Mr. İSMAIL ÇAĞRI ÖZCAN, Expert
- Mr. NİHAT AKBALIK, Expert
- Mr. FATİH ASRLAN, Expert