The Northern Corridor Strategic Plan for the Period

2022-2026

NORTHERN CORRIDOR TRANSIT AND TRANSPORT COORDINATION AUTHORITY

AUTORITE DE COORDINATION DE TRANSIT ET DE TRANSPORT DU CORRIDOR NORD

Transforming the Northern Corridor into Economic Development Corridor

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Acronyms / Abbreviations

AFCTA	African Continental Free Trade Area
AfDB	African Development Bank
API	Application Programming Interface
CCTTFA	Central Corridor Transit Transport Facilitation Agency
CPCS	CPCS Transcom Limited
COMESA	Common Market for Eastern and Southern Africa
DRC	Democratic Republic of Congo
EAC	East African Community
FTP	File Transfer Protocol
HSWIM	High Speed Weigh in Motion
ICD	Inland Container Depots
IFI	International Financing Institution
IWT	Inland Waterway Transport
KFA	Key Focus Area
KPA	Kenya Ports Authority
KPC	Kenya Pipeline Company
KPI	Key Performance Indicator
NCTTA	Northern Corridor Transit and Transport Agreement
NCTTCA	Northern Corridor Transit and Transport Coordination Authority
M&E	Monitoring & Evaluation
MGR	Meter Gauge Railway
MS	Member States
MV	Merchant Vessel
NTB	Non-Tariff Barrier
OSBP	One Stop Border Post
PSECO	Private Sector Engagement, Client Orientation
PSIP	Private Sector Investment Promotion
PPP	Public Private Partnerships
PoA	Pillar of Action
R&R	Reporting and Resolution
RECTS	Regional Electronic Cargo Tracking System
RSS	Roadside Stations
SCT	Single Customs Territory
SGR	Standard Gauge Railway
SO	Strategic Objectives
TEU	Twenty-Feet Equivalent Unit
TMEA	TradeMark East Africa
TOR	Terms of Reference
UNCTAD	United Nations Conference on Trade and Development
UNEP	United Nations Environment Programme
UNRA	Uganda National Roads Authority
URC	Uganda Railway Corporation
USD	United States Dollar

V&C	Visibility & Communication
VLC	Vehicle Load Control
WBCG	Walvis Bay Corridor Group
WCO	World Customs Organization
WTO	World Trade Organization

1 Introduction

1.1 Background

1.1.1 Northern Corridor and NCTTCA

The Northern Corridor is the multimodal transport corridor linking the Kenyan maritime port of Mombasa to the hinterland countries of Burundi, Democratic Republic of Congo (DRC), Rwanda, South Sudan and Uganda. The Corridor is governed by the Northern Corridor Transit and Transport Agreement signed in 2007 (formerly the Northern Corridor Transit Agreement signed in 1985), and NCTTCA was established to oversee the implementation of the Agreement. NCTTCA is mandated to facilitate trade and movement of people, stimulate economic and social development, transform the Northern Corridor into a development corridor by stimulating investments, and implement strategies for accelerating economic and social growth while ensuring environmental sustainability.

To achieve its mandate, NCTTCA is comprised of the Council of Ministers, the Executive Committee, Specialized Technical Committees, Permanent Secretariat, and the Public-Private Stakeholder Committee. The Permanent Secretariat is staffed with nationals from its Member States and is located in Mombasa, Kenya. The Permanent Secretariat comprises six program areas with the mandate to conduct research and advocacy on transport infrastructure issues and promote investment in associated infrastructure projects in association with development partners such as development finance institutions and national governments.

To logically implement its mandate across its six program areas, NCTTCA relies on five-year Strategic Plans, the third of which ran for the period 2017 to 2021. Under the Strategic Plan 2017-21, NCTTCA aimed to fulfil four broad Strategic Objectives (SO), namely promotion of private sector participation, expansion and modernization of transport infrastructure, harmonization of trade and transport policies, and robust performance monitoring with institutional capacity building.

Table 1-1 provides the program areas of NCTTCA Permanent Secretariat.

Table 1-1: Program areas of NCTTCA Permanent Secretariat

Program area	Objective
Technical program areas	
Transport Planning and Policy	• Achieve uniformity in transit transport policies and regulation across Member States • Enhance policy harmonization • Maintain a transport database • Integrate relevant cross-cutting issues
Customs and Trade Facilitation	• Remove non-tariff barriers to trade • Reduce the cost of doing business
Infrastructure Development and Management	• Improve performance of infrastructure and facilities • Develop sustainable investment schemes • Establish mechanisms for management and maintenance of the corridor infrastructure.
Private Sector Investment Promotion	• Enable policy and legal framework for the promotion of private sector participation in public infrastructure development through various ways, including Public Private Partnerships (PPP)

Program area	Objective
	• Adopt marketing strategies to enhance PPPs
	• Enable the private sector to participate in policy making
Monitoring and Evaluation	• Facilitate joint planning and monitoring of activities, identification of crosscutting themes and capacity building needs to link all other programs
Support program area	
Finance and Administration	• Enforces adherence to the organization's financial and administrative policies.
	• Coordinate with program staff to facilitate them in their program activities.
	• Coordinate all financial matters and submit a financial report to the concerned authorities.

1.1.2   Development of the 2022-2026 Strategic Plan

With the 2017-2021 Strategic Plan period ending December 2021, **the Secretariat engaged CPCS Transcom Limited to prepare NCTTCA's next five-year plan for the period 2022-26**.

The assignment was largely divided into two main stages: 1) Evaluation of the Strategic Plan 2017-21; and 2) Development of the Strategic Plan 2022-26.

The Strategic Plan 2022-26 builds on the Evaluation of the Strategic Plan 2017-21, its implementation and efficiency, achievements and gaps. The development of the Strategic Plan is informed by the situational analysis, which includes inter alia the current status of infrastructure of the Northern Corridor and the achievement of the Northern Corridor Infrastructure Master Plan (2011) activities, performance of the Corridor and benchmarking with other prominent corridors, feedback received from stakeholders consulted during the preparation of the Strategic Plan, the priorities and projects of the Member States and a SWOT analysis for NCTTCA.

1.2   Purpose and structure of this report

This Strategic Plan 2022-26 is organized as follows:

- **Chapter 2: Situation analysis** presents the current status of infrastructure of the Northern Corridor, performance of the corridor and benchmarking with other prominent corridors, the achievement of the NCTTCA Master Plan (2011) activities, feedback received from stakeholders consulted during the preparation of the Strategic Plan, the priorities and projects of the Member States, and a SWOT analysis for NCTTCA.

- **Chapter 3: Approach for development of Strategic Plan** provides an overview of the framework adopted for preparation of the Strategic Plan.

- **Chapter 4: Strategic Plan 2022-26** describes the structure and content of the Strategic Plan.

- **Chapter 5: Implementation of Strategic Plan 2022-26** presents implementation approach for NCTTCA.

- **Appendix A:** List of Stakeholders consulted.

2 Situation analysis

2.1   Northern Corridor Infrastructure status

The Northern Corridor transport network consists of road, rail, inland waterways, and pipeline modes of transport linking the Port of Mombasa to landlocked countries, namely, Burundi, DRC Rwanda, South Sudan and Uganda, as well as hinterland Kenya. In addition, the Northern Corridor is equipped with trade and logistics systems such as one-stop border posts (OSBPs), ICT, electronic systems that enhance efficiency, reduce trade costs and facilitate regional economic integration. In this regard, the Northern Corridor Member States have made efforts upgrading and expanding infrastructure with the aim to ameliorate the competitiveness of the corridor.

Figure 2-1: Northern Corridor map
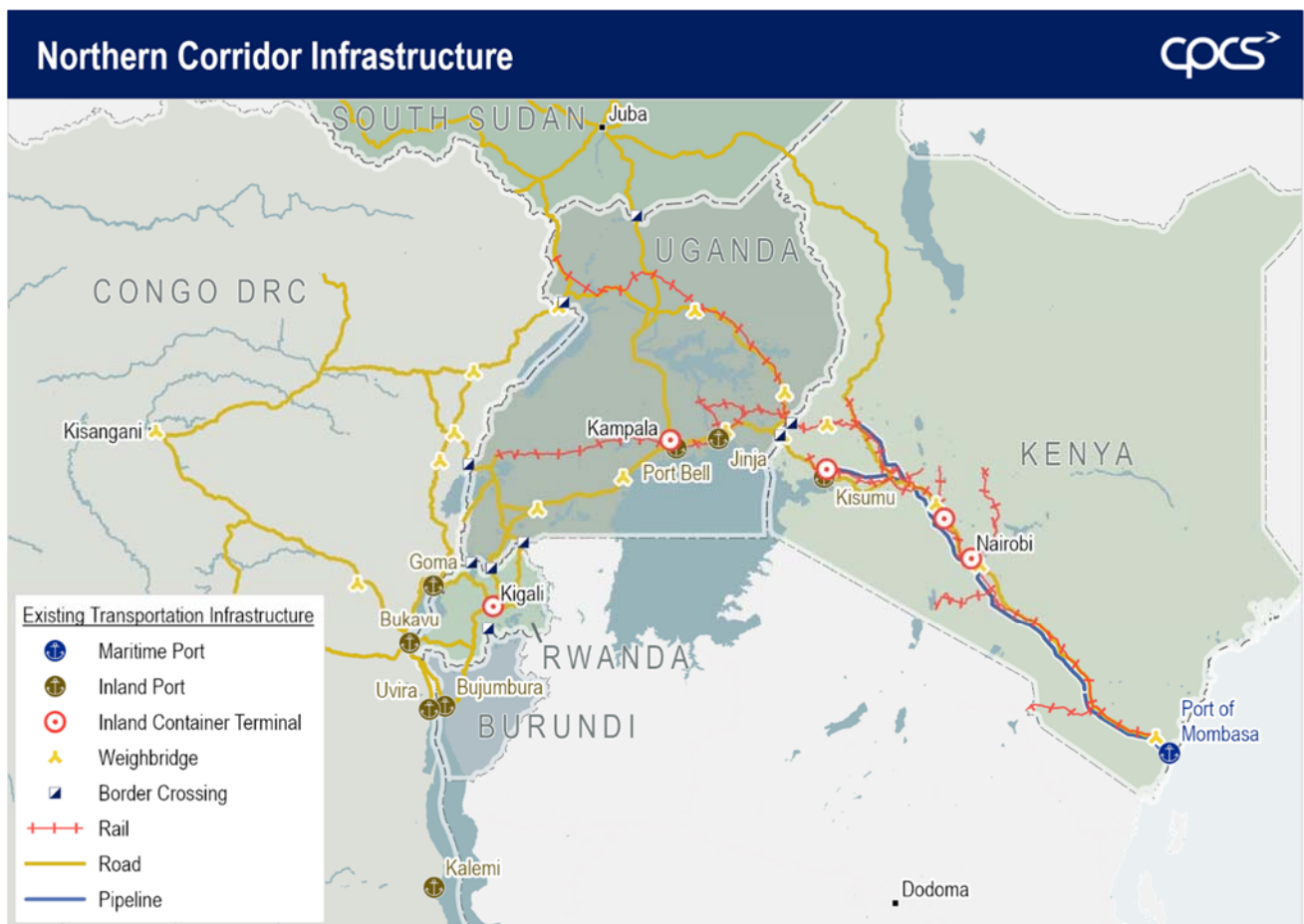
Source: CPCS

2.1.1   The Port of Mombasa

The Port of Mombasa is the key gateway to the markets belonging to a vast hinterland that include not only hinterland Kenya but also Burundi, DRC, Rwanda, South Sudan, Uganda, Ethiopia, Somalia and Tanzania. It is one of the busiest and largest ports in East Africa, providing direct connectivity to over 80 ports worldwide. The Port of Mombasa is managed by the Kenya Ports Authority (KPA), a parastatal fully owned by the Government of Kenya.

The port comprises Kilindini Harbour, Port Reitz, the Old Port, Port Tudor and the tidal waters encircling Mombasa Island. Kilindini Harbour is a large, natural deep-water inlet with a dredged depth of 15m at the entrance channel. The Mombasa port is equipped with general cargo, cruise, dry bulk, liquid bulk cargo, multipurpose, and two container terminals.

2.1.2   Inland waterway transport (IWT)

Lake Victoria is the primary inland waterway serving the Northern Corridor. In Kenya, Kisumu Port provides shipping services on Lake Victoria focusing on transit cargo from Mombasa to the East African Community (EAC) region. The three main lake ports along the Northern Corridor are: (i) Kisumu for Kenya, located in the north-eastern corner of the Winam Gulf, (ii) Port Bell for Uganda, located at the end of Murchison Bay, southeast of Kampala, and (iii) Mwanza South for Tanzania, located within a natural shallow bay on the eastern shore of Mwanza Gulf serving the Central Corridor.

Kenya upgraded Kisumu Port with a capacity of handling 50,000 TEUs[1] and is operating train wagon ferries on the lake between railhead ports of the two countries together with Uganda. Kenya has rehabilitated a train wagon ferry (MV Uhuru) with a carrying capacity of 1,180 tonnes and is constructing a second vessel (MV Uhuru II). The construction of the large Kisumu Oil Jetty with storage tanks (70 million litres), which provides seamless availability of petroleum products to neighbouring countries of the EAC, is completed.

In Uganda, rehabilitation of the Mahathi Oil Jetty is ongoing. Mahathi Infra Services is investing in four tanker barges, each with 4,700-tonne capacity for transporting fuel products from Kisumu Jetty to Uganda. Currently, Uganda National Roads Authority (UNRA) operates eleven vessels (ferries) and Uganda Railway Corporation (URC), two vessels (MV Kawa and MV Pamba). The construction works of the new Bukasa Port on Lake Victoria are set to begin by the end of 2022.

Other inland waterway port facilities along the Northern Corridor include Bujumbura Port in Burundi along Lake Tanganyika and Kisangani in DRC. In 2019, the African Development Bank (AfDB) approved the rehabilitation of Bujumbura Port with the aim to reduce trade costs by providing a platform linking the Northern Corridor. The rehabilitation is expected to be completed in 2024.[2] Ntoroko Port on the shores of Lake Albert between Uganda and DRC, which handles transit goods from Busia, Malaba, Kasese and Kampala towards Bunia in DRC, is set for development funded by TradeMark East Africa (TMEA).

Rwanda, in collaboration with TMEA and the Netherlands, is constructing four ports and their facilities on Lake Kivu (i.e., Rubavu, Rusizi, Karongi, and Nkora ports) to improve ferry and cargo transport between the Rwandan ports and to boost trade with DRC.

To promote efficiency in IWT within the Northern Corridor region, NCTTA is establishing the current status of IWT and related initiatives to identify areas for interventions.

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[1] "Kenya to commission revamped new Kisumu Port", August 15, 2021, Construction Review Online <https://constructionreviewonline.com/news/kenya/kenya-to-commission-revamped-new-kisumu-port/>
[2] Multinational – Burundi and Zambia – Lake Tanganyika Transport Corridor Development Project Phase I: Rehabilitation of Bujumbura Port, AfDB, <https://projectsportal.afdb.org/dataportal/VProject/show/P-Z1-DD0-019>

> **Regional commitments for IWT**
>
> **The Northern Corridor Transit and Transport Agreement (NCTTA)**, especially the protocol number 7 relating to transport by inland waterways of interstate traffic and transport of goods in transit, requires the Member States to develop new ports and designate ports to be used for handling interstate and transit traffic. Article 38 provides for the Member States to promote and facilitate safe and efficient use of their inland waterways for transport of transit and interstate traffic as well as encourage private initiative to provide facilities for the transport and handling of goods and passengers by inland waterways through their respective territories.
>
> **The Sixth EAC Development Strategy (2021/22-2025/26)** provides strategic interventions to be executed in the maritime transport sub-sector that include:
> * Development of sustainable blue economy policies.
> * Review of policies and regulations governing maritime transport and ports in line with international best practices.
> * Enhancement of safety and security of both inland waterways and the Indian Ocean.
> * Implementation of the Lake Victoria and Lake Tanganyika Transport Programs under the Integrated Corridor Development Initiative (Intermodal Strategy).
> * Construction of additional ports, modernise ports, and construction of additional container terminals at the ports and inland container terminals.
> * Development of policies to domesticate implementation of Africa's Integrated Maritime Strategy 2050.
>
> **The EAC Lake Victoria Transport Act 2007**, which came into force for operation on November 04, 2009, builds on Article 31 of the Protocol for the Sustainable Development of Lake Victoria Basin. The article provides for the establishment of a mechanism by the Partner States to enhance maritime navigation and safety on the lake.

2.1.3 Roads

The Northern Corridor has a road network that runs from the coastal city of Mombasa to the east and further to Kinshasa in DRC to the west. The majority of cargo on the Northern Corridor is transported via roads, therefore assessing their status and condition is an important factor in understanding the efficiency and effectiveness of the corridor.

The figure below depicts road conditions in each Member State. Approximately 40% of the Northern Corridor Road network is in good condition with the remaining in fair and poor condition.

The Northern Corridor Road network in DRC, which represents the largest share within the Member States is marked with varying levels of quality: 42% in good condition, 28% in fair condition and 30% in poor condition.

South Sudan falls behind in terms of road condition, with 95% in poor condition. Currently the 192 km Juba-Nimule stretch is the only international paved road in the country. The majority of other sealed roads are urban roads within the capital city Juba. The country has witnessed infrastructure challenges attributed to the limited resource allocation for repairing ageing roads.[3]

On the other hand, Rwanda has the best road condition across the Member States with 96% in good condition.

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[3] Northern Corridor Transport Observatory Report 16th Issue, June 2021

Figure 2-2: Road condition across Northern Corridor, 2021
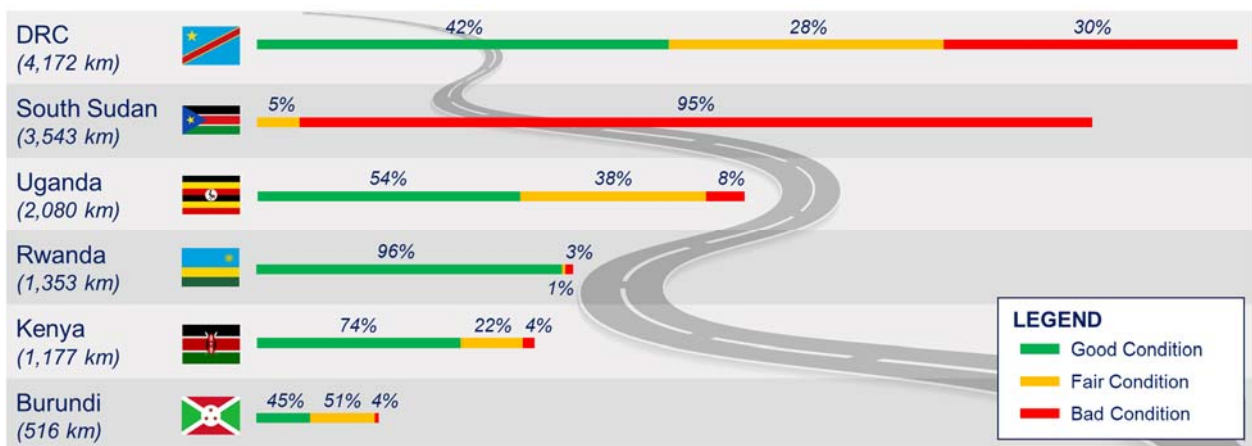
Source: Northern Corridor Transit and Transport Coordination Authority (March 2022)

Important Road Infrastructure Developments in the Northern Corridor

Over the last 10 years, the Northern Corridor Member States have made remarkable progress in improving road transport services. Important initiatives in rehabilitating, upgrading and expanding road networks have been identified with the aim of enhancing regional trade, investments and spur economic development along the corridor.

Some Member States, such as Kenya and Uganda, have introduced new initiatives in improving the truck traffic flows on the corridor by developing bypasses for key cities. Uganda signed an agreement with AfDB for the Kampala Southern Urban Bypass (KSB). Kenya is constructing a 27.1 km Nairobi Expressway connecting Jomo Kenyatta International Airport (JKIA) to the neighbourhood of Rironi along the Nairobi-Limuru Road.[4] The highway will be upgraded to accommodate growing long-distance truck traffic, travelling to or coming from the neighbouring landlocked countries.

The region has also recorded some initial steps towards the participation of the private sector in the ownership and management of road infrastructure. In Kenya alone, five major roads have been earmarked for tolling under a PPP plan including the Nairobi-Nakuru-Mau Summit highway. The current two-way highway will be upgraded into a four-lane dual carriageway that will be further expanded to six lanes on the busiest sections. This project, which forms a vital part of the Northern Corridor, will significantly reduce travel time to the capital city of Nairobi from three to around one hour.[5] Financed by AfDB, the first phase of the Kampala-Jinja Mainline Expressway, a four-lane toll road, will link Uganda's capital with Lake Victoria, cutting travel time from the current three hours to under one, and improving trade.

Vehicle overload control practices are being modernized. In the case of Kenya, KeNHA has installed fully automated high-speed weigh in motion (HSWM) and multi-deck scales at Mariakani, Athi River, Gilgil, and Webuye.

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[4] Kenya – Country Commercial Guide (updated on September 13, 2021), International Trade Administration, United States of America. <https://www.trade.gov/country-commercial-guides/kenya-design-and-construction>
[5] "Kenya: Major Infrastructure Projects Brought by Nakuru's Quest for City Status", December 2, 2021, allAfrica. <https://allafrica.com/stories/202112030045.html>

2.1.4   Railways

The Northern Corridor's railway network is comprised of two rail lines, the Meter Gauge Railway (MGR) and the Standard Gauge Railway (SGR).

The MGR covers approximately 2,770 km and runs from Mombasa Port through Nairobi, Malaba, and Kampala to Kasese in Western Uganda, right near the border with DRC.[6]

Kenya and Uganda, the only Member States connected by rail, have taken initiatives to rehabilitate sections of the MGR network. The construction of the 23.35 km MGR link between Naivasha ICD and Longonot Station is ongoing. The rehabilitation of the Nakuru-Kisumu MGR Line (217 km) to facilitate cargo haulage to Port Bell in Uganda via Lake Victoria and the rehabilitation of the Longonot-Malaba MGR line section (465 km) are also ongoing.[7]

The SGR, which began cargo operations in January 2018, connects Mombasa to Nairobi, and Nairobi to Naivasha, at distances of 480 km and 120 km, respectively. This project was a notable achievement for the corridor, contributing to an increase of total haulage by rail, registering a 20% share of the total throughput.[8]

The Northern Corridor Transit and Transport Agreement has contributed to structuring legal cooperation and a framework for development in the railway sector among the Northern Corridor Member States.

2.1.5   Oil pipeline

The pipeline network in Kenya runs from the oil refinery located in Mombasa through Nairobi, Eldoret and Kisumu, and is managed by KPC. The hinterland countries, namely Burundi, DRC (eastern area of the country), Rwanda, and Uganda, are served through transhipment to tanker trucks via road transportation.

The installed pipeline system in Kenya consists of 1,792 km of pipeline with capacity to handle approximately 6.9 billion litres of petroleum products annually, with a total storage capacity of 884 million litres.[9]

2.1.6   Trade and logistics infrastructure

Having efficient and adequate systems of transportation, logistics, and trade-related infrastructure has a direct impact in the ability of a country to compete in the global markets. Member States have taken significant initiatives in enhancing and facilitating trade across the corridor.

Inland Container Depots

Inland Container Depots (ICDs) within the Northern Corridor operate as cargo and container handling, temporary storage, and distribution terminals as well as customs clearing and forwarding points for imports and exports. They act as "dry ports" and are important nodes for intermodal exchange along the Corridor.

Kenya manages four ICDs located in Nairobi, Naivasha, Kisumu, and Eldoret that are linked to the Mombasa Port by rail connections.

- The Nairobi ICD has a capacity of 450,000 TEU per annum. Following the start of SGR operations, the cargo handled by the ICD increased from 257,000 TEUs in 2018 to 418,830 TEUs in 2019.

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[6] Northern Corridor Transit and Transport Agreement Protocols, 7th October 2021
[7] Northern Corridor Transport Observatory Report 16th Issue, June 2021
[8] Northern Corridor Transport Observatory Report 16th Issue, June 2021
[9] According to the Northern Corridor Transport Observatory, as of June 2021

- The Naivasha ICD is also linked to the port through the SGR line and started freight operations in May 2020. Its total available capacity is 4,000 TEUs.

- Plans are underway to transform the Kisumu dry port to become a transhipment point, and the feasibility study has been completed for the Taita Taveta ICD. The current available capacity at the ICD is 15,000 TEUs.

- The Eldoret ICD, is currently not in use due to reduced functionality of the MGR.[10]

Rwanda has two main ICDs, namely MAGERWA Inland Deport, which handles the majority of Rwanda's imports and exports and the Kigali Logistics Platform with an annual capacity of 50,000 TEUs.

Uganda has Multiple ICD that handles 50,000 TEUs per year and is located in the Industrial Area of Nakawa-Kampala along the Nakawa-Ntinda Road.[11]

Border crossings

In 2016, EAC passed the East African Community One-Stop Border Posts Act, with the aim to provide efficient movement of goods and people. OSBPs combine the border control agencies of two countries into one single facility, eliminating the need to repeat clearance procedures on the other side of the border. Currently the Northern Corridor is equipped with 11 OSBPs, including the Malaba OSBP between Kenya and Uganda, which became operational in 2017 and increased efficiency at the border by reducing processing and transit times for traders and transporters.[12] OSBPs were identified as a priority area in the NCTTCA Strategic Plan 2017-2021. While some notable achievements were made regarding securing the funding of three additional OSBPs, the progress on the implementation of bilateral agreements was limited.

Weighbridges

The Member States of the Northern Corridor are implementing various regulations, particularly for effective use of weighbridges to help prevent vehicle overloading, make roads safer and lower highway maintenance costs. Kenya is using High Speed Weigh in Motion (HSWIM) weighbridges to reduce the number and duration of stops along the Corridor as well as fully automated multi-deck weighbridges. Burundi, Rwanda and South Sudan have no weighbridges at the moment. However, Rwanda had identified eight sites for Weigh in Motion Weighbridges, and two are under construction/installation between Kagitumba-Kayonza and Rusumo Kayonza road sections, which will be used mainly by trans-border vehicles through Kagitumba and Rusumo Borders.[13]

Electronic trade customs processing

Transport Electronic Systems for filing, transferring, processing and exchanging customs information are one of the most common and effective ways to reduce delays in the trading process. To this end, Member States have made significant achievements towards the implementation of Cross-border Intelligent Transport. Electronic Single Window Systems have been introduced with the aim of facilitating international trade by speeding up and simplifying information flow between traders and government institutions across the corridor. Kenya and Rwanda have operationalized their Single Window Systems, which has reduced delays and lowered costs associated with clearance of goods. Uganda reduced the time needed to export and import by further implementing the Single Customs Territory and developing the Uganda Electronic Single Window and the Centralized Document Processing Centre.[14]

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[10] Northern Corridor Quarterly Performance Dashboard, October-December 2019
[11] Northern Corridor Transport Observatory Report 16th Issue, June 2021
[12] Doing Business: Measuring Business Regulations: Trading across Borders, World Bank.
<https://www.doingbusiness.org/en/data/exploretopics/trading-across-borders/good-practices>
[13] Northern Corridor Quarterly Performance Dashboard Report, July to September 2021
[14] Doing Business: Measuring Business Regulations: Trading across Borders, World Bank.
<https://www.doingbusiness.org/en/data/exploretopics/trading-across-borders/good-practices>

Roadside Stations

Along with Member States, the Northern Corridor Secretariat has been implementing the Roadside Stations (RSS) program with the aim of not only providing rest areas for drivers but also decongesting the border control points and ensuring seamless movements of goods and persons.[15] Efforts are still ongoing.

Electronic Cargo Tracking System (RECTS)

In 2018, Kenya, Rwanda and Uganda started implementing a harmonized Regional Electronic Cargo Tracking System (RECTS). The RECTS allows Revenue Authorities in the Member States to jointly and electronically track and monitor cargo along the Northern Corridor from loading to destination.[16] Other Member States are yet to implement RECTS.

2.2   Northern Corridor performance and benchmarking

This section presents a brief overview of the performance of the Northern Corridor in terms of volume, time and cost, using a selected set of indicators. A benchmarking exercise is done to assess the performance of the corridor against other international corridors.

Due to the broad disruptions caused by COVID-19 pandemic in 2020-2021, the years are considered as an outlier in general. Therefore, while updated data is provided where available, benchmarking/comparison with other corridors are done using 2019 data as much as possible.

Figure 2-3: Performance indicators

Volume   Time   Cost

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[15] "Private sector and County Governments ready to invest in the Roadside Stations along the Northern Corridor in Kenya", October 15, 2020, Northern Corridor Roadside Stations. <http://www.roadsidestations.org/?p=6267>
[16] Northern Corridor Transport Observatory Report 16th Issue, June 2021

2.2.1 Volume

This section examines cargo throughput through the port of Mombasa and transit volume between 2017 and 2021.

Cargo throughput for the port of Mombasa

In 2021, Mombasa Port handled 34.55 million tonnes of cargo, compared to 30.34 million tonnes handled in 2017, recording a total of 14% growth over the five years. Over 79% of the total throughput is imports, highlighting significant fronthaul/backhaul imbalance on the corridor.

Table 2-1: Mombasa port throughput ('000 tonnes), 2017-21

Type of Cargo	2017	2018	2019	2020	2021
Imports	25,604	25,475	27,558	27,770	27,332
Exports	3,794	4,125	4,277	4,205	4,612
Transhipment	874	1,247	2,495	2,031	2,489
Restows	73	76	110	109	118
Total cargo throughput	30,345	30,923	34,440	34,115	34,551
Annual % change	10.9	1.9	11.3	-0.1	1.3

*COVID pandemic
Source: Northern Corridor Transit and Transport Coordination Authority (March 2022)

Transit volume through the Port of Mombasa

Transit volume is the quantity of cargo discharged and destined to countries outside the Port of loading or discharge.

The transit countries include all the six Member States of the Northern Corridor and others, including Tanzania, Somalia and Ethiopia. Table 2-2 illustrates the transit volume of the Port of Mombasa by destination country for the 5-year period between 2017 and 2021. While Uganda has historically had the largest share of the transit traffic through the Port of Mombasa, accounting for 76% of all transit traffic in 2021, South Sudan and DRC have seen a significant increase in traffic through the port over the years. Traffic destined to South Sudan via Mombasa grew by a total of 58% from 2017 to 2021, and traffic to DRC, over 100% for the same period.

Table 2-2: Transit volume through the Port of Mombasa ('000 tonnes), 2017-21

Transit traffic	2017	2018	2019	2020	2021
Uganda	7,113	7,889	8,133	7,698	7,263
S. Sudan	674	734	769	1,056	1,066
DRC	360	471	547	732	788
Rwanda	179	231	231	426	185
Tanzania	271	248	255	253	232
Burundi	21	22	2	0.7	1
Others	13	7.3	8.5	2.8	6
Total	8,636	9,604	9,947	10,171	9,541

*COVID pandemic
Source: Northern Corridor Transit and Transport Coordination Authority (March 2022)

With the Northern and Central Corridors serving the same region in East Africa, it is interesting to compare transit volumes between the Port of Mombasa and the Port of Dar es Salam. In 2019, NCTTCA and the Central Corridor Transit Transport Facilitation Agency (CCTTFA) produced a report comparing the performance of the two corridors, including transit volumes between the two ports. As depicted in Figure 2-4, Dar es Salaam is the preferred port for the transit traffic for Burundi, Rwanda, and DRC with 99%, 78% and 84% of all their transit volumes transported through Dar es Salaam, respectively.

Figure 2-4: Hinterland transit volume comparison between the Port of Mombasa and the Port of Dar es Salam by destination, 2019
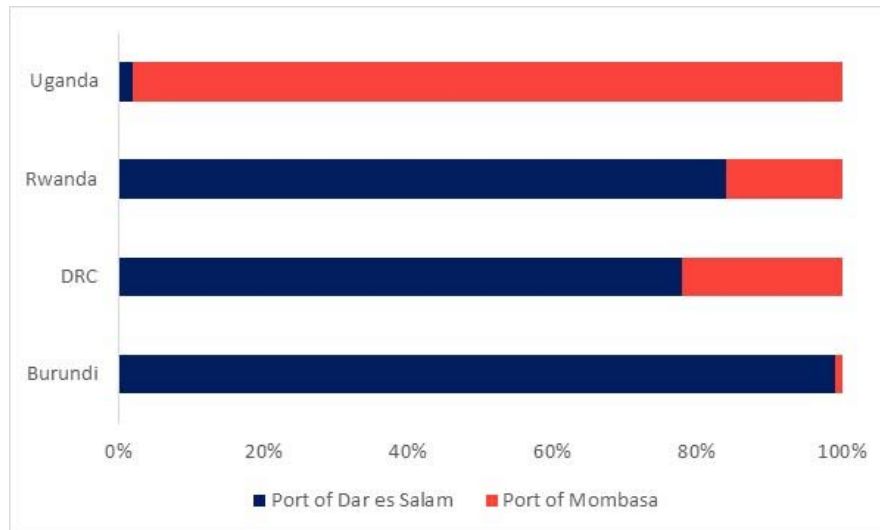
Source: Joint Northern and Central Corridors Performance Report 2016-2019, October 2020

2.2.2 Time

Average ship turnaround time

The Mombasa Port and Northern Corridor Community Charter aims to attain vessel turnaround time of 81 hours by December 2020, 75 hours by December 2022 and 67 hours by December 2024. Globally, the goal is to achieve the global benchmark time of 24 hours (1 day). Turnaround time over the past three years has stagnated at around 94 hours, which falls short of the 81-hour target. This could be partly attributed to delays encountered by transporters to meet the COVID-19 health protocols.[17]

Comparing vessel turnaround time at the port of Mombasa with other international ports, such as Durban port, Dar es Salam port and the port of Singapore, it is noted that the port of Mombasa has the lowest performance at 94 hours in 2019, which has since improved to 86 hours in 2021[18]. Between April and December 2019, Durban Pier 1 registered an average vessel turnaround time of 74 hours (3 days)[19]. In the same year, the containerized vessel ship turnaround time in Dar es Salam Port stood at 3.6 days, while the port of Singapore outperformed all other ports with only 12 hours[20], being the only port meeting the global benchmark of 24 hours among those four ports.

In 2019, the United Nations Conference on Trade and Development (UNCTAD) published a report on maritime transport performance. The report, which reviewed more than 900 ports globally, estimated that the median ship turnaround time stood at 23.5 hours (0.97 days) in 2018[21].

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[17] Northern Corridor Transport Observatory Report 16th Issue, June 2021
[18] Northern Corridor Transit and Transport Authority (March 2022)
[19] Transnet National Ports Authority 2020, Transnet. <https://www.transnet.net/InvestorRelations/AR2020/TNPA%202020.pdf>
[20] Maritime and Port Authority of Singapore, 2021
[21] Review of Maritime Transport 2019, Chapter 3. UNCTAD. <https://unctad.org/system/files/official-document/rmt2019ch3_en.pdf>

Figure 2-5: Average ship turnaround time at selected international ports (hours), 2018/19
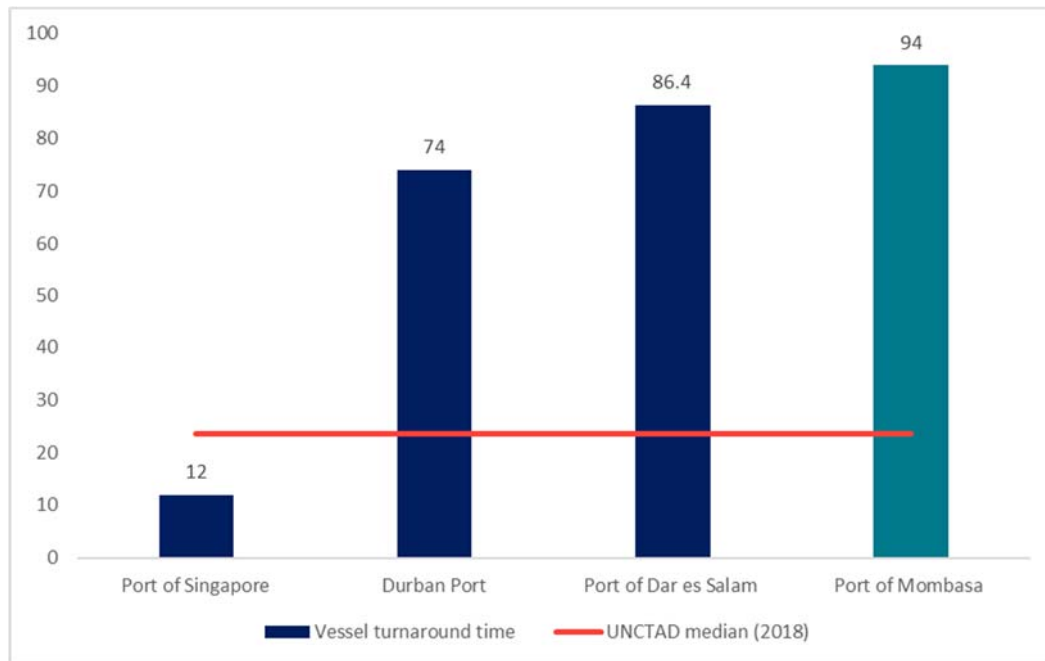
Source: Data retrieved from Port Authorities benchmarked

Containerized Cargo Dwell Time at the Port of Mombasa

The Containerized Cargo Dwell Time is the measure of time that elapses from when a container is offloaded at the Port to when it leaves the Port premises.

The dwell time of the Port of Mombasa was compared to a few selected international ports below for 2019. Although the Port of Mombasa has not achieved its target of 78 hours (or 3.25 days)[22], it outperforms the Port of Dar es Salam and the Port of Rotterdam, which recorded 4 days of dwell time in 2019.[23, 24] The Douala Port is the worst performing out of the sampled ports, recording an average dwell time of 18 days in the second quarter of 2019, [25] while the port of Durban recorded 2.9 days of dwell time.[26]

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[22] The target for cargo dwell time for import containers at the Port of Mombasa is to be set at 60 hours by December 2022 as per the Mombasa Port and Northern Corridor Community Charter.

[23] CCTO Annual Report 2019

[24] "Congestion at Port of Rotterdam seen persisting through 2022", November 12, 2021, The Economic Times. <https://economictimes.indiatimes.com/small-biz/trade/exports/insights/congestion-at-port-of-rotterdam-seen-persisting-through-2022/articleshow/87659326.cms>

[25] The Economic Outlook: 2nd Quarter 2020, Cameroon National Shippers' Council. <https://www.cameroontradehub.cm/uploads/media/default/0001/01/0c4198be8d1acb2772b3af2ee86866b77e6f7b09.pdf>

[26] Transnet Port Terminal, 2019

Figure 2-6: Annual average containerized cargo dwell time at selected international ports (days), 2019

Since then, the dwell time for containerized import cargo at the Port of Mombasa has further improved to 80 hours (3.3 days) from in 2021, with an increase to 106 hours (4.4 days) in 2020[27]. The increase in the dwell time in 2020 is attributed to the longer time to complete cargo clearance formalities and temporary storage time as well as the impacts caused by COVID-19.[28]

Transit time[29] to exit borders

Malaba and Busia are the first two exit points from Kenya to Uganda along the Northern Corridor and are located at 933 km and 947 km from Mombasa, respectively. The target is to reach the transit time of 40 hours for Mombasa-Malaba and 45 hours for Mombasa-Busia by December 2022[30].

The latest data indicates that the transit time for Malaba was 93 hours while it was 87 hours in 2021. While these are improvements over 2020, the year the COVID pandemic most significantly affected global logistics performance, the performance seen in 2021 are still deterioration compared to before-COVID transit time of 69 hours (Malaba) and 71 hours (Busia) in 2018.[31]

Transit time to destinations

Average transit times from Mombasa port to Kampala and Kigali increased over the period 2018 to 2019, while transit times to Elegu and Mpondwe remained the same.

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[27] Northern Corridor Transit and Transport Coordination Authority (March 2022)
[28] Northern Corridor Transport Observatory Report 16th Issue, June 2021
[29] The transit times may not be fully comparable across different corridors are they come from different sources and the definitions applied may not be consistent.
[30] Northern Corridor Transit and Transport Coordination Authority (March 2022)
[31] Northern Corridor Transit and Transport Coordination Authority (March 2022)

Figure 2-7: Transit time from Mombasa to selected destinations (hours), 2018-2021
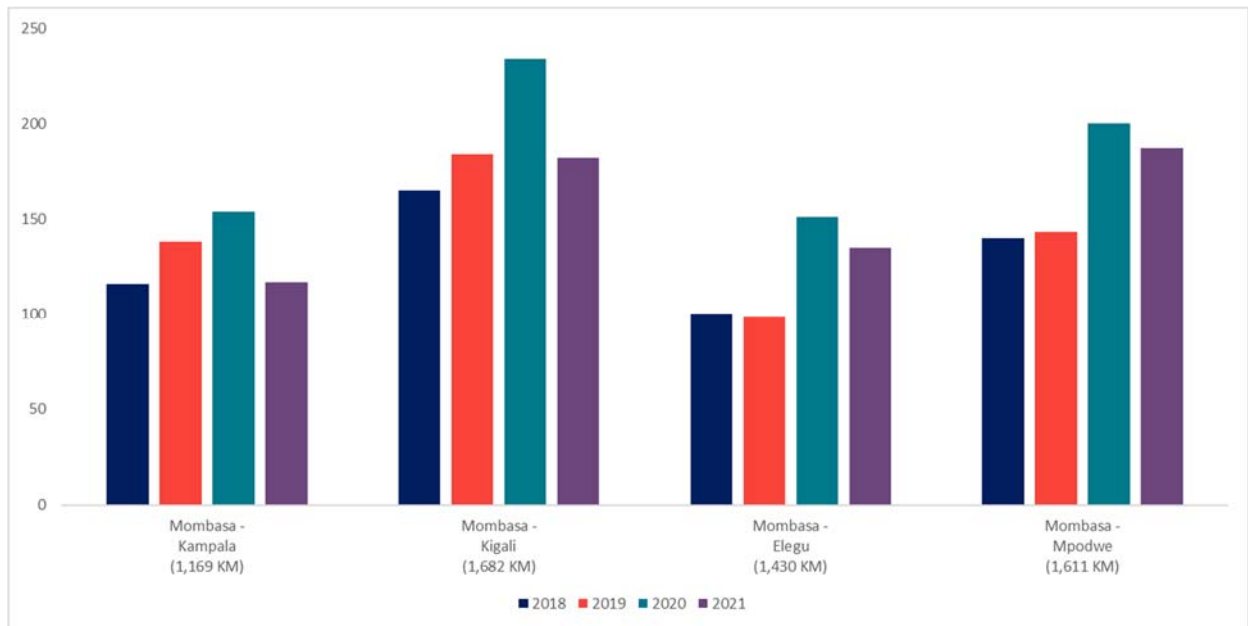
Source: Northern Corridor Transit and Transport Coordination Authority (March 2022)

Assessing the performance of the Northern Corridor and the Central Corridor in terms of transit time to two key destinations, namely Kigali and Kampala (see the figure below), it is noted that although the distance between Dar es Salam and Kampala is longer than that between Mombasa and Kampala, the transit time is 25% faster. Furthermore, transit time from Dar es Salam to Kigali is around 50% shorter than Mombasa to Kigali. These measures indicate that the Central Corridor outperforms the Northern Corridor in terms of time to reach the final destinations. Time varied on different evacuation routes depending on several factors such as distance, the status of the road, non-tariff barriers, among others. Sometimes, it takes longer for the RECTS gadgets to be disarmed when a truck has already arrived, which may increase transit time.

Figure 2-8: Average transit time from Mombasa and Dar es Salam Ports to Kigali and Kampala (hours), 2019
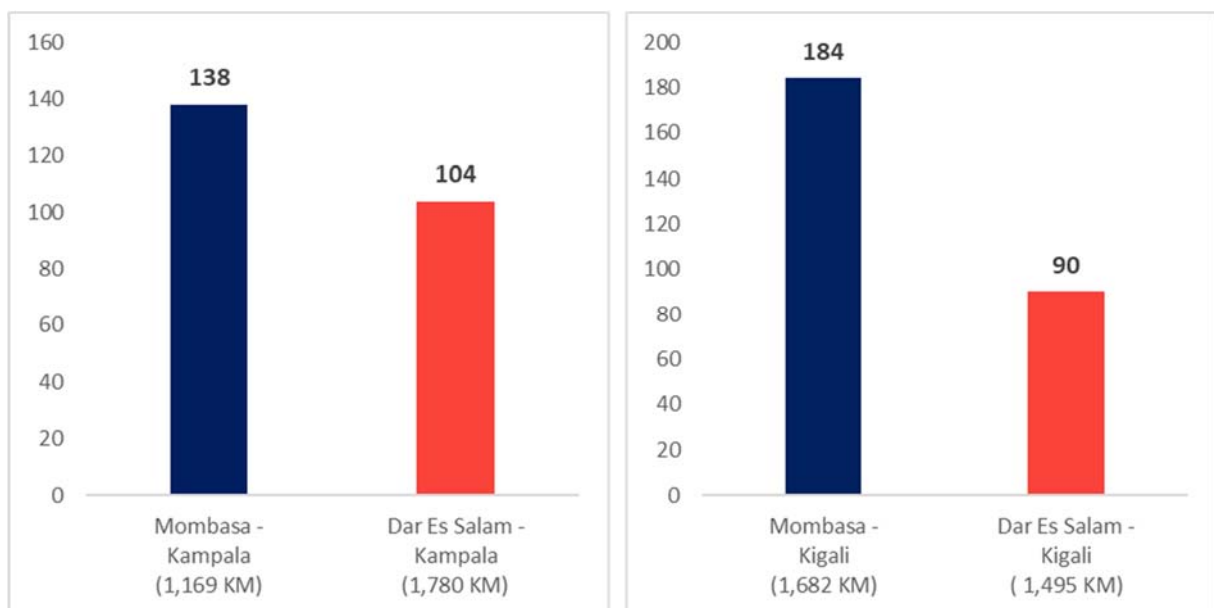
Source: Joint CCTFA and NCTTCA Report, 2019

However, comparing transit time within the Northern Corridor to other key regional corridors of Africa, it is noted that in 2018 it outperformed both the Beira and Nacala Corridors. Beira to Lusaka averaged 10 days per 1,000 km, and Nacala to Lusaka averaged 7.7 days per 1,000 km compared to an average transit time of 4.2 days per 1,000 km from Mombasa to Kigali. The Central Corridor showed the best performance, with transit time of 2.5 days per 1,000 km from Dar es Salam to Kigali and Kampala.

Table 2-3: Transit time to the major towns from selected ports, 2018

Major City	Main Port	Mode	Distance (km)	Total Transit Time (Days)
Lusaka	Beira	Road	1,054	10
	Nacala	Road	1,810	14
	Dar es Salam	Road	1,985	14
		Rail	2,039	14
	Durban	Road	2,381	8
		Rail	2,638	9
Kigali	Dar es Salam	Road	1,495	3.7
	Mombasa	**Road**	**1,682**	**7***
Kampala	Dar es Salam	Road	1,780	4.5
	Mombasa	**Road**	**1,169**	**4.8**

* More recent data shows that transit time from Mombasa to Kigali is 5 days. For data consistency, the evaluation was made for 2018.
Source: Data Collection Survey on Nacala Corridor Integrated Development in Southern Africa, JICA, 2018; Joint CCTFA and NCTTCA Report, 2019

Figure 2-9: Transit time for the major towns from selected ports in days per 1,000 km, 2018
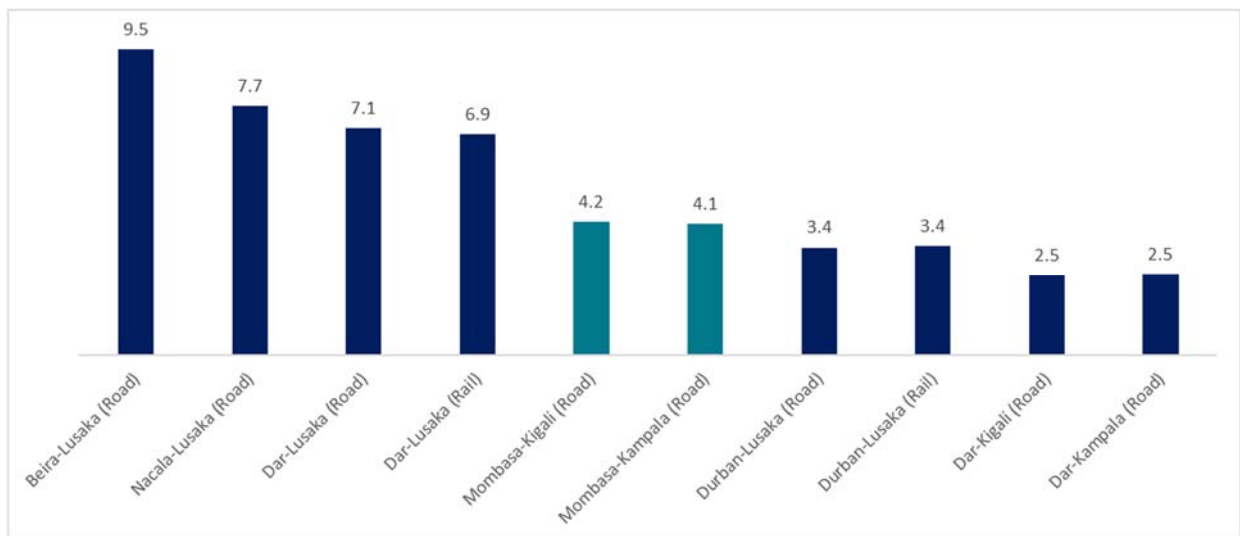
Source: Data Collection Survey on Nacala Corridor Integrated Development in Southern Africa, JICA, 2018; Joint CCTFA and NCTTCA Report, 2019

Weighbridge and border crossing times

In 2019, weighbridge crossing time at Mariakani, which is the first weighbridge along the Northern Corridor, was 74 minutes. The weighbridge is a fully automated and installed with HSWIM. Magamaga and Busitema weighbridges in Uganda registered an average of 28 minutes and 46 minutes, respectively.

The implementation of HSWM as well as the two virtual weighbridges in Eldoret and Ahero in Kenya have improved weighbridge crossing times along the Northern Corridor, standing at an average of 3 hours in 2020. Kenya is implementing four additional virtual weighbridges in Malili, Mau Summit, Cheptiret, and Malaba to further reduce weighbridge crossing times.

In 2019, border crossing in Busia and Malaba were recorded at 1.6 and 7.7 hours, respectively compared to 12.5 hours for both locations in 2018.[32] The Transport Observatory, however, notes that although OSBP have been implemented in these locations their benefits are yet to be seen.

These figures fall far behind international standards seen in Canada and the United States, for example, with trucks waiting only minutes to cross borders.[33] Most border posts in North America are open 24 hours a day, 7 days per week, which significantly lowers border wait times.

2.2.3 Cost

Port tariffs

Port charges play an important role in measuring port performance in the context of port choice. This section assesses charges for shore handling, wharfage and storage services at the Port of Mombasa and the Port of Dar es Salam. As indicated inTable 2-4, for a 20-foot domestic container, USD 250 is being charged as wharfage fee in Dar es Salaam compared to USD 70 for the same size of container at Mombasa. However, handling and storage fees are slightly higher at Mombasa Port.

Table 2-4: Charges for shore handling, wharfage and storage services (per 20ft container)

	Port of Mombasa		Port of Dar es Salam	
	USD	Note	USD	Note
Wharfage	70	*Domestic and Transit Full containers both Imports and Exports*	240	*FCL Containers – Imports*
Handling	105	*Imports – Domestic – Full constrainers (USD 53 for Exports – Domestic – Full)*	90	*Shore handling on Domestic FCL Containers (Exports & Imports)*
Storage	35	*For domestic import containers no fee is applied for the first 4 consecutive days, from 5 to 7 days and 8 to 15 days a fee of USD 30 and USD 35 respectively is applied.*	20	*For the first 7 consecutive days no fee is applied, from day 8 to 21 USD 20 is charged*

Source: Kenya Ports Authority, Tariff Section III, 2012; Tanzania Ports Authority, Tariff book of port dues and charges, 2012.

The Ports Regulator of South Africa published a Global Pricing Comparator Study 2020/2021 for Port Tariffs. Among other comparators, marine charges at eight African ports were benchmarked, including Mombasa, Dar es Salaam, Durban, Cape Town, Walvis Bay, Tema, Port Said, and Tangier. Marine charges include light dues, port dues, and pilotage among others. The Port of Mombasa was determined as the most expensive amongst the ports sampled, with a cost of 65% above the African ports' average of USD 26,072 per standard vessel.[34]The Port of Dar es Salaam falls right in the median, while the South African Ports rank 6th and 7th, positioning them well below the average.

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[32] Northern Corridor Transport Observatory Report 13th Issue, April-September 2018
[33] Border wait times: United States to Canada, Government of Canada. <https://www.cbsa-asfc.gc.ca/bwt-taf/>
[34] Global Pricing Comparator Study 2020/21: Port Tariffs, Report No. 9, Ports Regulator of South Africa

Figure 2-10: Marine charges in major African ports (USD per standard vessel)
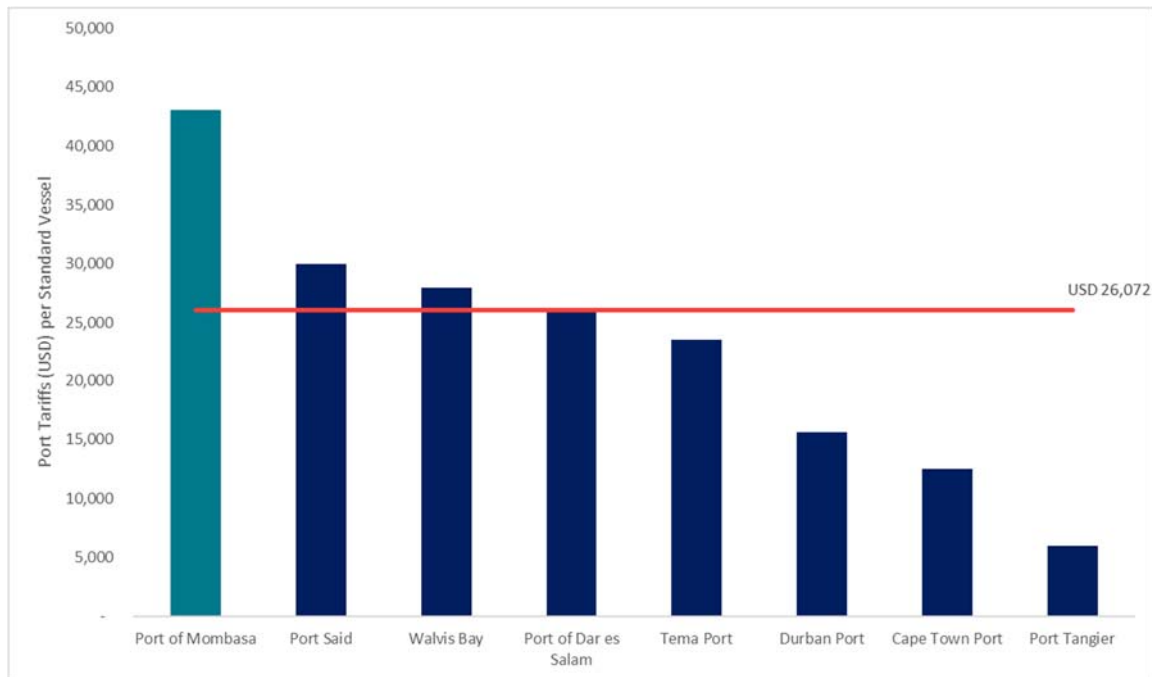
Source: Ports Regulator of South Africa, Benchmarking South African port administered prices against a sample of international ports, 2020/2021

Road freight charges

Figure 2-11 compares road freight charges from the Port of Mombasa to different destinations along the Corridor in USD. It is noted that between 2018 and 2019, transport freight rates have fluctuated slightly or stagnated for the majority of the destinations including Nairobi, Kampala, Kigali, Bujumbura, and Goma. The biggest drop in transport rates is noted in Juba falling approximately 24%.

Figure 2-11: Average transport rates (USD) to various destinations from Mombasa Port, 2018-2020

	Mombasa - Nairobi (481 KM)	Mombasa - Kampala (1,169 KM)	Mombasa - Kigali (1,682 KM)	Mombasa - Goma (1,840 KM)	Mombasa - Juba (1,662 KM)	Mombasa - Bujumbura (1,957KM)
2018	1.62	1.79	2.23	3.13	3.01	3.07
2019	1.66	1.88	2.08	2.99	2.41	3.07
2020	1.77	1.88	2.08	3.53	2.29	3.07
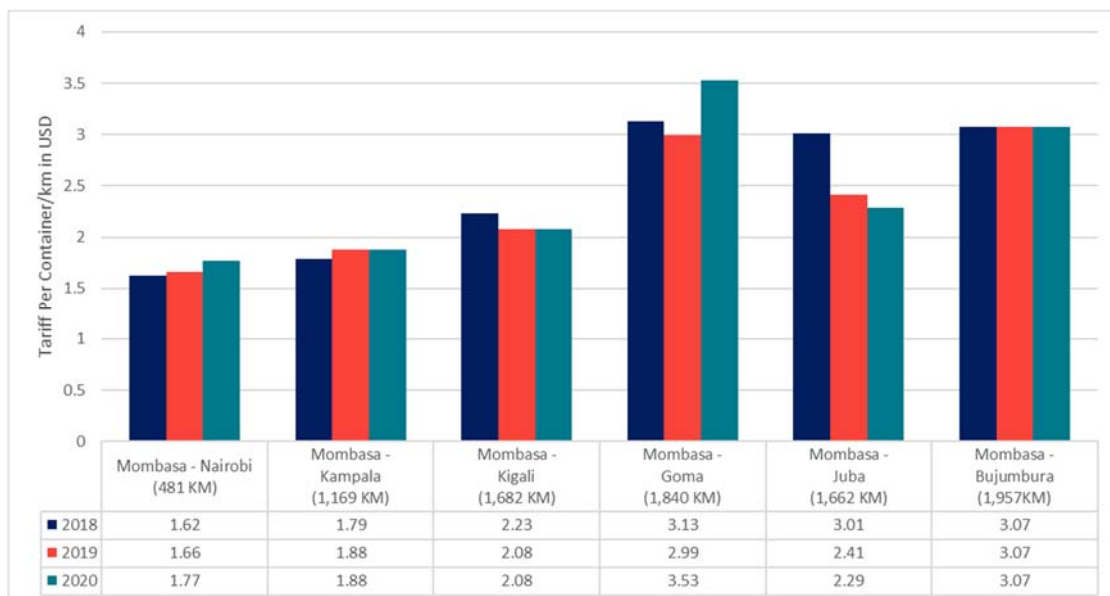
Source: Northern Corridor Transport Observatory Report 14th Issue, June 2019; Northern Corridor Transport Observatory Report 16th, June 2021

Table 2-5 provides a benchmark of transport rates in various corridors. The rail network from Durban to Lusaka is the cheapest route with USD 1.20 per km, while the road network from Dar es Salam to Lusaka is the most expensive. Out of the sampled corridors, the Northern Corridor falls in the middle in terms of costs with USD 2.23 and USD 1.79 per km to Kigali and Kampala respectively. Comparing the performance of Northern Corridor and the Central Corridor it is noted that it is cheaper to import through the port of Dar es Salam for Kigali but more expensive for Kampala.

Table 2-5: Transport Costs for Major Towns from Various Ports, 2018

Major City	Main Port	Mode	Distance (km)	Average Transport Cost (USD per km)
Lusaka	Beira	Road	1,054	2.89
	Nakala	Road	1,810	2.31
	Dar es Salam	Road	1,985	4.15
		Rail	2,039	1.74
	Durban	Road	2,381	2.03
		Rail	2,638	1.20
Kigali	Dar es Salam	Road	1,495	2.01
	Mombasa	**Road**	**1,682**	**2.23**
Kampala	Dar es Salam	Road	1,780	1.91
	Mombasa	**Road**	**1,169**	**1.79**

Source: Data Collection Survey on Nacala Corridor Integrated Development in Southern Africa, JICA, 2018; Joint CCTFA and NCTTCA Report, 2019

Figure 2-12 portrays transit time and transport costs between major ports in Africa and key cities.

Figure 2-12: Transit time and transport costs for major towns from selected ports, 2018
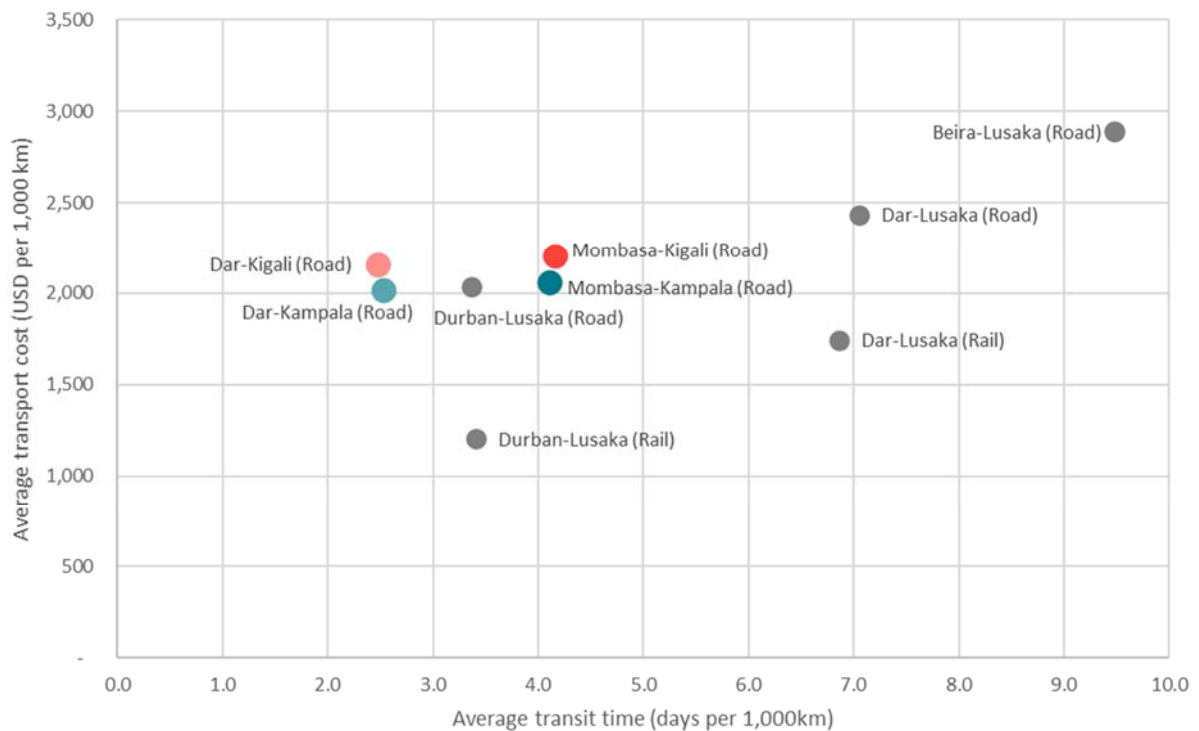
Source: Data Collection Survey on Nacala Corridor Integrated Development in Southern Africa, JICA, 2018; Joint CCTFA and NCTTCA Report, 2019

Standard tariff rates for containers by SGR

The following figure depicts the standard charges for cargo haulage to and from the Mombasa Port. These rates are not inclusive of last-mile cost.

A 20-foot container transported from Nairobi to Mombasa costs USD 250, while a 40-foot container weighing between 21-30 tons costs 375 USD. These costs double when cargo is transported upstream from Mombasa to Nairobi.[35]

Table 2-6: SGR Standard Tariff Rates (USD)

Size	Weight Range in Tons	Rate- Loaded Container		Rate – Empty Container Return	
		Up direction	Down direction	Ex Movement by Rail	Ex Movement by Road
20 -foot container	Full range	500	250	100	150
40 -foot container	Up to 20 tonnes	700	350	100	150
	21-30 tonnes	750	375	100	150

Source: Northern Corridor Transport Observatory Report 16th Issue, June 2021

2.3 Achievements under Strategic Plan 2017-2021 initiatives

The evaluation, while not perfect due to the data availability and consistency, indicates that the Strategic Plan 2017-21 was about 44% achieved while only about a quarter of the required budget as per the Strategic Plan was made available during the plan period.

Figure 2-13: Overview of implementation status and funding made available

44%

Targets
achieved
With achievement status varying
from 25% to 53% by Strategic
Goal area

26%

Funding made
available
US$ 2.16 million out of Strategic
Plan budget of US$ 8.20 million
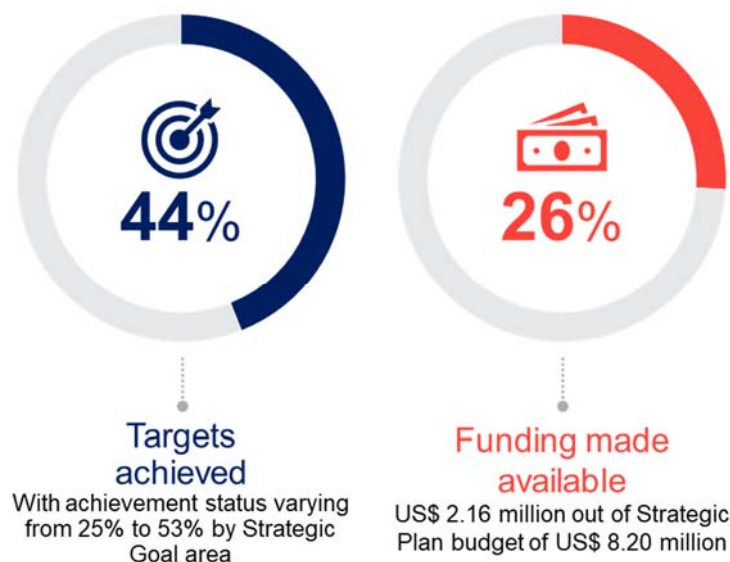
There has been a varying degree of success in several initiatives encouraged under the previous Strategic Plan. Table 2-7 provides an illustrative snapshot.

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[35] Northern Corridor Transport Observatory Report 16th Issue, June 2021

Table 2-7: Achievements and improvements in key priority areas

Key initiatives	Achievements	Further needs and associated issues
Single Customs Territory Initiatives (SCT)	▪ **Proven its efficiency in Kenya, Uganda, and Rwanda**	▪ SCT needs to be extended to other three Northern Corridor Member States ▪ Complex infrastructure requirements for ICT and lack of capacity ▪ Coordination and seamless communication required
Road Side Stations (RSS)	▪ **RSS concept is being slowly implemented in the region starting mainly with Kenya.**	▪ Lack of funds ▪ Unclear PPP arrangements that protect and/or guarantee return on investment ▪ All Member States demonstrated high level of interest, but speed of implementation has been slow
Implementation of Application Programming Interface (API) or File Transfer Protocol (FTP) Systems as sustainable data exchange mechanisms	▪ **Burundi Revenue Authority (OBR) is sharing its data using APIs while others are still applying FTP mechanism.**	▪ Need for sustainable data exchange mechanism that integrates both NCTTCA Transport Observatory system and operational systems of identified stakeholders in Member States (Ports, ICDs, Revenue and Road Authorities, etc.)
Northern Corridor Sustainable Green Freight Transport Programme	▪ **Programme implemented about 20%**	▪ Effective implementation of the programme through support for project preparation, training and access to finance, with the aid of specialized ▪ Further activities shall include recognition scheme/certification and harmonized M&E framework, and human resource.
Uniform implementation of HSWIM	▪ **Implemented in Kenya and Uganda and has contributed to reduction in travel time, increasing efficiency and productivity**	▪ Weighbridges along the Corridor are not uniformly calibrated resulting in different loads differences from one weighbridge to another ▪ DRC operate Static weighbridges ▪ Rwanda has plans to start implementing HSWIM technology ▪ Burundi and South Sudan are yet to initiate ▪ Uniform implementation of the EAC vehicle load control Act and HSWIM technology by all Member States together with systematic and regular calibration to ensure same weighing for same vehicle
Enhancing Intraregional & Cross-Border Trade Enhancement	▪ **OSBPs have reduced transit times** ▪ **Some reduction in non-tariff barriers such as**	▪ Enhanced cross-border and Intra-regional trade as well as incentives to private sector to play adequate role in the implementation of the Corridor spatial development plan

Key initiatives	Achievements	Further needs and associated issues
	police check points has been made	
Enhanced Capacity building programmes	▪ **Stakeholders in Kenya, Uganda and Rwanda have demonstrable capacity**	▪ Targeted Interventions for Member States that are behind
Safety Enhancement Programme	▪ **Identification of the black spots on roads is being implemented**	▪ Support regional road and inland waterways safety management systems for NC in collaboration with national safety agencies of Member States
Northern Corridor Infrastructure Master Plan (2011)	▪ **The operationalization of the SGR was a notable achievement showing positive results** ▪ **Several road rehabilitations and upgrades have been undertaken across the corridor and others are at advanced stages of development**	▪ All Member States at varying levels of implementation of projects ▪ The plan did not include South Sudan ▪ Some Member States are developing their national plans; it is important that NCTTCA coordinates efforts at regional level to avoid fragmented initiatives and make sure collective commitments are considered ▪ The Master Plan should be updated to incorporate recent developments such as RSS, SGR, new IWT ports and oil jetties ▪ Needs to include infrastructure projects in South Sudan

Source: Collated based on consultation and Consultant's secondary research

2.4   Stakeholder feedback

2.4.1   Stakeholders consulted

Figure 2-14 provides a snapshot of the consultation pool. A complete list of stakeholders consulted is in Appendix A.

Figure 2-14: Stakeholder consultation at a glance

71 stakeholders contacted

September 23 – November 30
Consultation period

54 responses

76% participation rate
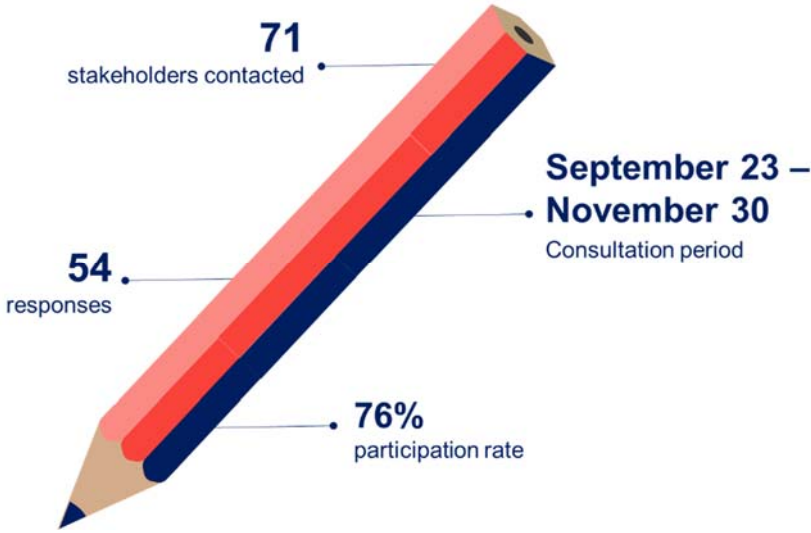
The stakeholder consultation received good response overall. 78% of Member State stakeholders who were contacted provided feedback, while only one IFI out of the five contacted responded.

**Figure 2-15: Consultation response breakup by stakeholder type**

7 NCTTCA
A total of 7 interviews were conducted with NCTTCA Executive Secretary and program directors

46 Northern Corridor Member States
A total of 46 government ministries and private sector transport and trade associations responded

1 International Financial Institutions (IFIs)
1 IFI responded for the purpose of this assignment
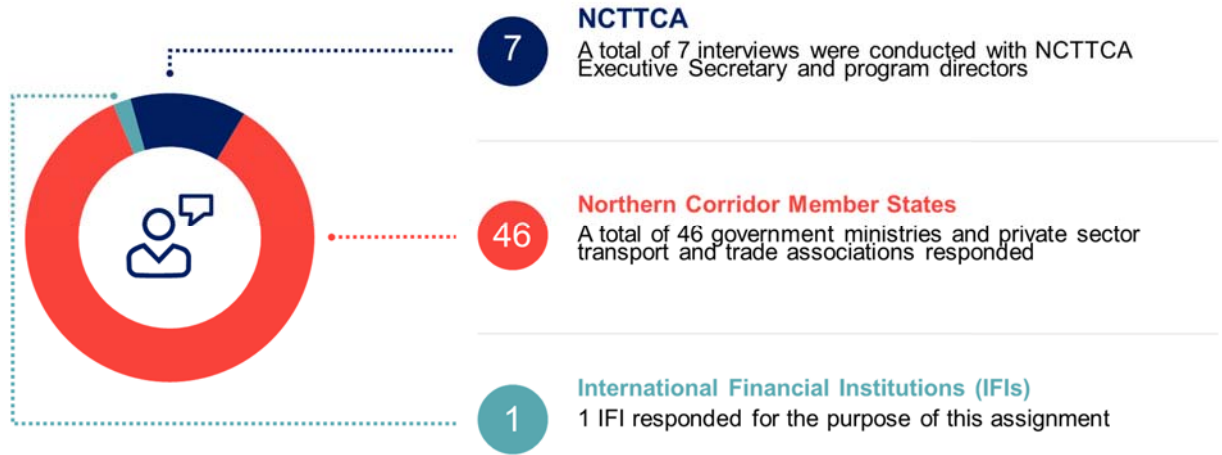
Figure 2-15 depicts the response breakup by each Member State.

Figure 2-16: Consultation breakup by Member States

SOUTH SUDAN
6 total consultations
4 government ministries
2 private sector operators/ ass.

UGANDA
7 total consultations
4 government ministries
3 private sector operators/ ass.

KENYA
13 total consultations
10 government ministries
3 private sector operators/ ass.

DRC
7 total consultations
4 government ministries
3 private sector operators/ ass.

RWANDA
5 total consultations
4 government ministries
1 private sector operators/ ass.

BURUNDI
8 total consultations
6 government ministries
2 private sector operators/ ass.

2.4.2 Key messages

This section presents a summary of the key takeaways based on the public and private stakeholders' feedback.

Key priorities to consider

The following figure summarized the key feedback received from the stakeholders consulted.

Figure 2-17: Key feedback from stakeholders

2.5   Member State priorities

The stakeholders consulted from various Member States during the preparation of this Strategic Plan articulated the key priorities in various infrastructure sectors. The following table captures some of these priorities and projects expressed during the consultations supplemented with information sourced from master plans / budgets/ of public sector agencies in the Member States. This list is illustrative and is not necessarily exhaustive; the information is provided as a reference for the focus areas of the Member States.

Table 2-8: Member States priorities and key projects

Member State	Ports	Roads	Railways	IWT	Pipeline	Trade and logistics infrastructure
Kenya	Improvement of Kisumu Port including Berths, loading and offloading sites.	Development of Roads and Enhancement of Network Capacity and Quality while ensuring environment and Social Sustainability.	Rehabilitation and operationalization of both the MGR and SGR up to Malaba and Kisumu borders.	Acquisition of additional vessels & Improvement of the multimodal transport road-rail-pipeline-IWT especially through Lake Victoria.	Enhancing operations of the Kisumu Oil Jetty.	Road Safety Improvement and OSBPs& RSS development along the Corridor.
Rwanda	Development of Ports on Lake Kivu by 2024.	Development of a National Transport Master Plan by 2023 as well as Road Asset management System and Road Safety guidelines by 2024.	Creation of a railway Safety Agency to regulate and monitor safety of rail systems. Establishment of uniform rail standards to ensure interoperability within the country and across national boundaries. Extension of the railway from Rusumo to Kigali.	Integrate IWT into the multimodal logistics chain & establish mechanisms for national and regional coordination on the development of the waterway network.	-	Seven OSBPs constructed on main borders by 2025. Six Number of operational weighbridges installed by 2025.
Uganda	Improvement of Port Bell, Jinja Port and Bukasa including their Berths, loading and offloading sites	Improvement and maintenance of national roads as well as ensuring environment sustainability.	Rehabilitation of the entire MGR network in the Country.	Enhancing navigation on Lake Victoria and the multimodal transport of goods through road-rail-pipeline-IWT connectivity. Finalization and operationalization of Mahathi Infra Uganda Ltd Oil Jetty.	-	Improving IWT operations at Port Bell and Jinja Ports; Road Safety and OSBPs & RSS development.

Member State	Ports	Roads	Railways	IWT	Pipeline	Trade and logistics infrastructure
DRC	-	Rehabilitation of Mpondwe -Kisangani road. Maintenance of national roads while ensuring environment and Social Sustainability.	-	-	-	Road safety and Security improvement
Burundi	Improvement & Extension of Bujumbura Port.	Widening the Road Gitega-Bujumbura & Rehabilitation of the Bridge on Kanyaru-Bujumbura road. Maintenance of national roads while ensuring environment and Social Sustainability.	Extension of the railway from Musongati-Gitega-Bujumbura. Establishment of uniform rail standards to ensure interoperability within the Country and across national boundaries.	Enhancing navigation on Lake Tanganyika	-	Safety improvement along the road Bujumbura-Kanyaru/Haut (about 110 km). Development of Kanyaru -Haut OSBPs Bugarama RSS site
South Sudan	A transport Sector need assessment is ongoing to define appropriate actions that are needed at on River Nile.	Maintenance of national roads while ensuring environment and Social Sustainability (awaiting recommendations from the ongoing "transport sector need assessment").	A "transport Sector need assessment" is ongoing to define appropriate priorities concerning railways development in South Sudan.	A transport Sector need assessment is ongoing to define priorities for the next 5 years period	A transport Sector need assessment is ongoing to define priorities for the next 5 years period	Road safety and Security improvement (awaiting recommendations from the ongoing "transport sector need assessment").

2.6 SWOT analysis

This section provides a SWOT analysis of the NCTTCA to identify the internal and external factors that affect the achievement of the Secretariat's mandate and the achievement of the strategic objectives. Internal factors are considered as the strengths and weaknesses, and external factors are the threats and opportunities. Figure 2-18 highlights the key characteristics under each component.

Figure 2-18: NCTTCA SWOT analysis
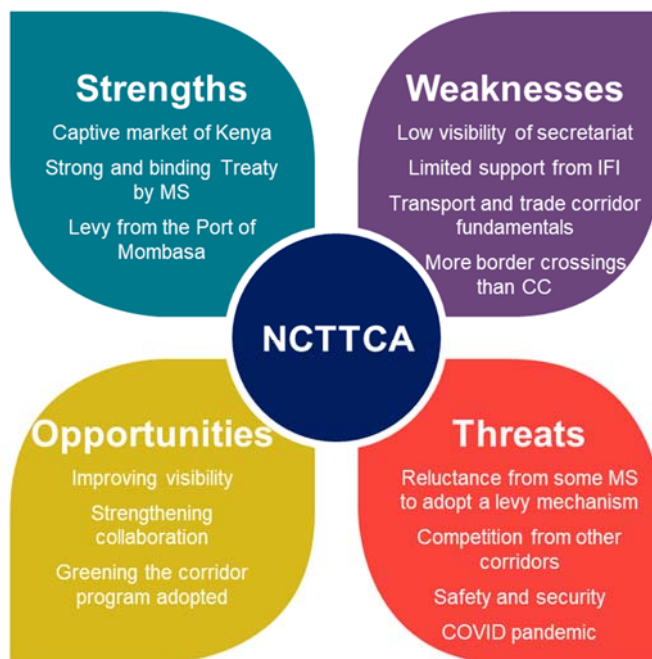
Strengths
- **Captive market of Kenya**, one of Africa's largest economies with its capital located inland, followed by Uganda, providing significant traffic for the corridor
- **Strong and binding Treaty by Member States**, which are critical to continuing to strengthen the corridor
- **Levy from the Port of Mombasa**, which improves monthly revenue of the Authority, increasing financial predictability and stability

Weaknesses
- **Low visibility of secretariat**: many stakeholders (esp. private sector) not aware of the strategic plan or what NCTTCA has been doing, thus seen as NCTTCA not as active as CCTTFA
- **Limited support from IFI** despite engagement to supplement existing budget and to support MS
- Issues with **transport and trade corridor fundamentals** (time and cost, stemming from harmonization and hidden costs issues), which are the utmost concern of the private sector users of the corridor
- **More border crossings than CC** for hinterland countries, which automatically makes NC less attractive than CC everything else constant

Opportunities
- **Improving visibility** and establishing reputation as an active and responsive corridor organization though more active engagement and regular and frequent reporting to the general public (LIVE issue reporting and resolution, monthly newsletters, etc.)
- **Strengthening collaboration** with the private sector users and Member States
- **Greening the corridor program adopted**, which would enhance the future sustainability of the Corridor

Threats (risks)
- **Reluctance from some Member States to adopt a levy mechanism** for funding the Authority, which can impede financial stability of the Authority to carry out necessary functions
- **Competition from other corridors** due to geographical locations and shorter distances
- **Safety and security** issues that affect the operation and sustainability of the corridor
- Negative impact of the **COVID pandemic**

3 Approach for development of Strategic Plan

3.1 Guiding principles for Strategic Plan

The key guiding principles for developing the Strategic Plan for the NCTTCA Secretariat are the following:

- Aligned with the vision, mission, mandate, functions and authorities of the NCTTCA Secretariat as a corridor facilitation and coordination organization.

  ▪ Ensure that the activities and associated outputs are within the mandate and authorities of the organization.

- Focus on doing well in specialized functions:

  ▪ Focus on what a corridor organization should do and do it very well, rather than spreading efforts over broader areas, to maximize the benefits stemming from activities.

Designed for one specialized function, i.e. Cut something, but scissors do that job very well

Multiple functions (pull-out knives, screwdrivers, scissors and pliers, etc.). Could be handy, but none of the functions works better than a specialized tool

Focus on what the organization is good at and specialized in, and do it well.

- Focus on priorities of the users of the corridor:

  ▪ Private sector users of the corridor, including transporters, and logistics service providers, are the "clients" of the corridor. As much as their activities depend on the corridor, the corridor depends on them.

- Concise, adaptable and understandable:

  ▪ The plan should be easy for NCTTCA staff to understand and develop detailed planning within, and monitor.

  ▪ The plan should be easy for those external to NCTTCA to understand and appreciate.

- Specific but not overly prescriptive:

  ▪ The plan covers a 5-year period. While the objectives and focus should be clearly defined in the plan, the detailed activities to achieve the Strategic Plan should be through the Secretariat's annual planning process. The Plan should provide "**strategic" direction to NCTTCA Secretariat**.
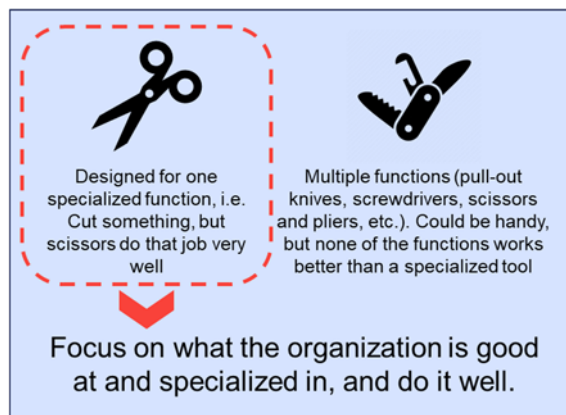
The development of the Strategic Plan is based on various inputs as captured in Figure 3-1.

Figure 3-1: Inputs for development of Strategic Plan

3.2 Framework for Strategic Plan

3.2.1 Key Focus Areas and Pillars of Action

Based on the above inputs, and in line with the NCTTCA Secretariat's vision and mission, Key Focus Areas (KFA) and Pillars of Action (PoA) have been defined.

The KFAs are the four major thematic areas for the NCTTCA Secretariat to focus on for the next five years:

- KFA1: Trade policy harmonization
- KFA2: Transport policy harmonization
- KFA3: Enhanced physical connectivity
- KFA4: Environmental and social sustainability

For each of the KFAs, Strategic Objectives (SOs) are formulated to address key problems or areas of concerns. Figure 3-2 presents the overall framework for the Strategic Plan.

Figure 3-2: Framework for Strategic Plan
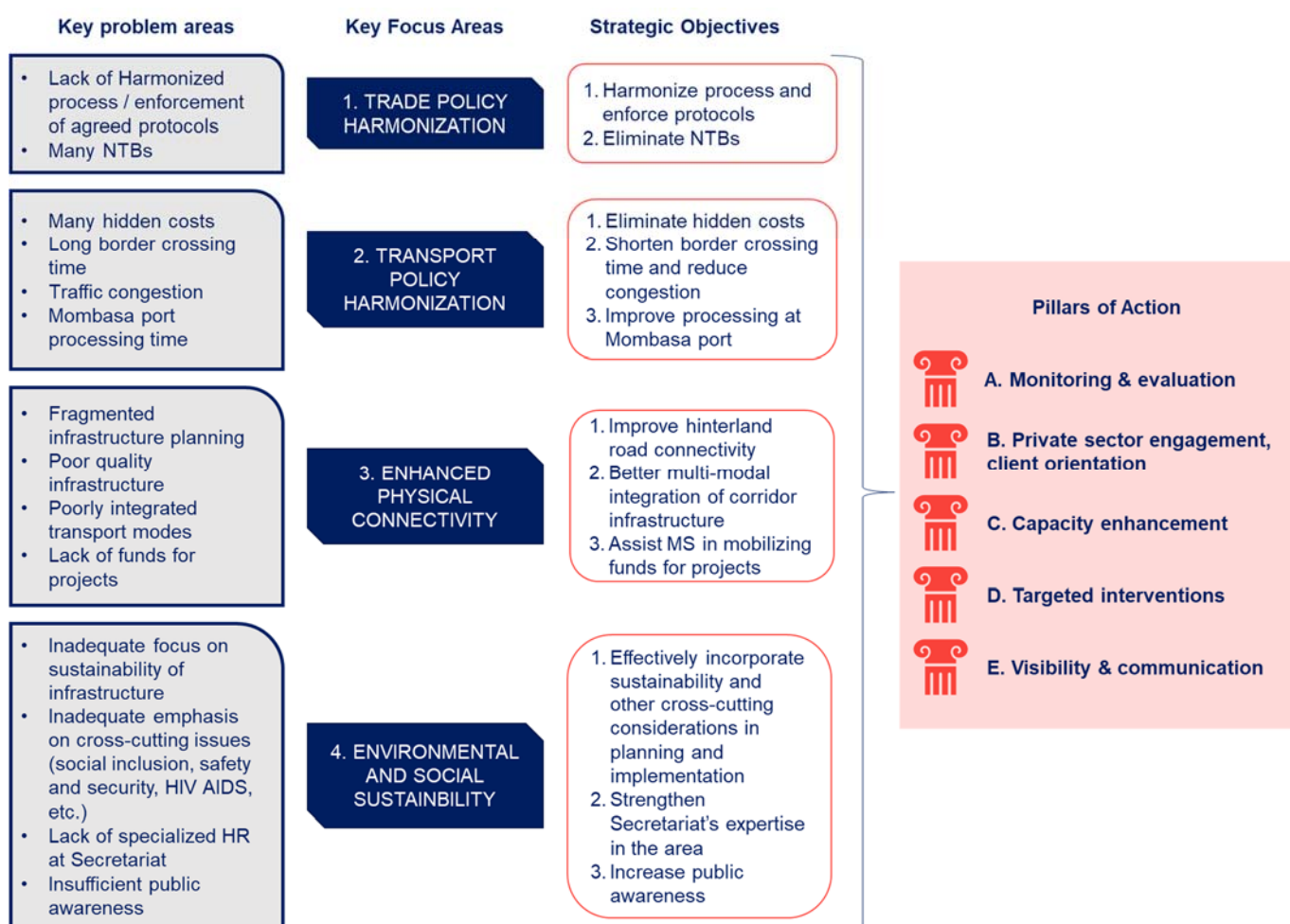
The PoA are grouped under functional areas. These include:

- **A. Monitoring & Evaluation (M&E)**: This includes monitoring of Member States' progress to comply with NCTTA commitments. It also includes periodic evaluation, analysis of deviation from projected schedule and root cause analysis to inform targeted interventions.

- **B. Private Sector Engagement, Client Orientation (PSECO)**: This includes strategic actions to make the Secretariat more oriented towards the requirements of the Secretariat's clients, especially the private sector users of the corridor and potential investors and operators. It includes actions for formal and informal engagement with the Secretariat's clients, both proactive and reactive.

- **C. Capacity Enhancement**: This includes strategic actions to enhance the capacity of private sector users and the Member States to understand and implement NCTTA protocols and support infrastructure development. It also includes capacity enhancement for the Secretariat.

- **D. Targeted Interventions**: This refers to targeted interventions in response to specific problem areas or concerns of the Member States and infrastructure users, identified through the annual planning process and various initiatives under the PSECO PoA.

- **E. Visibility & Communications (V&C)**: This refers to strategic actions to create visibility for the Secretariat amongst its clients through strategic and consistent communication, use of social media, publications and events.

3.2.2 Creating a "virtuous cycle"

Figure 3-3 presents the key concept, which is the basis of the formulation of the PoAs. The objectives of the above-described PoAs are to create this virtuous cycle of corridor improvement.

Figure 3-3: Creating a "virtuous cycle"
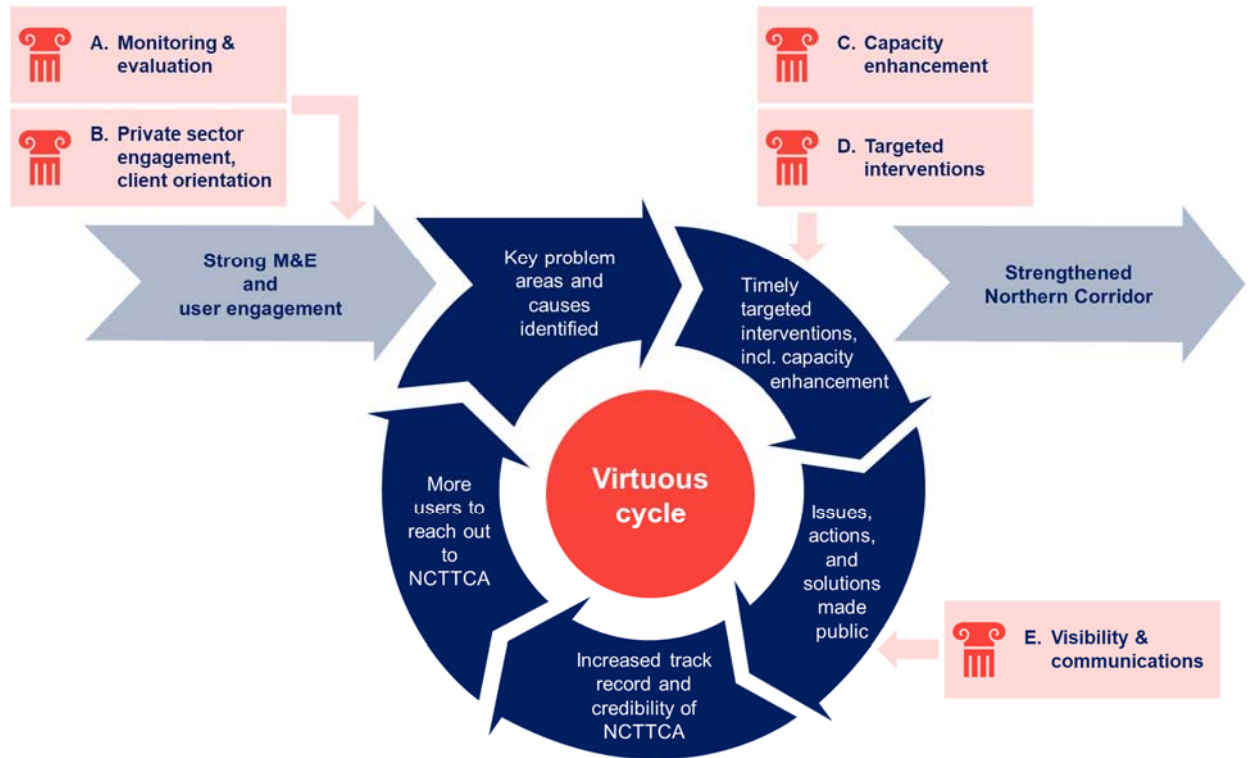
4 Strategic Plan 2022-2026

4.1 Vision and mission

The hierarchy of the Strategic Plan starts with a Vision statement as a long-term "impact" statement.

Figure 4-1: Strategic Plan structure

4.1.1 Vision

The vision for the Strategic Plan 2022-2026 is for the Northern Corridor to become a safe, sustainable, and competitive trade and transport corridor.

Figure 4-2: NCTTCA Secretariat's vision

The vision statement is reflective of the global ambitions the region to become competitive in trade and transport, and also encompasses some of the key attributes desired for the Northern Corridor such as safety and sustainability.

Transport and trade corridors are one of the key enablers of social and economic activities and development. By providing a competitive and reliable transport corridor, the Northern Corridor will ultimately contribute to the region's social and economic development through lowering transport cost and inventory needs (through reliable services), thus lowering the cost of doing business, and providing access, among others.

4.1.2   Mission

The mission statement for the Strategic Plan 2022-2026 is "To coordinate and support implementation of activities in the Northern Corridor for efficient movement of goods and persons; and contribute to the socio-economic development of the region."

Figure 4-3: NCTTCA Secretariat's mission

The mission statement focusses on the role and mandate of the NCTTCA Secretariat in pursuit of the overall vision statement for the Northern Corridor. The achievement of this mission will be pursued through the four KFAs presented in Section 3.2, which are:

- KFA1: Trade policy harmonization
- KFA2: Transport policy harmonization
- KFA3: Enhanced physical connectivity
- KFA4: Environmental and social sustainability

4.2   Key focus areas and strategic objectives

4.2.1   Overview

The following provides an overview of the Secretariat's strategic objectives for 2022-26.

Figure 4-4: NCTTCA Secretariat's strategic objectives for 2022-26
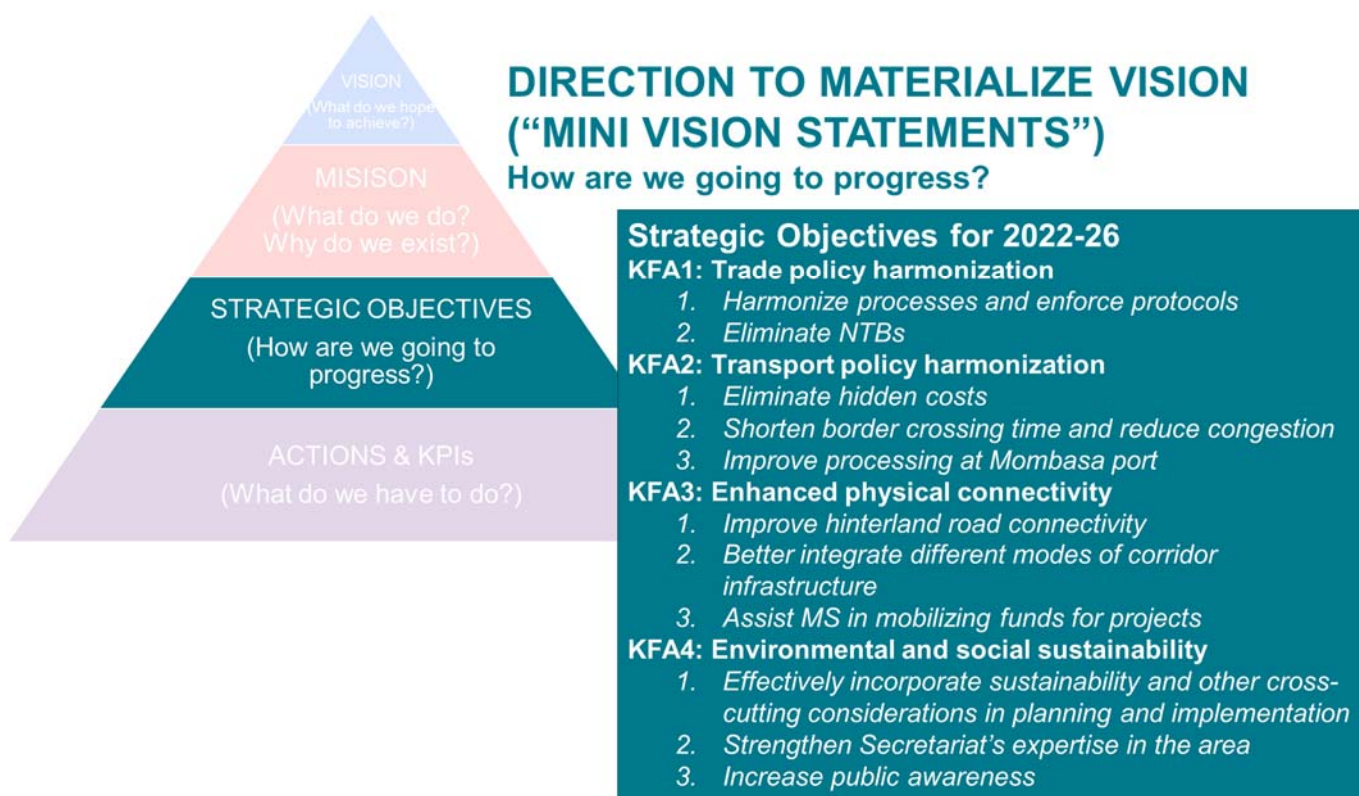
Based on the above, the following section defines the objectives, target outcomes of the Strategic Actions and the long-term desired impact for each KFA.

Figure 4-5: Actions, outputs, outcomes and impacts
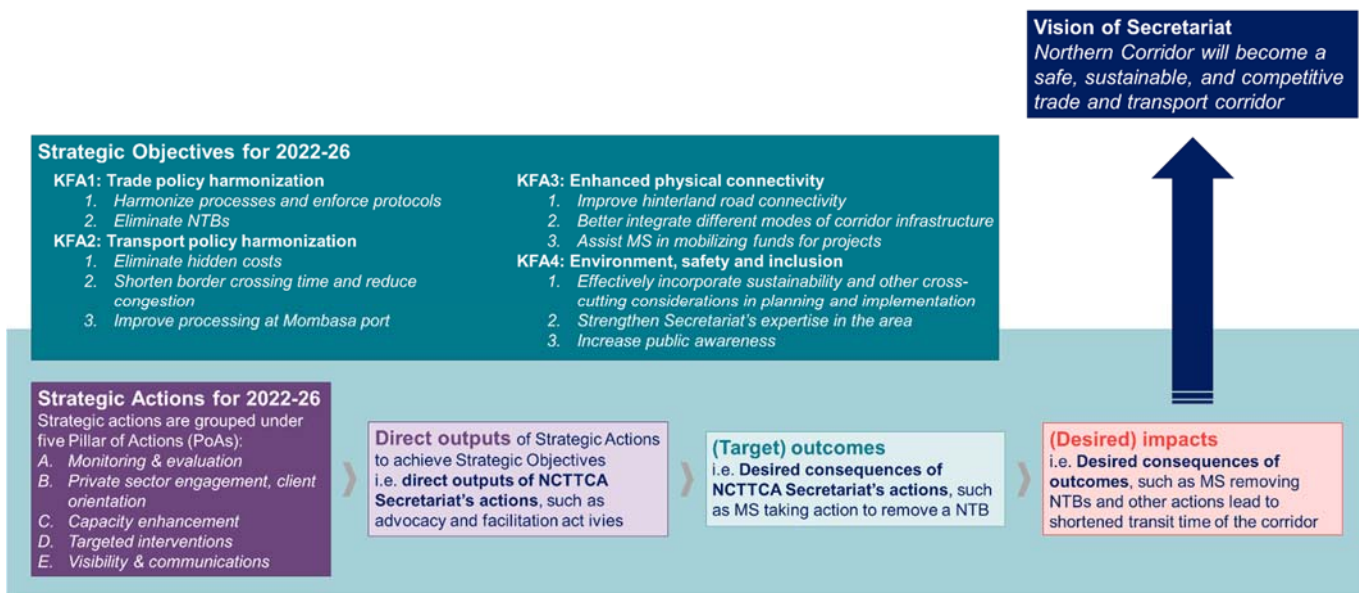
4.2.2   KFA1: Trade policy harmonization

The first KFA for the 2022-26 Strategic Plan is trade policy harmonization. The key problem areas identified during the evaluation of the earlier Strategic Plan and stakeholder consultations is the lack of harmonized process and their on-the-ground enforcement, and persistent NTBs.

Implications of African Continental Free Trade Area (AfCFTA)

AfCFTA will reduce tariffs among member countries and cover policy areas such as trade facilitation and services, as well as regulatory measures such as sanitary standards and technical barriers to trade. Full implementation of AfCFTA would reshape markets and economies across the region and boost output in the services, manufacturing and natural resources sectors. Reaping the huge benefits of AfCFTA to the transport sector requires implementation of regional infrastructure and services programmes.

The Secretariat's mandate includes facilitating the implementation of the NCTTA protocols by all Member States, encouraging implementation/enforcement of harmonized trade practices on the ground and remediation of any NTBs that may exist. Therefore, the two SOs under this KFA are:

1. **Harmonize processes and enforce protocols**

2. **Eliminate NTBs**

Figure 4-6 provides a snapshot of the SOs and strategic activities under each PoA for KFA1: Trade policy harmonization.

Figure 4-6: SOs and strategic actions by PoA for KFA1 Trade policy harmonization
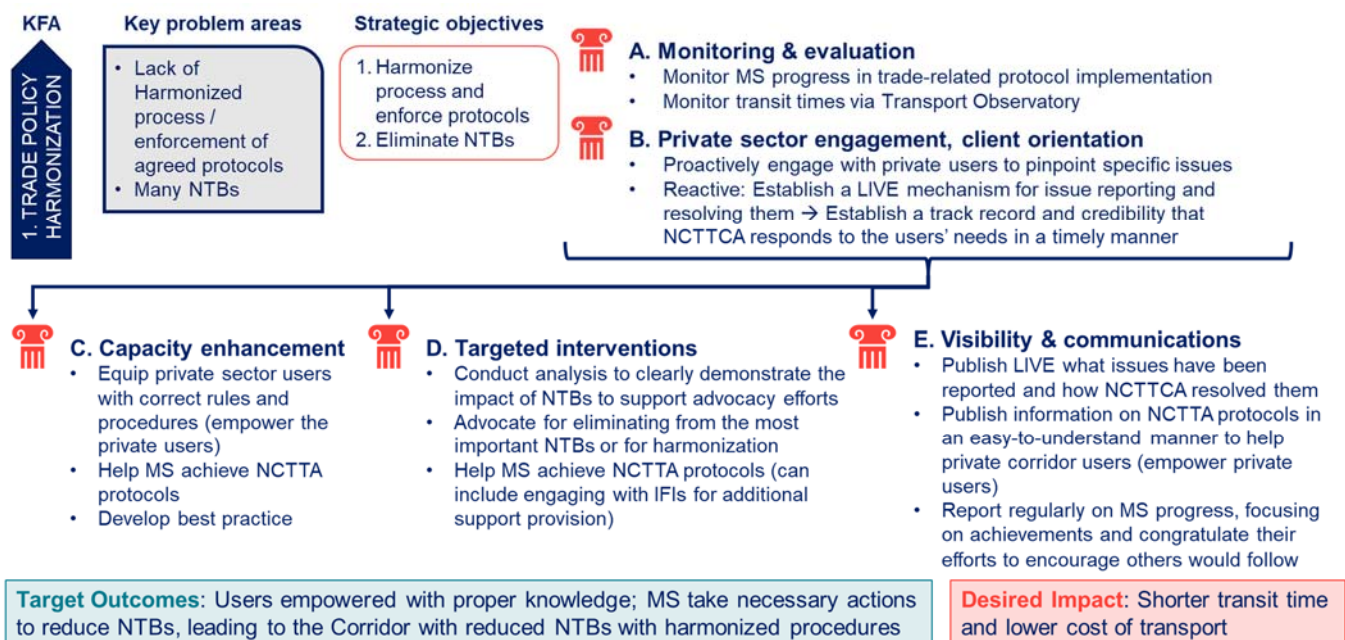
4.2.3   KFA2: Transport policy harmonization

The second KFA for the 2022-26 Strategic Plan is transport policy harmonization. The key problem areas identified during the evaluation of the earlier Strategic Plan and stakeholder

consultations is the persistence of several hidden costs, long border crossing times (in spite of OSBPs and Joint Border Committees), traffic congestion and time-consuming processes at the gateway port at Mombasa[36].

The Secretariat will focus on the following three SOs under this KFA during this plan period:

1. **Eliminate hidden costs**

2. **Shorten border crossing time and reduce congestion**

3. **Improve processing at Mombasa port**[37]

Figure 4-7 provides a snapshot of the SOs and strategic activities under each PoA for KFA2: Transport policy harmonization.

Figure 4-7: SOs and strategic actions by PoA for KFA2 Transport policy harmonization
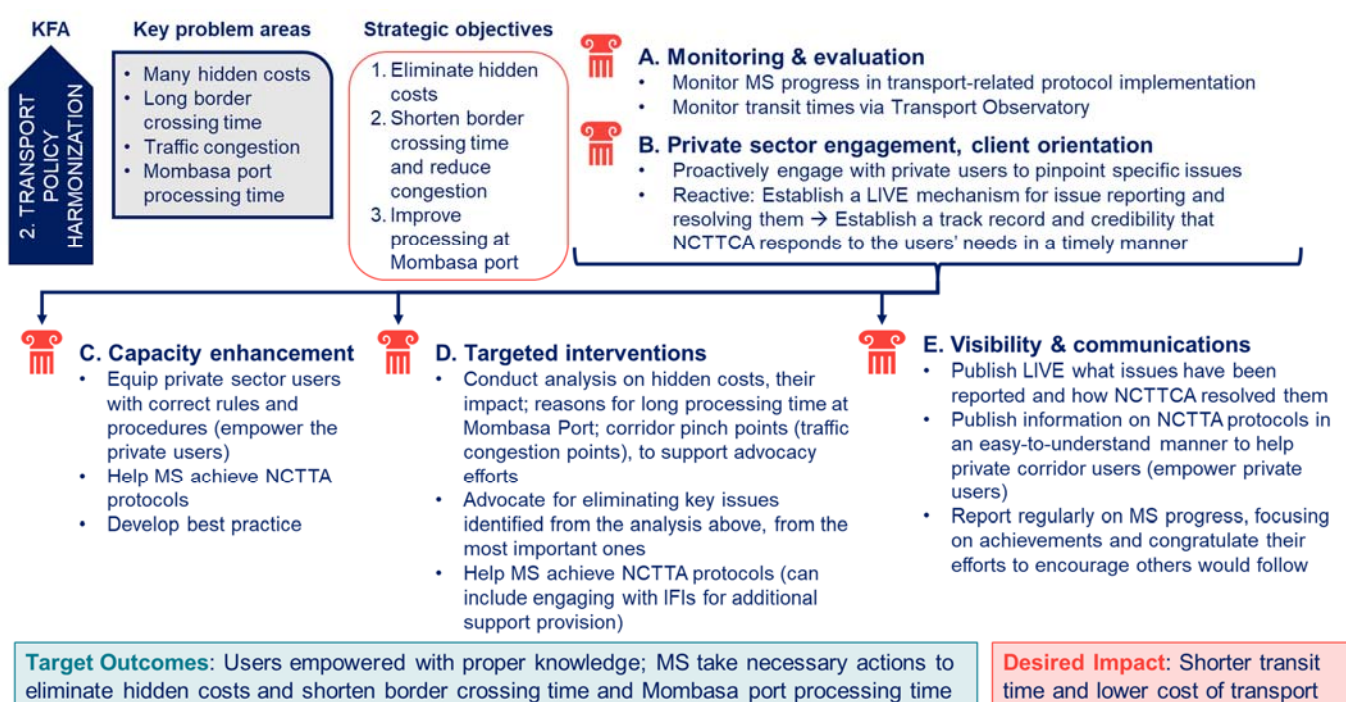
4.2.4 KFA3: Enhanced physical connectivity

The third KFA for the 2022-26 Strategic Plan is enhanced physical connectivity. The key problem areas identified during the evaluation of the earlier Strategic Plan and stakeholder consultations are fragmented infrastructure planning, poor quality of infrastructure (especially roads in hinterland), poorly integrated transport modes and problems faced by the Member States in mobilizing funds for projects for adequate rehabilitations and infrastructure development.

Therefore, the SOs under this KFA are:

1. **Improve hinterland road connectivity**

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[36] This could be a port operational issue, in which case, it would fall under KPA2, but it could also be the customs process issue, in which case, it would fall under KPA1. A detailed assessment would be required, and activities may need to be adjusted accordingly.
[37] If the issue is port operations, it would be under KPA1, but if it is the customs process issue, it would fall under KPA1. A detailed assessment would be required.

2. **Better integrate different modes of corridor infrastructure**

3. **Assist the Member States in mobilizing funds for projects**

Figure 4-8 provides a snapshot of the SOs and strategic activities under each PoA for KFA 3: Enhanced physical connectivity.

Figure 4-8: SOs and strategic actions by PoA for KFA3 Enhanced physical connectivity
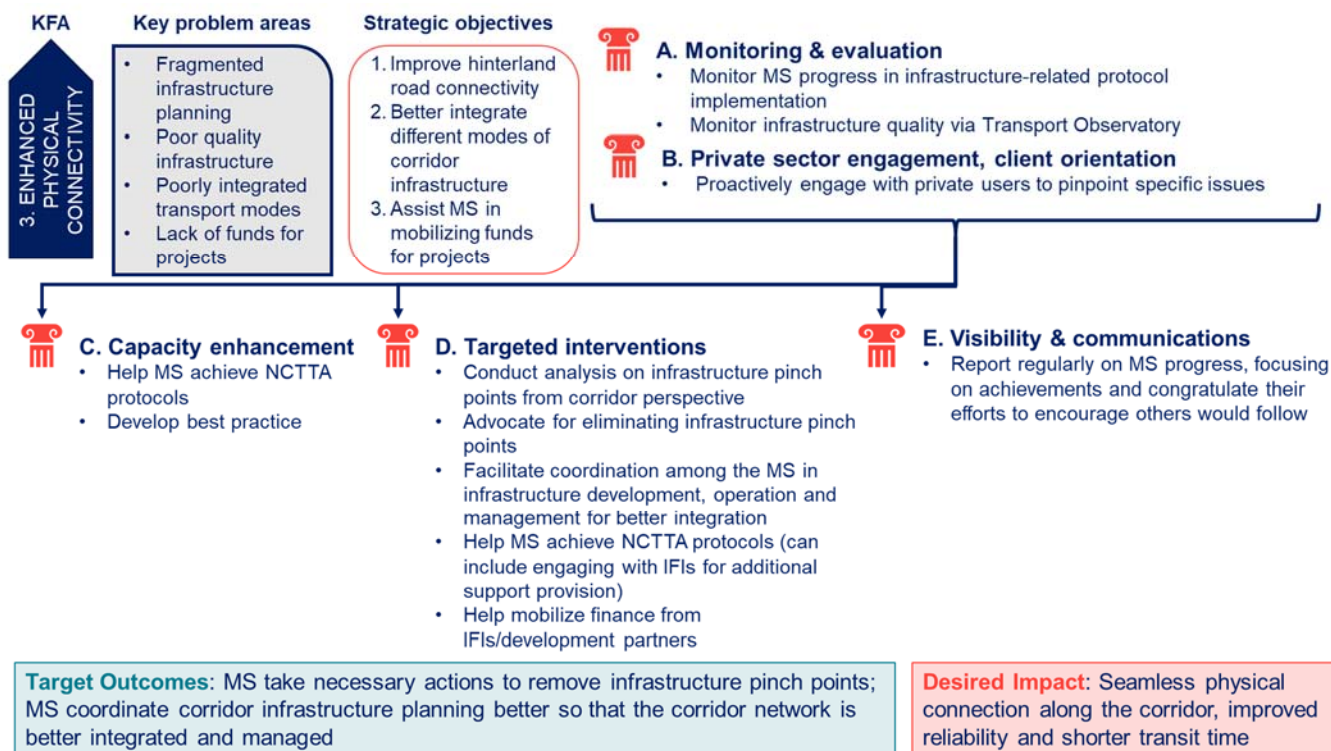
4.2.5 KFA4: Environmental and social sustainability

The fourth KFA for the 2022-26 Strategic Plan is environmental and social sustainability. This KFA encompasses several cross-cutting areas and builds on the initiatives launched in the Strategic Plan 2017-2021.

The NCTTCA initiated the "Sustainable Green Freight Transport Programme" with the aim of continuously developed in partnership with the UN Environment (UNEP), through the Heavy-Duty Diesel Vehicles and Engines Initiative (HDDI) for the Climate and Clean Air Coalition (CCAC) to reduce short lived climate pollutants. The programme is expected to be a launching pad of a phased implementation of a holistic Sustainable Freight Transport Strategy, which is underpinned by sustainable transport policies, planning strategies and investment decisions that effectively balance the economic, environmental and social objectives. It is aimed at aligning this Strategic Plan to green freight initiatives by improving the fuel efficiency of road transportation; reducing of particulate matter (PM) and, black carbon, Oxides of nitrogen (NOX) and CO_2 emissions that contribute to climate change. The program also aims at reducing road accidents and advocates for modal shift along the Northern Corridor. This will continue to be a focus area for NCTTCA.

The key problem areas identified during the evaluation of the earlier Strategic Plan and stakeholder consultations are inadequate focus on sustainability of infrastructure, lack of specialised human resource at the Secretariat, insufficient public awareness, inadequate

emphasis on cross-cutting areas such as social inclusion, safety and security, and HIV AIDS, among others.

Therefore, the SOs under this KFA are:

1. **Effectively incorporate sustainability and other cross-cutting considerations in planning and implementation**

2. **Strengthen Secretariat's expertise in the area**

3. **Increase public awareness**

Figure 4-9 provides a snapshot of the SOs and strategic activities under each PoA for KFA 4: Environment, safety and inclusion.

Figure 4-9: SOs and strategic actions by PoA for KFA4 Environmental and social sustainability
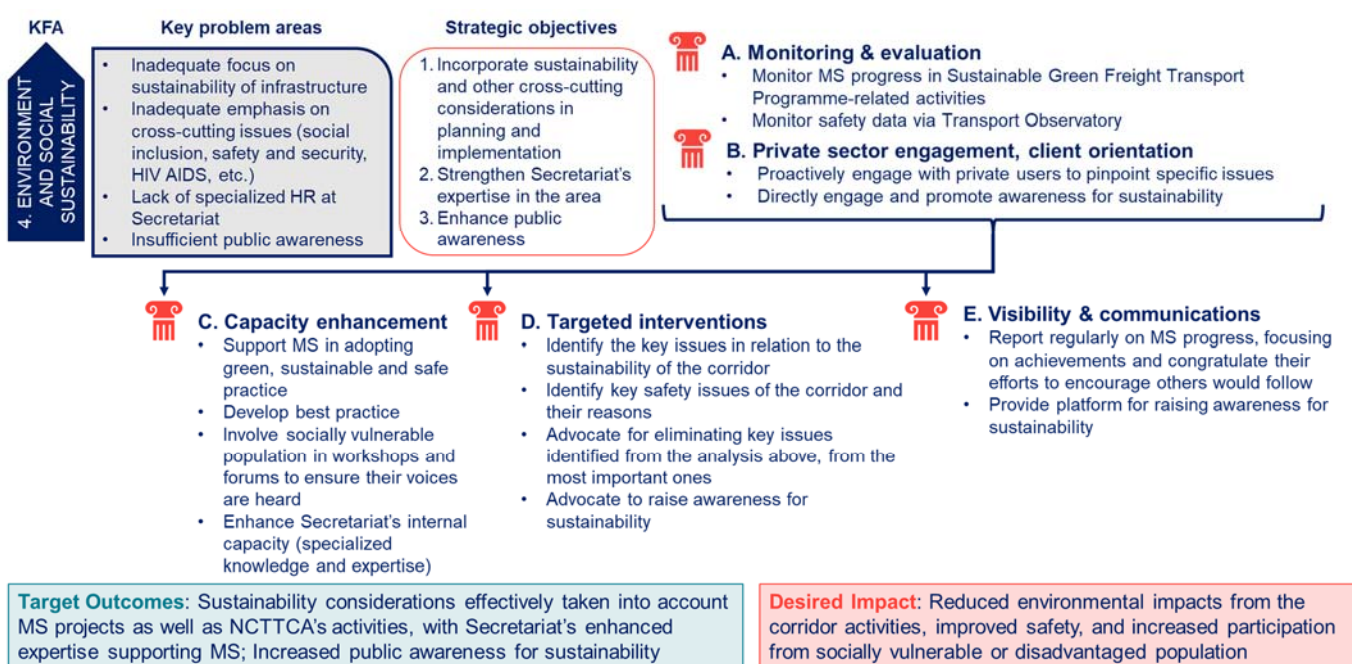
4.3 Strategic actions under each Pillar of Action

4.3.1 Overview

The strategic actions to achieve the SOs as defined above have been grouped under each PoA.

Figure 4-10: NCTTCA Secretariat's strategic actions for 2022-26

PoAs are cross-cutting, and each of the PoAs contributes to achieving the strategic objectives set under each KFA as follows.

Figure 4-11: KFA and cross-cutting PoAs
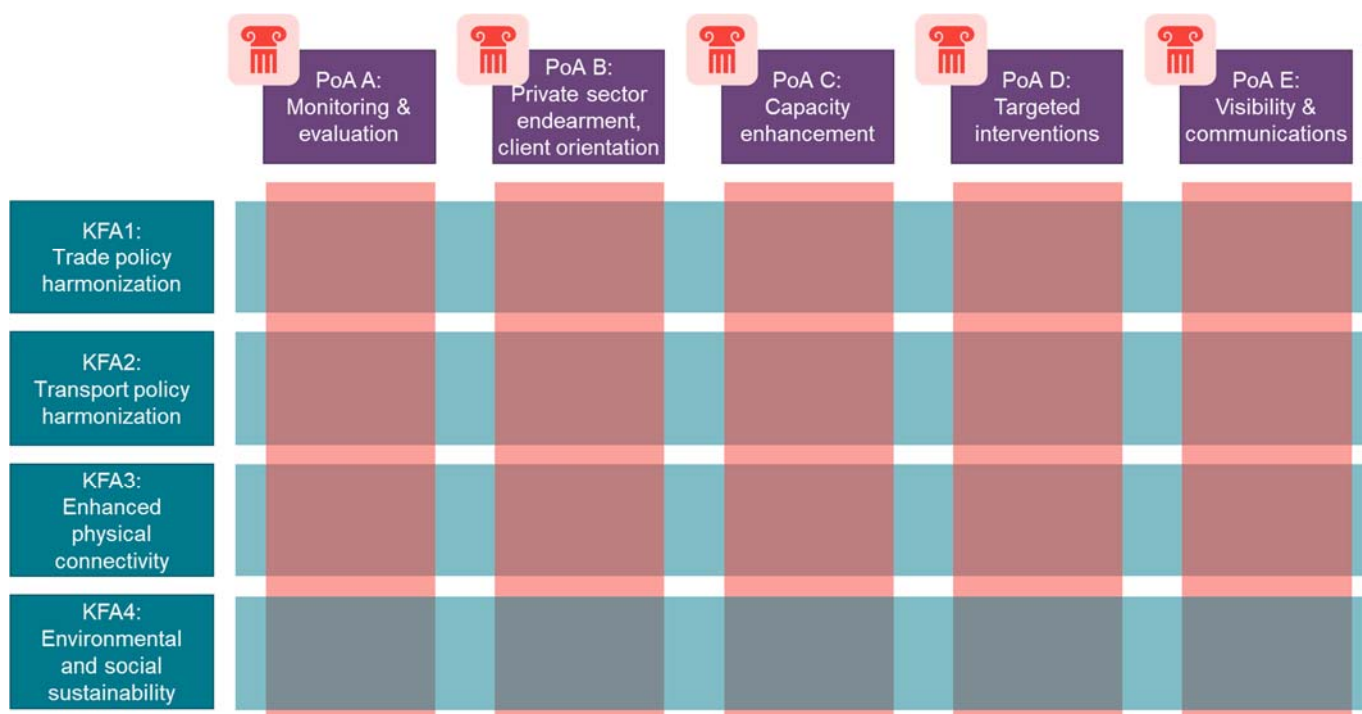
4.3.2   PoA A. Monitoring & evaluation (M&E)

This PoA includes strategic actions for concurrent monitoring of implementation of NCTTA commitments by the Member States and strengthening of the Transport Observatory to provide the data-based evidence to guide future Northern Corridor activities.

Figure 4-12 provides a snapshot of strategic actions under PoA A. Monitoring & evaluation.

Figure 4-12: Strategic actions under PoA A. Monitoring & evaluation
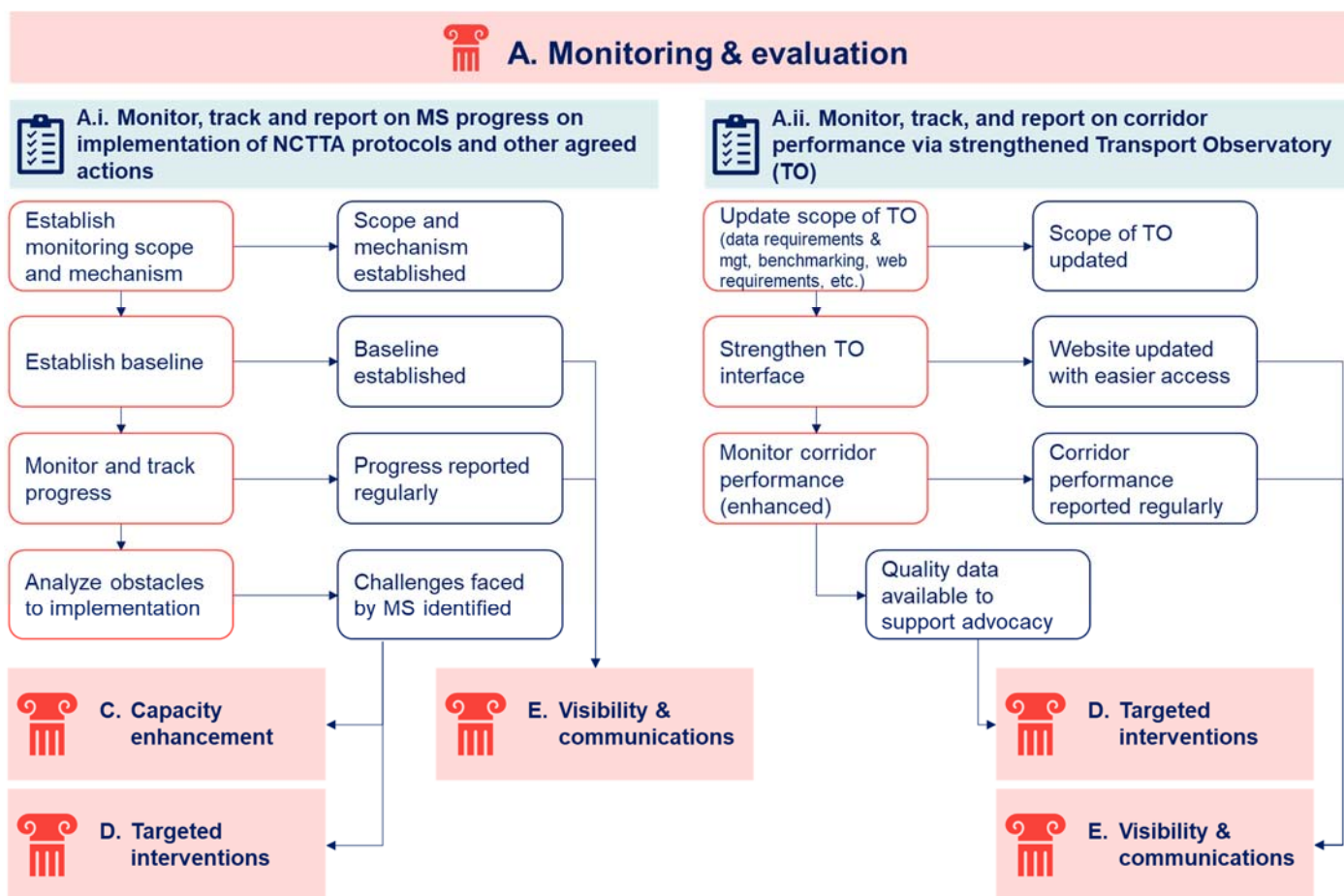
Each of the Strategic Actions are described below.

Strategic Action A.i. Monitor, track and report on the Member States' progress on implementation of NCTTA protocols and other agreed actions

- **Establish monitoring scope and mechanism:** The Secretariat will first establish the exact scope of monitoring and associated mechanism for the monitoring activities. This will require streamlining the protocols, defining how the information should be collected, frequency of such data/information collection, and reporting mechanism, among others.

- **Establish baseline:** The Secretariat will establish a baseline of the implementation of the NCTTA protocols by each Member State in consultation with the respective Member State at the beginning of the Strategic Plan period.

- **Monitor and track progress:** The implementation of the NCTTA protocols by the Member States and any other committed initiatives by them will be monitored on a regular basis vis-à-vis the projected schedule as discussed above. The progress of implementation by all Member States, as well as the baseline, will be reported regularly to the NCTTCA policy organs and to the general public (under PoA E. Visibility & communications).

- **Analyse obstacles to implementation:** As the baseline is established and the monitoring is done, the Secretariat will identify where the challenges are: which Member State is having challenges and what challenges are faced by the Member States in implementing specific protocols. The Secretariat will identify priorities areas to target for assistance (under PoA D. Targeted Interventions) based on the monitoring – such priorities can be, for example, a specific protocol where most of the Member States have implemented but one is behind,

thus assisting the one in implementing the protocol (under PoA D. Targeted interventions) would lead to full harmonization along the corridor (i.e. low hanging fruits), or relieving key choking point in the road network[38] that is critical to ensure the corridor network connectivity (i.e. critical path), etc.

For any priority target activities/projects relevant to the NCTTA protocol and corridor performance agreed by the Member States, the Secretariat will seek a project schedule from the respective Member States for each of the projects. This project schedule will chart out key project milestones on an annual basis. When aggregated, this will map out the progress of projects of an annual basis and variance if any (refer to example below).

Figure 4-13: Example of Gantt Chart for assessing progress of projects
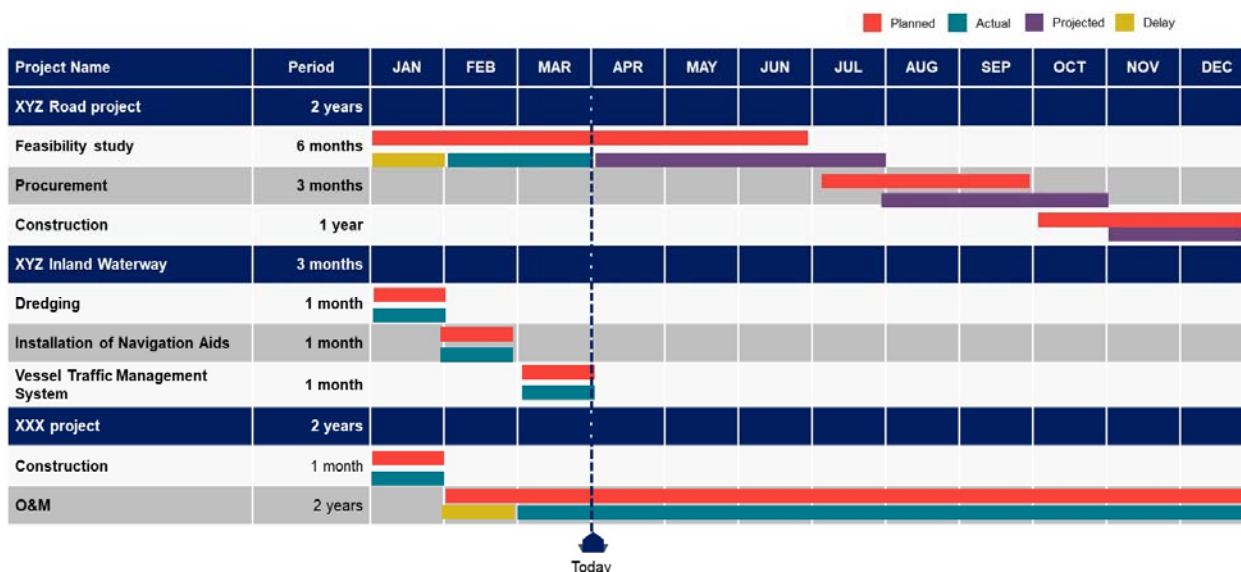
For any delays or variance, the Secretariat will consult with the respective Member States on the challenges faced and will collectively identify options of interventions that may help arrest the delay, including any steps that the Secretariat can assist with.

Strategic Action A.ii. Monitor, track, and report on corridor performance via strengthened Transport Observatory

The Transport Observatory collects data and collates information on the key performance indicators of the Northern Corridor. Based on the available data, the indicators are categorized into volume and capacity, tariff and rates, time and delays, efficiency and productivity, intra-regional trade, environment, and road safety. Some data is based on annual surveys while others are based on data collected by the Member States, provided to the Transport Observatory. There is variation in the quality of data (degree or granularity and completeness) available across parameters.

- **Update the scope of the Transport Observatory:** The Secretariat will first review the current Transport Observatory regarding the data collected/published, frequency of the data collection, variation of the data quality, and the user interface of the Transport Observatory, and define an upgraded scope of the Transport Observatory. This should consider the following:

  - Enhancing the KPIs to include:

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[38] The NCTTA Protocol No. 2 Routes and Facilities require MS "to ensure the distribution of the costs for construction, maintenance and repair of the routes as set out in Section III of the Protocol."

- Hidden costs and time delays, including illegally solicited amounts at unprescribed stops by various official and unofficial entities across the Northern Corridor.

- Quality of infrastructure will specifically review adherence to regionally prescribed design, asset condition and safety standards and their implementation on the ground. For example, in case of roads, this may include access control on expressways, provision for pedestrian crossings, safety at intersections, road signages and markings, drainage systems to prevent water logging, etc. For IWT, this may include channel maintenance, navigation aids, and traffic management systems.

- Progress of infrastructure development: This will be based on consultations with the Member States as described above.

  ▪ Strengthening data quality: The Secretariat will triangulate and corroborate collected data through different sources (including published data, industry and regional benchmarks) and validation by the Member States to enhance the data quality and consistency.

- **Strengthening Transport Observatory interface:** The Secretariat will improve the Transport Observatory user interface through the current website to make it user friendly. This would include interface redesign, augmentation of server/internet bandwidth and security certification for the website.

- **Monitor corridor performance (enhanced):** With the expanded scope and upgraded interface, the Secretariat will carry out regular monitoring activities of the corridor performance. With the more user-friendly interface, the data will be more easily accessible to interested stakeholders (under PoA E. Visibility & communications), and the enhanced data set will enable the Secretariat to equip itself with necessary data and evidence to strengthen its advocacy efforts (under PoA D. Targeted interventions). In addition, it will also enable the Secretariat to provide more effective analytical support to the policy organs in making key policy decisions.

4.3.3 PoA B. Private sector engagement, client orientation (PSECO)

This PoA includes strategic actions to make the Secretariat more oriented towards the requirements of the Secretariat's primary "clients", i.e., the private sector users of the corridor. It includes actions for formal and informal engagement with the Secretariat's clients, both proactive and reactive.

Figure 4-14 provides a snapshot of specific actions under PoA B. Private sector engagement, client orientation.

Figure 4-14: Strategic Actions under PoA B. Private sector engagement, client orientation
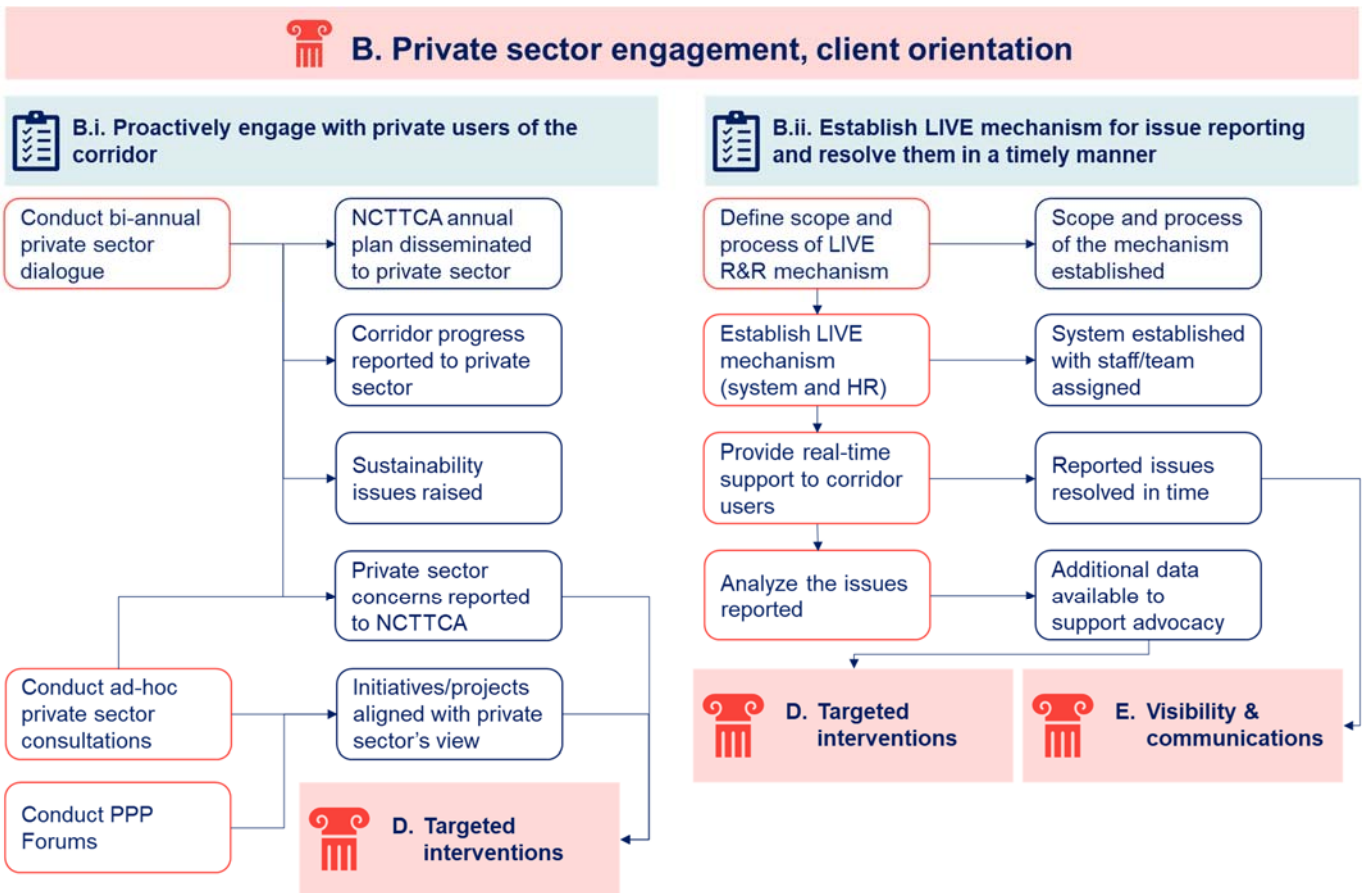
Each of the Strategic Actions are described below.

Strategic Action B.i. Proactively engage with private users of the corridor

- **Conduct bi-annual private sector dialogues:** The Secretariat will conduct bi-annual dialogues (events) with a wide range of private sector stakeholders including transport associations, shippers, logistics service providers and infrastructure user groups in each Member State. The objective of these forums would be to understand their concerns and problems while disseminating the Secretariat's annual plans and reporting progress. The key takeaways from such workshops will be synthesized and disseminate to inform targeted interventions for the Member States. The event should also be used as a platform to promote the environmental and social sustainability awareness.

  These events will be organized in hybrid format, i.e., physical and e-enabled (with option for participants to join using virtual platforms such as Zooms, Teams, etc.) to engage a wide range of stakeholders across the regions.

- **Conduct ad-hoc private sector consultations:** It is expected that there will be new initiatives and projects that will be formulated along the way based on the analysis conducted by the Secretariat, requests for assistance by the Member States, and/or issues reported by private users of the corridor. When such initiatives/projects are formulated, the Secretariat will seek, at the very early stage, the views of the relevant private stakeholders (focusing on those directly affected by the initiatives/projects) to ensure that the initiatives/projects take into account and are aligned with the needs of the corridor users. Depending on the scale and expected impact of the initiative/project, such consultations may involve stakeholders from selected Member States or all Member States and may be done via telephone discussion, virtual platform, or workshops.

- **Conduct Public Private Partnership (PPP) forums:** Private Sector Participation (PPP) plays a key role in infrastructure development by supplementing public sector resources and expertise. It is expected that PPPs, as well as broader Private Sector Participation (PSP), in various forms will be instrumental in further development of the Northern Corridor. It is proposed to have annual events where the Member States can learn from each other and for the private sector players to express their views.

The concerns reported through these engagements will inform the Secretariat formulate additional interventions (under PoA D. Targeted interventions).

Strategic Action B.ii. Establish LIVE mechanism for issue reporting and resolve them in a timely manner

The Secretariat will establish a real-time reporting and resolution (R&R) mechanism for users of the Northern Corridor to be able to report issues and log complaints. The NCTTCA website will provide a real-time log of complaints/issues received and addressed through this mechanism. This will also be reported in the Secretariat's monthly newsletter and relayed to social media platforms (under PoA E: Visibility & Communications).

This will establish a track record and credibility that NCTTCA responds to the users' needs and does resolve matters in a timely manner. This mechanism will serve the following key purposes:

1. Provide on-time support to corridor users. This is an area that many stakeholders expressed their desire for the Secretariat to step in and help.

2. Let the information come to the Secretariat. This mechanism, if the NCTTCA Secretariat successfully address reported issues, will build trust among the users and the information on key issues of the corridor will come to the Secretariat.

3. Build NCTTCA's credibility and visibility. By making publicly available the issues reported and how they were resolved, it will help NCTTCA become more visible to the corridor users and provide the organization with an opportunity to build more credibility for being more responsive to the users.

- **Establish the scope and process of the LIVE mechanism:** The Secretariat will first establish the process and scope of the LIE R&R mechanism. Very careful consideration should be given to this step as it is critical for success, and early success is required in order to establish trust and credibility with the private sector users. In particular, the scope in terms of what the Secretariat can/cannot do should be considered carefully in order to establish a realistic scope and to manage corridor users' expectations. This is to start small first, for example, initially focusing on resolving issues at Mombasa Port only given the Secretariat's physical location.

- **Establish LIVE mechanism (system and HR):** Once the mechanism's scope and process are established, appropriate online mechanism and a team should be established. The users will be able to access through mobile- and web-enabled applications (customized or off-the-shelf), including a 24-hour toll free number. Given the nature of the system, there will be a need for a dedicated team with shifts.

- **Provide real-time support to corridor users:** A dedicated team will receive complaints/issues, review them, and take appropriate actions, such as contacting respective authorities in the Member States and providing remedial measures. The objective will be to conclusively address the grievance/ complaint in real time.

- **Analyse the issues reported:** This mechanism will allow information on key issues of the corridor flow to the Secretariat. The information gathered should be categorized, made into a database and analysed to pinpoint key issues. This will help formulate targeted interventions (under PoA E: Targeted Interventions).

The **Walvis Bay Corridor Group** designed a prototype smartphone application that would assist truck drivers traversing the Walvis Bay Corridors. This application features an intuitive and user-friendly interface, providing information on resources and dangers along the roads. It also aims to help drivers in other aspects of their work life such as health and communication.[39] The screenshot on the right shows two types of alerts regarding increased risk of criminal activity and accidents involving animals respectively.
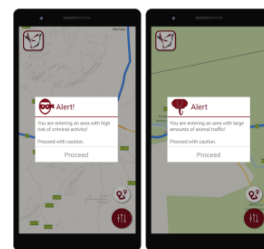
Figure 4 Alerts for criminal activities and animal traffic

4.3.4 PoA C. Capacity enhancement

This PoA includes strategic actions to enhance the capacity of private sector users and the Member States to understand and implement NCTTA protocols and support infrastructure development.

Figure 4-15 provides a snapshot of specific actions under PoA C. Capacity enhancement.

Figure 4-15: Strategic Actions under PoA C. Capacity enhancement
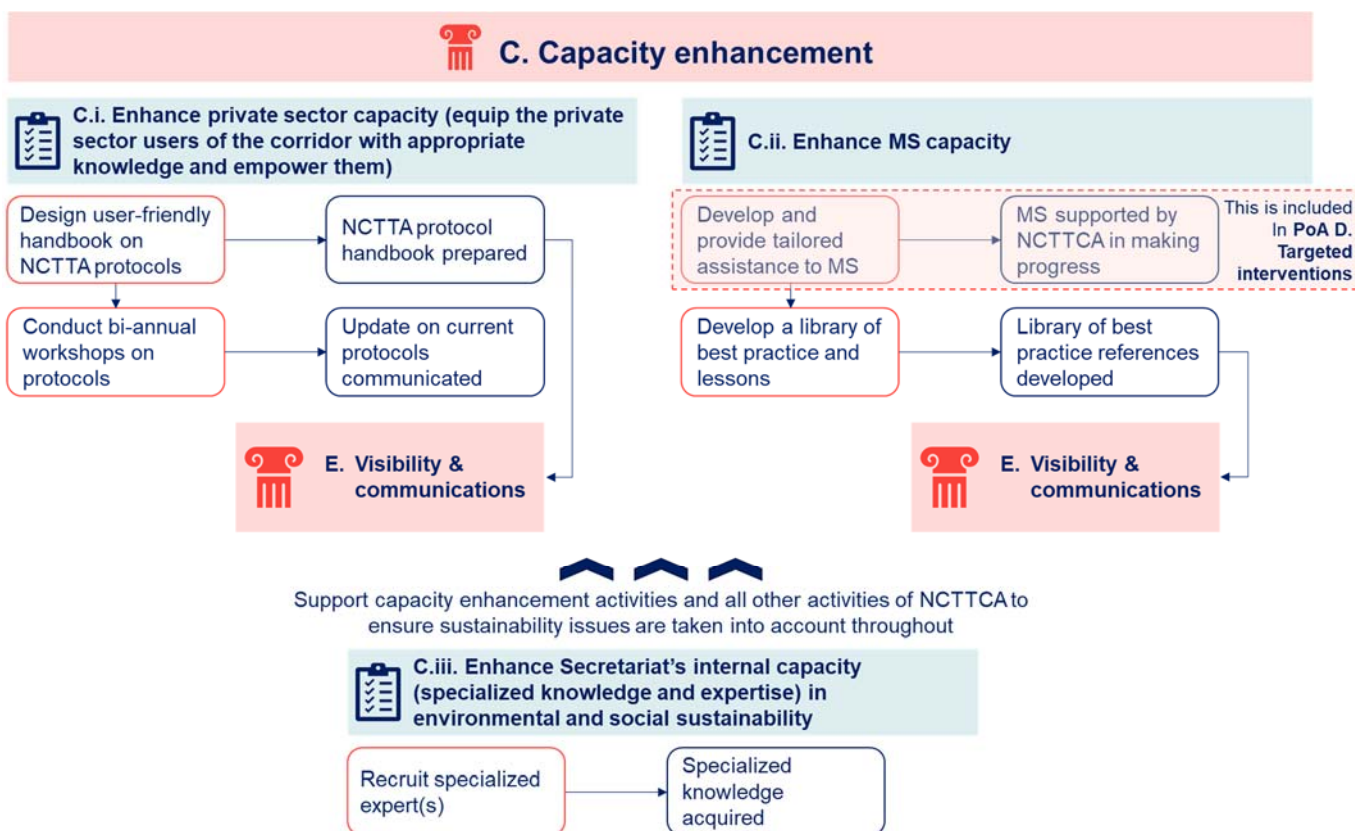
Each of the Strategic Actions are described below.

Strategic Action C.i. Enhance private sector capacity (Equip the private sector users of the corridor with appropriate knowledge and empower them)
- **Design user-friendly handbook on NCTTA protocols:** A major initiative of the Secretariat during this SP period would be to empower users by creating awareness and equipping them

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[39] Making the Walvis Bay Corridors Safer for Truck Drivers through a Dedicated Smartphone Application, May 2016

with the latest information on the implementation status of NCTTA protocols and the current rules and procedures in effect for transporting on the corridor. This would include information on forms required, fees, checkpoints, user rights and responsibilities, as well as examples of what should not be happening (such as informal police checks) and "what to do" (if possible).

To this end, a freely available and downloadable handbook of latest protocols will be updated and published (under PoA E. Visibility & communications).

- **Bi-annual knowledge sharing workshops:** The Secretariat will conduct bi-annual workshops with a wide range of private sector stakeholders including transport associations, shippers, logistics service providers and infrastructure user groups in each Member State. These workshops will also create awareness about NCTTA harmonized trade and transport-protocols so that private users are well-informed and understand the correct protocols.

These events will be organized in hybrid format, i.e., physical and e-enabled (with option for participants to join using virtual platforms such as Zooms, Teams, etc.) to engage a wide range of stakeholders across the regions. The proposed duration will be one day.

Strategic Action C.ii. Enhance the Member States' capacity

- **Develop and provide tailored assistance to the Member States:** This is discussed as part of PoA D. Targeted interventions below.
- **Develop a library of best practice and lessons:** To support the Member States in general, the Secretariat will develop a library of best practices and lessons learned specifically related to transport and trade corridor development, improvement and operation. The library to include lessons learned from NCTTCA Member States' own experience, other corridors' experience, infrastructure projects, among others. The objective would be to create a repository off knowledge that can be used as reference by the Member States for improving the corridor performance.

While the primary target for this activity is NCTTCA Member States, the library is to be made available to the general public via NCTTCA's website. The highlights of the best practices can be published as part of the monthly newsletter or disseminated through workshops. The development of the best practice knowledge base is also expected to help the Secretariat's staff in formulating targeted interventions and carry out more effective advocacy campaigns.

Strategic Action C.iii. Enhance Secretariat's internal capacity (specialized knowledge and expertise) in environmental and social sustainability

- **Recruit specialized expert(s):** Environmental and social sustainability is increasingly an important area encompassing all activities/programs of NCTTCA, yet the Secretariat currently lacks specialized knowledge and expertise. The Secretariat will recruit specialized expert(s) to ensure that the sustainability considerations are adequately taken into account in program/project/activity planning and implementation across the board.

4.3.5   PoA D. Targeted interventions

This PoA refers to interventions specifically targeted to the key problem areas or concerns of the Member States and corridor users. Some of the key problem areas and initial actions required have been identified based on the consultations conducted during the development of this Strategic Plan. Further interventions are to be identified and formulated during the implementation of this Strategic Plan through the annual planning process based on M&E and engagement activities conducted (under PoA A. Monitoring & evaluation and PoA B. Private sector engagement, client orientation).

Figure 4-16 provides a snapshot of specific actions under PoA D. Targeted interventions.

Figure 4-16: Strategic Actions under PoA D. Targeted interventions
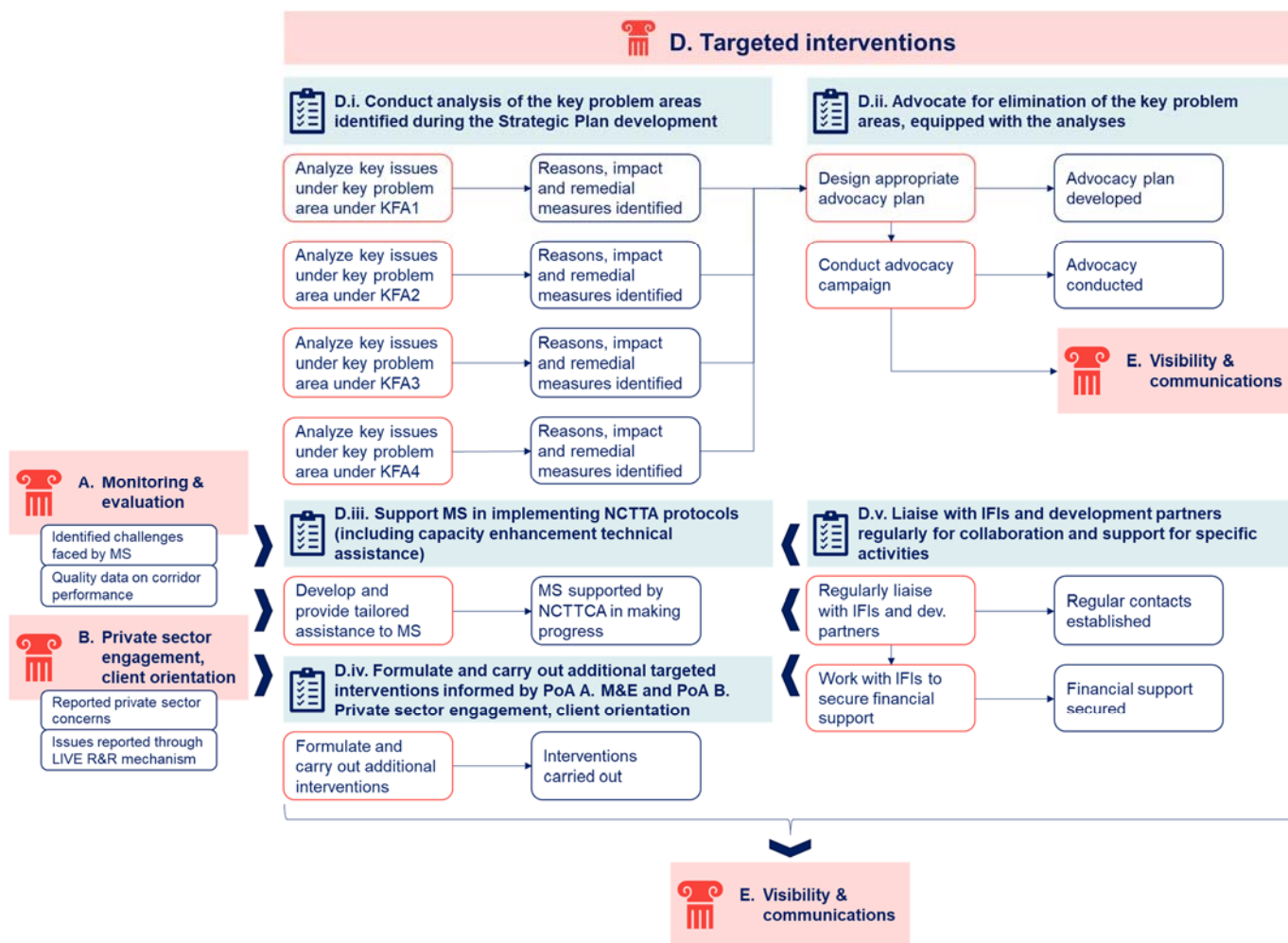
Each of the Strategic Actions are described below.

Strategic Action D.i. Conduct analysis of the key problem areas identified during the Strategic Plan development

- **Analyse key issues under key problem areas under each of the KFAs:** The key problems and in-depth analyses to be conducted are as follows:

KFA	Key problems that require further analysis	Analysis required
1. Trade policy harmonization	▪ Lack of harmonized process / enforcement of agreed protocols ▪ Many NTBs	▪ Identify where the harmonization is missing (or agreed but not enforced) ▪ Identify specific NTBs ▪ Assess their impact of the above problems on transport time and cost, businesses, and final consumers as well as on the economy as a whole, as well as expected benefits to be obtained by addressing the problems ▪ Assess what needs to be done by the Member States as remedial measures and how NCTTCA Secretariat can contribute
2. Transport policy harmonization	▪ Many hidden costs ▪ Long border crossing time	▪ Identify and pinpoint where in the corridor network the users face hidden costs, how much, and why ▪ Assess border crossing times at each of the designated border crossings of the corridor and reasons for delay

KFA	Key problems that require further analysis	Analysis required
	▪ Traffic congestion ▪ Mombasa port processing time	▪ Identify and assess traffic congestion points of the corridor and reasons for the congestion (If traffic congestion is due to infrastructure, then, it would fall under KFA3). ▪ Review the process of the cargo goes through at the Mombasa Port in detail and understand where the delays occur and why ▪ Assess their impact of the above problems on transport time and cost, businesses, and final consumers as well as on the economy as a whole, as well as expected benefits to be obtained by addressing the problems ▪ Assess what needs to be done by the Member States as remedial measures and how NCTTCA Secretariat can contribute
3. Enhanced physical connectivity	▪ Poor quality infrastructure (esp. hinterland roads)	▪ Identify corridor infrastructure network pinch points focusing on roads ▪ Assess the impact of the above problems on transport time and cost, businesses, and final consumers as well as on the economy as a whole, as well as expected benefits to be obtained by addressing the problems ▪ Prioritize the identified pinch points in terms of its importance to the corridor network performance and propose solutions/actions
4. Environmental and social sustainability	▪ Inadequate focus on sustainability of infrastructure ▪ Inadequate emphasis on cross-cutting issues (social inclusion, safety and security, HIV AIDS, etc.)	▪ Identify the key issues in relation to the environmental sustainability of the corridor and associated transport practice, assess the cost of such practice, and identify what can be done in a realistic manner to improve environmental and social sustainability ▪ Identify key safety issues of the corridor and their reasons to understand where and how accidents, etc. happen on the corridor and develop measures to address them

The Secretariat will commission the above in-depth studies, and equipped with such concrete analyses, the Secretariat will carry out its advocacy with relevant Member States (the next SO below).

Strategic Action D.ii. Advocate for elimination of the key problem areas, equipped with the analyses

- **Design appropriate advocacy plan:** Based on the results and recommendations from each of the studies conducted above, the Secretariat will design appropriate and targeted advocacy plans. The studies will equip the Secretariat with concrete data and analysis to conduct an evidence-based advocacy campaign. As appropriate, the advocacy campaign should include utilizing the strengthened media platforms of NCTTCA (under PoA D. Visibility & communications) such as its website and monthly newsletters.

- **Conduct advocacy campaign:** The Secretariat will carry out the advocacy campaigns as per the plans above.

Strategic Action D.iii. Support the Member States in implementing NCTTA protocols (including capacity enhancement technical assistance)

- **Develop and provide tailored assistance to the Member States:** The Secretariat will identify specific areas where the Member States require assistance in implementing NCTTA protocols based on the M&E activities conducted (under PoA A. Monitoring & evaluation) and their needs, as well as the problems and issues reported by the private sector users of the Corridor (under PoA B. Private sector engagement, client orientation). This will be undertaken by the Secretariat in consultation with respective Member States, as part of the annual planning exercise.

  Upon receipt of a formal request for support from the Member States, the Secretariat will draw up a scope and options for providing support to the respective Member States. Once budgeted for and approved, the Secretariat will proceed with implementing a technical assistance program for the respective Member States.

Strategic Action D.iv. Formulate and carry out additional targeted interventions informed by PoA A. M&E and PoA B. Private sector engagement, client orientation

The secretariat, informed by PoA A. Monitoring & evaluation and PoA B. Private sector engagement, client orientation, will further identify key issues to target and formulate and carry out additional interventions that fits within the identified KFAs and their target outcomes and desired impacts.

The additional targeted interventions may include, but are not limited to, the following

- **KFA 1: Trade Policy Harmonization**

  Advocating for:
  - Implementation of the WTO/WCO Trade Facilitation Tools.
  - Implementation of Regional Economic Communities- (RECs-) agreed trade facilitation policies, laws, regulations, procedures, and safety measures that is COMESA, EAC and SADC.
  - Promoting implementation of the COMESA Simplified Trade Regime (STR)
  - Coordinating the Implementation of a Regional Electronic Cargo Tracking System (R-ECTS).
  - Implementing a Regional Unique Consignment Reference (R-UCR)
  - Improving data exchange that leverages on existing Simplified Customs Territory (SCT) initiatives, e-SWS's and Customs Management Systems capabilities.
  - Encouraging to complete online payments for all fees and charges
  - Adoption of risk-based customs clearance procedures

- **KFA 2: Transport Policy Harmonization**

  Advocating for:
  - Harmonisation of Standards for Transport Infrastructure spearheaded by AU and the RECs under Trans-African Highway (TAH) program to ensure quality infrastructure.
  - Implementation of Cross-border Intelligent Transport Systems (ITS).
  - Implementation of common safety standards guidelines in all transport modes within the Member States
  - Voluntary compliance on vehicle load limits
  - Regular vehicle testing and inspections to ensure safety and roadworthiness in each of the Member States.
  - Implementing/upgrading Member States database on crashes in all transport modes.

- Developing Self-regulatory Vehicle Load Charters (VLC) to support the EAC VLC act.
- Harmonized Inland waterways regulation

- **KFA 3: Enhanced physical connectivity**

Facilitate:
- Coordination among the Member States in infrastructure development, operation and management (limited to the infrastructure that is relevant to NC) for better integration

Advocating for:
- Development of infrastructure following sustainable logistics solutions with documented reductions of environmental and climate impact, high safety, high quality and strong efficiency

Carry out:
- Updating of the Northern Corridor Infrastructure Mater Plan

- **KFA 4: Environmental and social sustainability**

Facilitate:
- Adoption of environmentally sustainable, safe and inclusive practices

Advocating for:
- Implementation of environmentally sustainable and safe practices and mainstreaming concerns of vulnerable population

Carry out:
- Updating of the Green Freight Programme
- Public awareness campaign for environmental sustainability

D.v. Liaise with IFIs and development partners regularly for collaboration and support for specific activities

- **Regularly liaise with IFIs and development partners:** To assist the Member States in mobilizing funds for projects, the Secretariat will proactively liaise with IFIs and development partners, including the World Bank, TMEA, AfDB, UNECA, GIZ, and EU. It is important that the Secretariat engage these partners early so that the Secretariat has a good understanding of priority areas of these development partners as well as their constraints and requirements and so that they are consulted in the process of specific project formulation to ensure buy-in; it cannot be an after-thought, thus it is important that a relationship with these development partners are established.

- **Work with IFIs to secure financial support:** Where specific project concept meets the areas of support of specific IFIs/development partners, the Secretariat, utilizing the relationship established, will seek to secure financial support for the project. Successful collaboration with IFIs/development partners will not only contribute significantly to specific initiatives by providing necessary fund; those projects, though collaboration, will also benefit from the technical expertise these organizations possess. Further, the more projects are supported by IFIs/development partners, the more room the Secretariat will have to carry out additional activities. There should be a designated staff at the Secretariat to lead this activity[40].

Options for partnerships and collaborations with other corridors and organizations

- **The Walvis Bay Corridor Group (WBCG)** implements a Wellness project, operating mobile wellness clinics that focus on the wellbeing of the Namibian trucking industry by providing on-site biometric wellness screening services. This initiative also spreads beyond the trucking industry into allied industries. The objective is to raise awareness

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[40] For clarity, while there should be a staff designated to be in charge of this activity for the accountability purposes, it does not necessary that the person needs to be full-time (i.e., the role can be taken up by one of the existing NCTTCA team members).

> about HIV prevention and promote a healthy lifestyle amongst mobile populations and general transport workers.
>
> • **UN Environment (UNEP)**, together with UNCTAD, assisted the development of the Green Freight Programme for NCTTCA, whose program period just ended in 2021. Further partnership can be explored to extend and enhance the Northern Corridor Sustainable Green Freight Programme.
>
> • **United Nations Conference on Trade and Development (UNCTAD)** can also provide technical assistance to help the Member States develop sustainable freight transport strategies, but the request needs to be initiated from MC. This will help UNCTAD to prepare a proposal and arrange financing for such studies. For example, UNCTAD is currently helping Government of Rwanda develop the Kigali Logistics Hub on PPP. UNCTAD's key priorities is sustainable freight transport strategy and economic development around corridor by promoting logistics hubs. It is looking to promote this for adoption within all Member Countries. A good way would be to sensitize MCs about the value chain impacts of both these strategies for sustained economic development and regional integration.
>
> • **USAID** launched its Regional Development Cooperation Strategy for Kenya and EAC region in 2021. Over the course of the next five years, USAID will promote East African leadership for regional resilience, prosperity and stability. Under the new strategy, the Mission has defined a diverse set of partners at national, subnational, and international levels, partners within public and private sectors (including research organizations and academia), and with community organizations and civil society.
>
> • **German International Cooperation (GIZ)** Support Programme – Green Infrastructure Corridors for Intra-African Trade. This is a facility that helps with development of green infrastructure policy for trade corridors, and advisory for climate resilient and low carbon infrastructure project development.

Any key milestone achieved under these interventions should be published/featured in the monthly newsletter or other communications platforms (under PoA E. Visibility & communications) below.

4.3.6   PoA E. Visibility & communications (V&C)

This PoA includes strategic actions to create more visibility and credibility for the Secretariat as a responsive organization amongst its clients through strategic and consistent communication and disclosure, use of social media, publications and events.

Figure 4-17 provides a snapshot of specific actions under PoA E. Visibility & communications.

Figure 4-17: Strategic Actions under PoA E. Visibility & communications
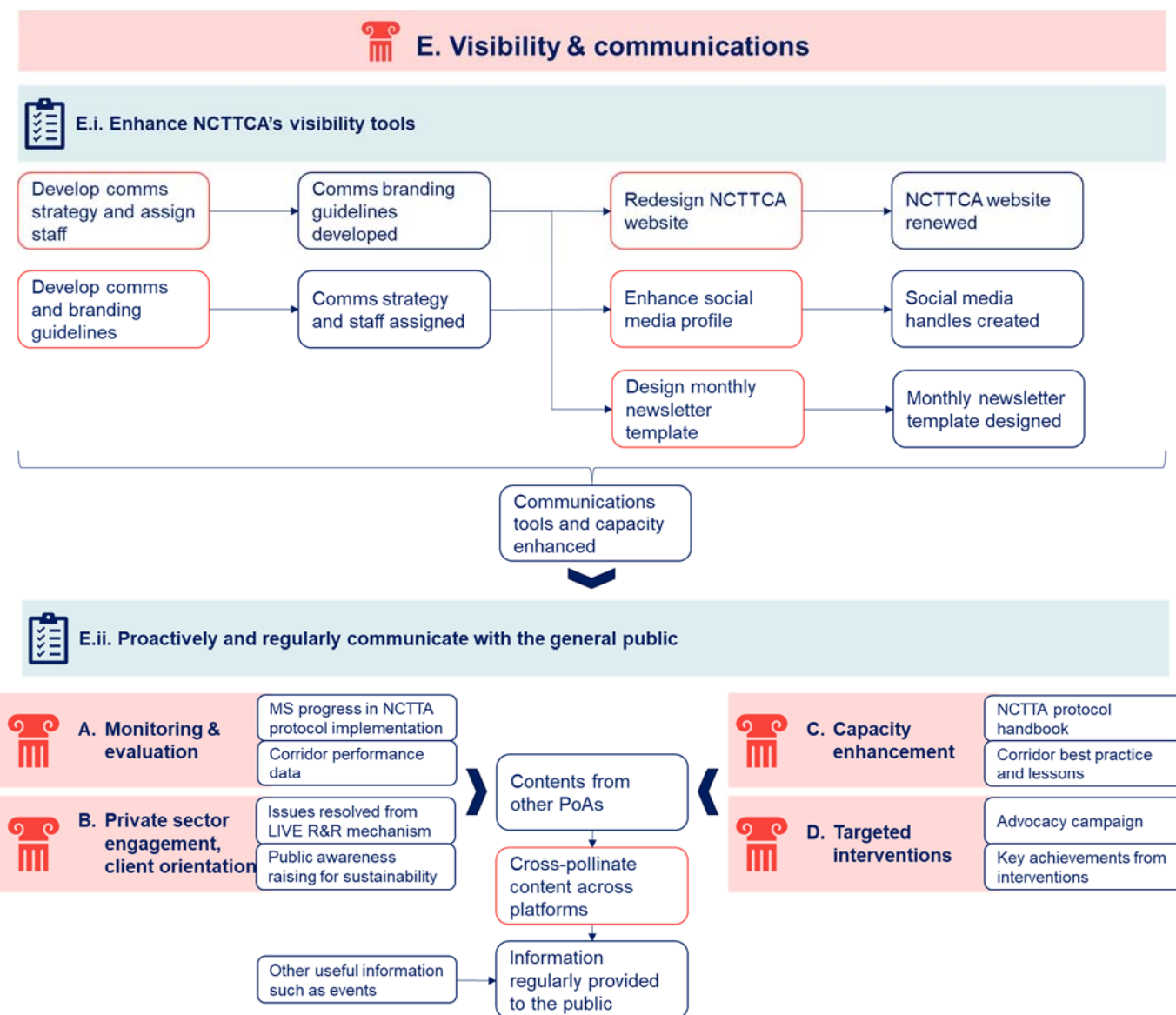
Each of the Strategic Actions are described below.

Strategic Action E.i. Enhance NCTTCA's visibility tools
The Secretariat will take proactive steps to improve its visibility through clear and consistent communications. To this end, the Secretariat will:

- **Develop communications strategy and assign staff:** The Secretariat will develop a detailed communication strategy cantered on the communication requirements discussed in this Strategic Plan. The communication efforts are expected to require a dedicated team.
- **Develop communications and branding guidelines:** This includes articulating branding and communications guidelines, based on principles of messaging (see Figure 4-18) to ensure that all communications from the Secretariat is consistent and engaging.

Figure 4-18: Principles of messaging
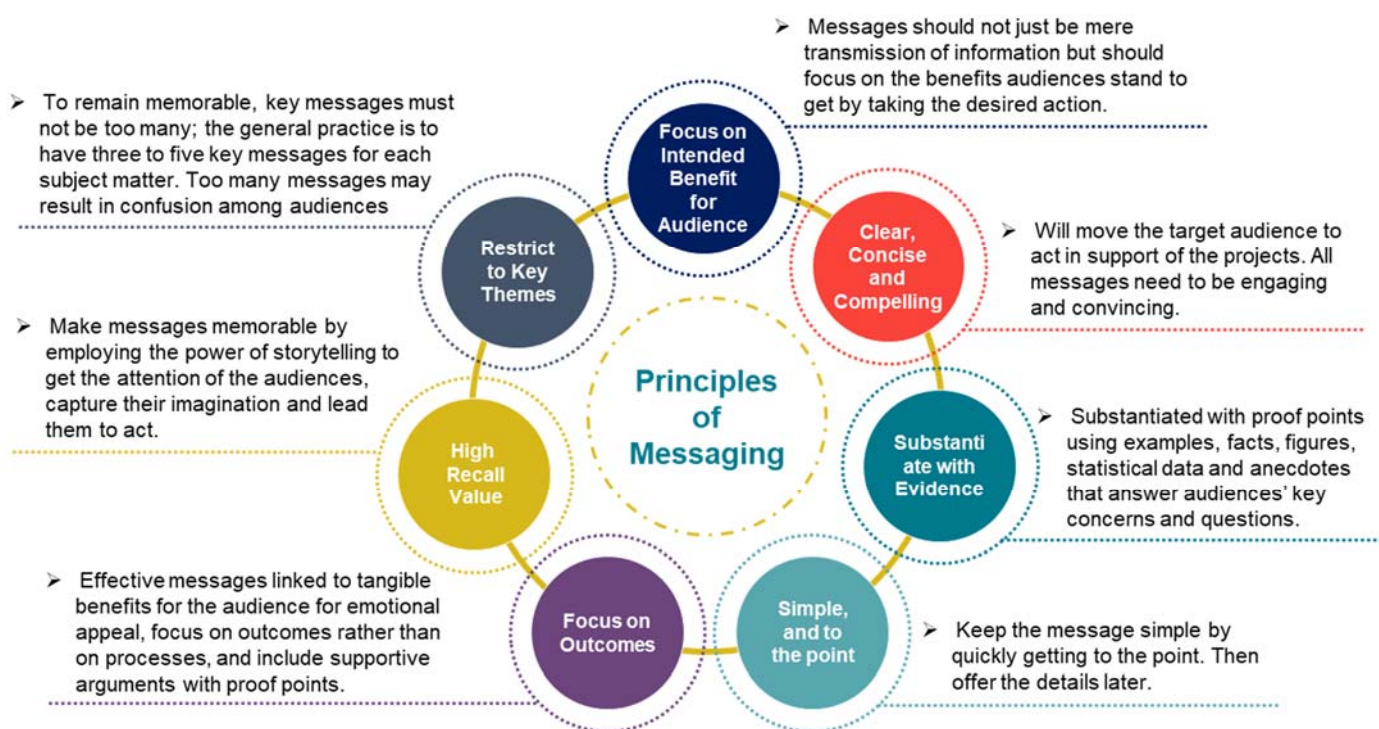
- **Redesign NCTTCA website:** The Secretariat will redesign and upgrade the NCTCA website to incorporate additional information to be published such as the following:
  - NCTTA protocols (in a simplified and easy-to-understand manner)
  - The Member States' progress in implementing NCTTA protocols
  - Events – workshops, private sector dialogues, etc.
  - R&R mechanism log and resolution meter

  When redesigning, the attention should be paid to user interface and navigability. This will enable ongoing dissemination of information and engagement with stakeholders.

- **Enhance social media profile:** The Secretariat will also ensure presence on social media platforms (Facebook, on which NCTTCA is already active, Twitter, Instagram, LinkedIn, etc.) to increase visibility of both the corridor performance and development, as well as activities of NCTTCA. These platforms will be used to, among others:
  - Relay updates about NC protocol implementation – Important milestones announcements and progress; Dovetail and tag the relevant Member States' agencies and IFIs on important news, as appropriate
  - Provide highlights of Transport Observatory updated results
  - Relay monthly newsletters
  - Report and track issues logged on R&R mechanism
- **Design monthly newsletter template:** Regular communication with both the Member States and infrastructure users is cornerstone for the Secretariat to enhance its visibility. The

NCTTCA Track

Window to Northern Corridor

March 2022

News from Member States
- Sudan commissions new river port (Click to know more)
- Rwanda commissions new ICT project (Click to know more)

New Tenders
- KeNHA launches tender for Independent Engineer for Nairobi-Nakuru-Mau Sumit Highway project (Access here)

Events
- Training on harmonized trade protocols on March 21, 2022 (Register here)

Publications
- Best practices in IWT framework (Access here)

R&R Stats
- Logged - 232
- Resolved - 210
- Pending - 22

Secretariat will design a template for the monthly newsletter. A monthly newsletter covering a range of topics will be published on the NCTTCA website and social media, and also emailed to the NCTTCA users email list.

Strategic Action E.ii. Proactively and regularly communicate with the general public

Regular communication with both the Member States and the corridor users is cornerstone for the Secretariat to enhance its visibility. The above-mentioned strategic action will equip the Secretariat with enhanced communication tools. There will also be contents created from the other PoAs to be communicated. With those, the Secretariat will:

- **Cross-pollinate content across platforms:** The Secretariat will effectively utilize the enhanced communication tools and platform and regularly communicate the following, among others:
  - From PoA A. Monitoring & evaluation:
    - The Member States' progress in NCTTA protocol implementation
    - Corridor performance
  - From PoA B. Private sector engagement, client orientation:
    - Issues resolved from LIVE R&R mechanisms
    - Public awareness raising for sustainability
  - From PoA C. Capacity enhancement:
    - NCTTA protocol handbook
    - Corridor best practice and lessons
  - From PoA D. Targeted interventions:
    - Advocacy campaign, as appropriate
    - Key achievements from interventions

4.4   Logical framework

Figure 4-19 presents the logical framework and indicative budget estimates for the Strategic Plan. The framework provides overall targets for each strategic action, including annual targets based on which performance of achievement of the Strategic Plan will be evaluated.

Figure 4-19: Logical framework for implementation of Strategic Plan 2022-2026

Key focus areas and strategic objectives	Target outcomes (i.e., the outcomes the Secretariat's strategic actions will target to achieve indirectly (not under direct control the Secretariat))	Desired impact (long-term impact desired by the Secretariat's strategic actions (not under direct control the Secretariat)))	Notes on evaluation
KFA1: Trade policy harmonization			
Harmonize process and enforce protocols	Users empowered with proper knowledge; The Member States take necessary actions to reduce NTBs, leading to the Corridor with reduced NTBs with harmonized procedures	Shorter transit time and lower costs of transport	While these are not direct outputs of the Secretariat's strategic actions, how the Sectarian's strategic actions may / may not contribute to achieving these target outcomes and desired impacts should be assessed in mid-term and end-term evaluation.

At the beginning of the Strategic Plan period, a baseline should be set for some of the key parameters so that the impact can be evaluated. |
Eliminate NTBs			
KFA2: Transport policy harmonization			
Eliminate hidden costs	Users empowered with proper knowledge; The Member States take necessary actions to eliminate hidden costs and shorten border crossing time and Mombasa port processing time	Shorter transit time and lower cost of transport	
Shorten border crossing time and reduce congestion			
Improve processing at Mombasa port			
KFA3: Enhanced Physical Connectivity			
Improve hinterland road connectivity	The Member States take necessary actions to remove infrastructure pinch points; The Member States coordinate corridor infrastructure planning better so that the corridor network is better integrated and managed	Seamless physical connection along the corridor, improved reliability and shorter transit time	
Better integrate corridor infrastructure			
Assist the Member States in mobilizing funds for projects			
KFA4: Environment, safety and inclusion			
Effectively incorporate sustainability and other cross-cutting considerations in planning and implementation	Sustainability considerations effectively taken into account the Member States' projects as well as NCTTCA's activities, with Secretariat's enhanced expertise supporting the Member States; Increased public awareness for sustainability	Reduced environmental impacts from the corridor activities, improved safety, and increased participation from socially vulnerable or disadvantaged population	
Strengthen Secretariat's expertise in the area			
Increase public awareness			

The above strategic objectives will be targeted by the Secretariat by the following strategic actions categorized under five Pillars of Actions.

Activities/steps	Direct outputs	Performance indicator (baseline no.)	Performance indicator (target no.)	Timeframe	Indicative budget (USD)
PoA A. Monitoring & evaluation					
Strategic Action A.i. Monitor, track and report on the Member States' progress on implementation of NCTTA protocols and other agreed actions					
Establish monitoring scope and mechanism	Scope and mechanism established	0	1 scope and mechanism	Year 1, Q1	50,000
Establish baseline	Baseline established	0	1 baseline	Year 1, Q1	50,000
Monitor and track progress	Progress reported regularly (minimum quarterly)	0	20 progress reports	Years 1 Q2 onward	500,000
Analyse obstacles to implementation	Challenges faced by the Member States identified (at least one per quarterly update)	0	At least 20 identified	Years 1-5	100,000
Strategic Action A.ii. Monitor, track, and report on corridor performance via strengthened Transport Observatory (TO)					
Update scope of TO (data requirements & management, benchmarking, web requirements, etc.)	Scope of TO updated	0	1 scope update	Year 1, Q1	100,000
Strengthen TO interface	Website updated with easier access	0	1 TO website update	Year 1, Q1	450,000
Monitor corridor performance (enhanced)	Corridor performance reported regularly	0	20 reports	Years 1-5	1,250,000
PoA A. Subtotal					**2,500,000**
PoA B. Private sector engagement, client orientation					
Strategic Action B.i. Proactively engage with private users of the corridor					
Conduct bi-annual private sector dialogue	Bi-annual workshops conducted with the private sector and: • NCTTCA annual plan disseminated to private sector • Corridor progress reported to private sector • Private sector concerns reported to NCTTCA	0	10 workshops	Years 1-5	250,000
Conduct ad-hoc private sector consultations	Initiatives/projects aligned with private sector's view	0	100% of initiatives/ projects taking into consideration private sector views	Years 1-5	200,000

Activities/steps	Direct outputs	Performance indicator (baseline no.)	Performance indicator (target no.)	Timeframe	Indicative budget (USD)
Strategic Action B.ii. Establish LIVE mechanism for issue reporting and resolve them in a timely manner					
Define scope and process of LIVE R&R mechanism	Scope and process of the mechanism established	0	1 scope and process	Year 1 Q1	50,000
Establish LIVE mechanism (system and HR)	System established with staff/team assigned	0	1 system with staff/team assigned	Year 1 Q1-2	100,000
Provide real-time support to corridor users	Reported issues resolved in time	0	75% of all reported issues resolved in a timely manner	Years 1-5	50,000
Analyse the issues reported	Additional data available to support advocacy	0	5 annual analyses done to support annual planning process	Years 1-5	50,000
PoA B. Subtotal					**700,000**
PoA C. Capacity enhancement					
Strategic Action C.i. Enhance private sector capacity (equip the private sector users of the corridor with appropriate knowledge and empower them)					
Design user-friendly handbook on NCTTA protocols	NCTTA protocol handbook prepared	0	1 handbook	Year 1	5,000
Conduct bi-annual workshops on protocols	Update on current protocols communicated	0	10 workshops	Years 1-5	250,000
Strategic Action C.ii. Enhance the Member States' capacity					
Develop a library of best practice and lessons	Library of best practice references developed and updated	0	1 library with annual updates	Years 1-5	250,000
Strategic Action C.iii. Enhance Secretariat's internal capacity (specialized knowledge and expertise) in environmental and social sustainability					
Recruit specialized expert(s)	Specialized expert(s) recruited	0	1	Year 1	50,000
PoA C. Subtotal					**555,000**
PoA D. Targeted interventions					
Strategic Action D.i. Conduct analysis of the key problem areas identified during the Strategic Plan development					
Analyse key issues under key problem area under KFA1	Areas of missing harmonization identified; Specific NTBs identified; The impact of the lack of such harmonization and the existing NTBs assessed; remedial measures identified	0	1 study	Year 1	500,000
Analyse key issues under key problem area under KFA2	Specific hidden costs and their scales identified; Specific border points with	0	1 study	Year 1	500,000

Activities/steps	Direct outputs	Performance indicator (baseline no.)	Performance indicator (target no.)	Timeframe	Indicative budget (USD)
	delays and their reasons identified; Traffic congestion points identified with associated reasons; Delay points within Mombasa Port identified with associated reasons; impact of these issues assessed; Remedial measures identified				
Analyse key issues under key problem area under KFA3	Corridor infrastructure network pinch points identified; Impact of such pinch points assessed; Identified pinch points prioritized for action with solutions/actions proposed	0	1 study	Year 1	500,000
Analyse key issues under key problem area under KFA4	Key issues in relation to the environmental sustainability of the corridor identified; Impact of the issues assessed; Measures to improve environmental and social sustainability of the corridor proposed; Key safety issues identified with associated reasons; Measures to address safety issues developed	0	1 study	Year 1	500,000
Strategic Action D.ii. Advocate for elimination of the key problem areas, equipped with the analyses					
Design appropriate advocacy plan	Advocacy plan developed	0	At least 3 advocacy plans (i.e. 1 per KFA)	Year 2 Q1	N/A
Conduct advocacy campaign	Advocacy conducted	0	At least 3 campaigns (in line with the number of advocacy plans)	Year 2 Q2 onward	500,000
Strategic Action D.iii. Support the Member States in implementing NCTTA protocols (including capacity enhancement technical assistance)					
Develop and provide tailored assistance to the Member States	The Member States supported by NCTTCA in making progress	0	At least 1 annually	Years 1-5	1,000,000
Strategic Action D.iv. Formulate and carry out additional targeted interventions informed by PoA A. M&E and PoA B. Private sector engagement, client orientation					
Formulate and carry out additional interventions	Interventions carried out	0	At least 1 annually	Years 1-5	1,000,000

Activities/steps	Direct outputs	Performance indicator (baseline no.)	Performance indicator (target no.)	Timeframe	Indicative budget (USD)
Strategic Action D.v. Liaise with IFIs and development partners regularly for collaboration and support for specific activities					
Regularly liaise with IFIs and dev. partners	Regular contacts established	0	At least 5 development partners	Year 1 Q1 (contacts established) Year 1 Q2 onward (regular communication)	50,000
Work with IFIs to secure financial support	Financial support secured	0	Financial support for at least 3 specific projects/ activities	Years 1-5	50,000
PoA D. Subtotal					**4,600,000**
E. Visibility & communications					
Strategic Action E.i. Enhance NCTTCA's visibility tools					
Develop comms strategy and assign staff	Comms branding guidelines developed	0	1 strategy with designated team	Year 1 Q1-2	25,000
Develop comms and branding guidelines	Comms strategy and staff assigned	0	1 guideline	Year 1 Q1-2	
Redesign NCTTCA website	NCTTCA website renewed	0	1 renewal	Year 1 (renewal)	100,000
Enhance social media profile	Social media handles created	0	Profile created for major social media (FB, Twitter, Instagram)	Year 1 Q1	N/A
Design monthly newsletter template	Monthly newsletter designed	0	1 template	Year 1 Q1	N/A
Strategic Action E.ii. Proactively and regularly communicate with the general public					
Cross-pollinate content across platforms	Regular publication of information through website, social media and monthly newsletter	0	Regular updates based on the communication strategy 60 monthly newsletters	Years 1-5	N/A
	NCTTA protocol handbook published	0	1 handbook, 2,000 hard copies	Year 1	50,000

Activities/steps	Direct outputs	Performance indicator (baseline no.)	Performance indicator (target no.)	Timeframe	Indicative budget (USD)
PoA E. Subtotal					**175,000**
TOTAL					**8,530,000**

It is estimated that implementation of the Strategic Plan will require US$ 8,530,000 over the next 5-year period, in addition to the regular operating budget of approximately US$ 3,000,000 per annum (US$15M over the 5 years). Thus, the estimated total budget for the next 5 years is approximated to be US$ 23,530,000.

5 Implementation of the Strategic Plan 2022-26

This Strategic Plan will be implemented during FY2022/23-FY2026/27 (i.e., July 2022-June 2027). For the purpose of effective monitoring, the implementation period should be aligned with NCTTCA's fiscal year.

The following sections present the implementation approach for NCTTCA and the Member States.

5.1 Buy-in from the Member States

This Strategic Plan will be shared with the Member States, and their feedback will be solicited.

5.2 Annual planning and progress reporting

5.2.1 Detailed action plan

A central proposition is for the strategic activities to be reviewed and further detailed as part of an annual planning process. A detailed action plan for each Strategic Action, including specific steps mapped out on a Gantt chart must be prepared and updated as part of this exercise. A sample is provided below.

Figure 5-1: Example of detailed activity schedule
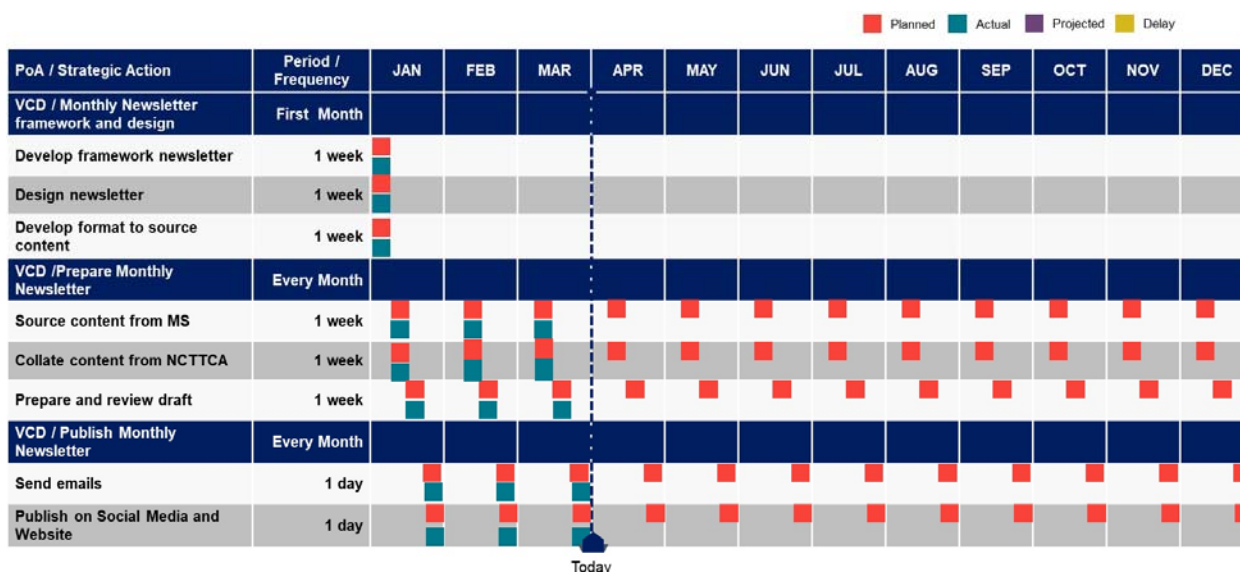
This action plan will serve as the basis for monthly and quarterly monitoring of the Strategic Plan. The budget (as estimated in the Logical Framework) and human resources required for implementation will also be discussed and reviewed for adequacy and need for augmentation.

This has been incorporated to provide flexibility for NCTTCA to respond to the prevailing situation at the beginning of each year. The annual planning exercise would not have any impact on the M&E for the Strategic Plan. In fact, the annual plans will need to be drawn up in a manner so as to achieve the annual targets envisaged in the Logical Framework (Section 4.4).

An assessment of various risks (see section 5.5) will also be undertaken.

5.2.2 Progress reporting

The progress reporting will be done monthly, quarterly, and annually.

- **Monthly report:** The respective teams will submit their monthly activity reports to the Head of M&E for compilation and submission to the Executive Secretary. This will contain the status of implementation of key activities and related actions undertaken during that particular month. The report will highlight progress made, any challenges faced and any technical support that may be required. It also allows for lessons to be shared, and adjustments made or corrective actions and decisions to be taken, where necessary.
- **Quarterly performance report:** A quarterly progress report shall be generated to provide the status of achievement of direct outputs of strategic actions and their progress toward the targeted outcomes.
- **Annual progress report:** The annual progress report shall be prepared by the NCTTCA Secretariat in collaboration with the Member States. The report shall provide progress made in implementing the NCTTCA Strategic Plan.

5.3 Resources for implementation

5.3.1 Financial resources

The Logical Framework (refer section 4.4) provides the budget estimate for each PoA and Strategic Actions and activities.

The Secretariat, as part of its roles, will identify areas where extra-budgetary funding will be required and prepare projects, including technical assistance projects, to solicit funding from various sources. In addition, the Secretariat will enhance collaboration with specialized regional and international institutions as well as funding agencies in the implementation of some of the activities in the Strategic Plan.

5.3.2 Human resources

It is important that the Secretariat is adequately staffed and has access to technical resources for the implementation of the Strategic Plan. This plan emphasizes the need for the private sector engagement and client orientation and visibility & communications and requires teams dedicated to these areas.

5.4 Evaluation

5.4.1 Baseline establishment

The baseline should be established before the start of the Strategic Plan period to set previous and/or current performance data for particular outcome indicators.

5.4.2 Mid-term evaluation

A mid-term evaluation will be done before the completion of three years of the plan period. This may be done internally or externally.

5.4.3 End-term evaluation

This evaluation will be undertaken at the end of the Strategic Plan period, to assess the impact of the Strategic Actions and performance against the targeted outcomes and desired impacts of KFAs. This evaluation will be undertaken by an independent third-party organization and will form the basis of the development of the plan for the next period.

5.5 Risks and mitigation strategies

The successful and timely completion of this Strategic Plan will be in large part dependent on external factors such as funding, collaboration with the Member States and coordinating with the stakeholders in the Member States. These pose risks to implementation of the plan and the following strategies are defined to mitigate these risks.

Figure 5-2: Potential risks and mitigation strategy

Risk and likelihood	Description and Implications	Mitigation strategy
Inadequate funds **Medium**	Risk that the funds required for implementation of the Strategic Plan are not received in time	• Sharing of Strategic Plan with the Member States at early stages to create buy-in • Mobilization of resources through alternative sources such as development partners and contributions from activities. Example training workshops and handbooks may be made available to users at nominal fees • Consistent monitoring of cash flows for Strategic Plan activities • Reporting on risks as part of annual planning exercise
Inadequate human resources **Low**	Risk that workload becomes overwhelming, leading to delays and/or reduced quality, or other issues.	• Baseline assessment of human resource requirements for implementation of Strategic Plan • Leveraging existing resources (human and knowledge / information) • Consistent monitoring of adequacy of human resources for implementation, to pre-empt and forecast requirements for augmentation • Reporting on risks as part of annual planning exercise
Risks to Timeline **Medium**	Risk that delays in obtaining data or information from third parties leads to delays in critical path activities	• Progress Reports to flag risks of delays and related timeline implications to trigger corrective action • Consistent communication with all stakeholders involved to encourage collaboration
Lack of collaboration by the Member States and other stakeholders **Low**	Risk that the Member States and stakeholders do not collaborate	• Consistent communication with all stakeholders involved to encourage collaboration • Sharing of Strategic Plan with the Member States at early stages to create buy-in • Engagement with stakeholders and monthly newsletters to provide proof of progress and trigger affirmative action by the Member States
Technology risk **Medium**	Risk that the proposed interventions for upgrades to Transport Observatory, R&R mechanism and NCTCCA website face challenges	• Clear needs assessment and specification of requirements • Engagement of technical experts who are competent to provide advice • Critical evaluation of implementation options • Identifying alternatives in case preferred option fails • Building buffer for changes and tweaking during implementation
Force majeure **Low**	Risk that the implementation is adversely affected by	• Re-evaluating implementation framework and re-prioritizing strategic actions based on criticality

Risk and likelihood	Description and Implications	Mitigation strategy
	uncontrollable external factors	• Creating institutional memory and systems to ensure business continuity
Insecurity along the Corridor **Low to Medium depending on the location**	Risks of safety and security along the Corridor for goods and vehicles leading to loss of lives and cargo	• Encourage all Member States to establish dedicated police units to oversee the Corridor Sections within their countries • Encourage inter-country coordination for safety and security along the Corridor • Continuously sensitize drivers and road users about safety and security
Covid-19 pandemic **Medium**	Risk that the Covid-19 pandemic has long term effects that will affect implementation of the Strategic Plan	• Undertake impact assessment on affected sectors • Deploy tailor-made solutions for each sector and location • Mobilise support for recovery from donors and development partners
Occurrence of future pandemics **Medium**	Risk that new pandemics emerge that will affect execution of the Strategic Plan	• Entrench sustainability mechanisms in all Corridor operations • Support Member States to build resilient infrastructure and undertake continuous strategic safeguards

Appendix A List of Stakeholders Contacted

#	Institution	Coordinates of key contact	Date of Consultation
1	NCTTCA	Name: Omae Nyarandi Position: Executive Secretary	23/Sep/21
2	NCTTCA	Name: Emile Sinzumusi Position: Director, Customs and Trade Facilitation	6/Oct/21
3	NCTTCA	Name: Desire Buconyori Position: Chief Accountant	28/Sep/21
4	NCTTCA	Name: Leivin Chirhalwirwa Position: Director, Infrastructure Development and Management	6/Oct/21
5	NCTTCA	Name: Elias Leonardo Position: Director, Monitoring and Evaluation	29/Sep/21
6	NCTTCA	Name: Denis Muganga Position: Director, Private Sector Investment Promotion	30/Sep/21
7	NCTTCA	Name: Emmanuel Imaniranzi Position: Director, Transport Policy and Planning	29/Sep/21
8	KPA	Name: Weldon Korir Position: Principal Research Officer Contact: wkorir@kpa.co.ke	23/Nov/2021
9	KPA	Name: Miriam Mwakundia Position: Head of Marketing Contact: mmwakundia@kpa.co.ke	23/Nov/2021
10	Ministère du Commerce, du Transport, de l'industrie et du Tourisme	Name: Jean Bosco Ruhara Contact: 00257 777 45735; ruhabos@gmail.com	8/Nov/21
11	Burundi Transporters Association - ATIB	Name: Eric Ntangaro Position: Executive Secretary Contact: 00257 79593678; entangaro@gmail.com	10/Nov/21
12	Ministry of Environment	Name: Léonard Butoyi Contact: butole2014@gmail.com	16/Nov/21

#	Institution	Coordinates of key contact	Date of Consultation
13	Office Burundais des Recettes	Name: Celestine Nzeyimana Contact: celestin.nzeyimana@obr.gov.bi	11/Nov/21
14	Association Burundaise des Agents en Douane et des Transite	Name: Philippe Ndikumana Position: Chairperson Contact: 00257 79 952 49; ndikumanaphil@yahoo.fr / abadtbdi@ymail.com	12/Nov/21
15	Ministry of EAC Affairs	Name: Philbert Nsanzamahoro Position: Director Infrastructure Coordination Contact: nsphilbert@yahoo.fr	10/Nov/21
16	Office Burundais des Recettes	Name: Libere Karenzo Position: Head of Customs Operations, West Region Name: Emile Hakizimana Position: Head of Customs Operations, East Center Region Name: Audrey Irakoze Position: Monitoring and Evaluation Officer Name: Benson Niyungeko Position: Head of Business Analyst Unit Contact: Devote Sibomana (+257 69 097 685; devote.sibomana@obr.gov.bi)	15/Nov/21
17	Agence Routiere du Burundi	Name: Gerard Ndayisenga Contact: gndayisenga45@gmail.com	15/Nov/21
18	Ministry of Transport - CEPCOR	Name: Marie Ngandu Contact: 00243 999 98703; ngandumbwaya@yahoo.fr	26/Oct/21
19	Office des routes	Name: Honoré Mafuika Contact: honomafuika@gmail.com	4/Nov/21
20	FONER	Name: Jollam Jonathan Langanga Contact: 00243 822 019 594; Jollam.langanga@fonerrdc.org	4/Nov/21
21	Ministry of Environment	Name: Claudel Kinyama Contact: 00243 815 020 306; Basil_kit@hotmail.com	9/Nov/21

#	Institution	Coordinates of key contact	Date of Consultation
22	Federation of Enterprises of Congo (FEC)/ Beni – Butembo	Name: Polycarpe Ndivito Position: Director Contact: ndivitopolycarpe@gmail.com	12/Nov/21
23	Ministry of East African Community	Name: Alfred Mungai Position: NCIP Coordinator, NCTTCA focal person (Kenya) Contact: 00254 722 380995; alfredmungai.am@gmail.com	22/Oct/21
24	Ministry of Transport	Name: Michael Muchiri Position: Senior Principal Superintending Contact: 00254 733798194; michaelmuchiri@yahoo.com	8/Nov/21
25	Kenya Transporters Association	Name: Dennis Ombok Position: Chief Executive Officer Contact: 00254 722 335 631; dennisombok@kta.co.ke	8/Nov/21
26	Kenya Railways	Name: Sheilla Kitsao Position: Assistant Manager Contact: 00254 710 594 481; skitsao@krc.co.ke	10/Nov/21
27	KeNHA	Name: Monica Abonyo Contact: 00254 721 247 295; Monica.Abonyo@kenha.co.ke	18/Nov/21
28	Kenya Pipeline Company	Name: Angela Koech Contact: 00254 724 463 469; Angela.Koech@kpc.co.ke	17/Nov/21
29	NTSA	Name: Christine Ogut Name: Beatrice Olwa Name: Joel Okomo Opere Contact: 00254 771 249 928; christine.ogut@ntsa.go.ke	19/Nov/21
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35	Ministry of Transport	Name: Lado Tombe Position: NCTTCA focal person (South Sudan) Contact: 00211 925 719435; ladotangun@gmail.com	20/Oct/21
36	National Revenue Authority	Name: Zizi Lila Maksudi Position: Customs Division Contact: 00211 920 236 262; zmasaoud@yahoo.com	28/Nov/21
37	South Sudan Business and Employers Federation	Name: Ngor Ayuel Contact: 00211 926 660 075; ngorkacgor@yahoo.com	3/Nov/21
38	S Sudan National Chamber of Commerce	Name: Angelo Lado Position: General Manager Contact: 00211921704494; angpitia70@gmail.com	8/Nov/21
39	Ministry of Roads and Bridges, Juba	Name: James Ohure Alam Position: Director for Planning Contact: alamjj2@yahoo.co.uk; alamjj21@gmail.com	4/Nov/21
40	South Sudan Roads Authority	Name: Kenyatta B. Warille Position: Executive Director Contact: warillek@yahoo.com	10/Nov/21
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44	Uganda National Transporters Alliance	Name: William Busuulwa Contact: 00256 772 448 797; transportersalliance.unta@gmail.com	18/Nov/21
45	Uganda Shippers Council	Name: Alex Mbonye Manzi Contact: Alex.mbonye@ugandashippers.com / alexismanzi@gmail.com	5/Nov/21
46	Uganda Freight Forwarders Association	Name: Nicholas Kafeero Contact: nicholas.kafeero@ugandafreightforwarders.com	8/Nov/21
47	UCIFA	Name: LinoCriel ICILA Position: Secretary General Contact: 00 256 772 409 219	11/22/2021
48	Ministry of Infrastructure	Name: Clay Bonishuli Contact: clay.bonishuli@mininfra.gov.rw	19/Oct/21
49	RTDA	Name: Francois Mivugo Gihozo Position: Regional Integration Program Manager Contact: 00250788402916; francois.mivugo@rtda.gov.rw	2/Nov/21
50	Rwanda Freight Forwarders Association	Name: David Rwigema Position: Vice Chairman Contact: 250788307425; rwi2dav@gmail.com	3/Nov/21
51	Rwanda Cross border Transporters Association	Name: Abdul Nadru Contact: 00250788301110; abdulndaru3@gmail.com, abdulndaru@hotmail.com	3/Nov/21
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