Development of a joint Regional Transport and Communications Policy and Strategy and Priority Investment Plan (TCS/PIP): the COMESA experience for transport

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Regional Integration Support Program (RISP)

- Overall objective is to contribute to the implementation of the mandates of the four Regional Integration organisations (RIOs) and member states to:
  - increase competitiveness,
  - economic growth, and
  - poverty reduction through enhanced regional integration.
- To speed up Regional development programs and enhancing trade competitiveness;
- The Regional Integration Support Program (RISP) is a program to address the Nine key intervention areas identified under the contribution agreement of EU to COMESA and partnering REC’s;
- One of the Nine key result area deals on the formulation and development of a Regional TCS/PIP program for the partnering REC’s.
TRANSPORT AND COMMUNICATION STRATEGY AND PRIORITY INVESTMENT PLAN (TCS/PIP)

SCOPE OF WORK:

- Covers all the intervention areas required for the development of a Regionally integrated, comprehensive Transport and Communication Policy, Strategy and PIP Program and Regional system which will address:
  - Policy harmonization and Regulatory framework
  - Dealing with services provisions and standardization,
  - Infrastructure networks Development plan for: -
    **Transport**
    - Airports,
    - Roads,
    - Railways,
    - Maritime
    - sea ports,
    - harbors, Inland Water ways,

  **ICT**
  - Telecommunications
  - Information technology
  - Posts
PROCESS FOR THE DEVELOPMENT OF THE TCS / PIP PROGRAM

- **TOR DEVELOPMENT**
  - **IN PROCESS SINCE 2003**
    - CONSULTATION WITH REC’S
    - VALIDATION WORKSHOP
    - ORIGINALLY PREPARED FOR EDF
  - FINANCED FROM EC CONTRIBUTION AGREEMENT

- **Scope and coverage of work**
  - Covering all sub-sectors of the TC
  - Need for pooling of resources in multi disciplinary professions
  - Looking result areas holistically in a comprehensive way
  - Need to incorporate on-going studies and programs
OVERALL KEY INTERVENTION AREAS OF THE TCS/PIP PROGRAM

The five key expected result areas of the program are:

Result 1  TCS based on the current problem situation analysed, diagnostics country assessment, discussed and policy and strategy statements agreed upon by RIO’s and member States;

Result 2  PIP developed containing individual projects and an appraisal and decision making process, including criteria and methodologies for project selection and prioritisation;

Result 3  PFF and its functions to cater for the funding of the implementation of all individual proposals of the Priority Investment Plan (PIP) including identification of financing sources, mechanisms, and instruments, development of methodologies for project appraisal, selection and prioritisation; and operationalization of (short term rolling) Priority Investment Plan (PIP)

Result 4  MIS designed to ensure that relevant RIO management and member states are continuously informed about the adequate progress of the implementation process;

Result 5  Adequate capacity building conducted to have all relevant staff in the appraisal, monitoring and evaluation process of the PIP implementation professionally performing their duties.
RESULT 1: FORMULATION OF POLICY AND STRATEGY (TCS/PIP)

Result Area 1: Development of a Regionally Integrated Transport and Communications Policy and Strategy (TCS) based on the current problem situation, discussed and agreed upon by RIO’s and member States;

Task I: Development of a Regionally Integrated Transport policy;
Task II: Transport and Communications Strategy formulated;

- Review of the policy and strategy of the RIO’s treaties, protocols and development strategies;
- Policy harmonization to contribute to the implementation of the mandates of the four RIOs to increase competitiveness, economic growth and poverty reduction through enhanced regional integration;
- Identification of gaps in policy/strategy and recommend on use of regional/international “best practice”;
- All modes of transport (multi-modal and inter-modal) and communications;
- Trade related and transport linked to economic sectors;
- Address cross-cutting issues specific to transport and communications.
RESULT 2 : PRIORITY INVESTMENT PLAN (PIP)

Result area 2: Setting a Priority Investment Plan (PIP) containing individual projects and an appraisal for the decision making process, including criteria and methodologies for project selection and prioritisation.

Task I: Development of scientific approach for project selection and criteria for prioritization;
Task II: Identification and Development of Regionally agreed Priority Investment plan

- 20 year regional level priority infrastructure investment plan (PIP)
- Covering the infrastructure development programs and study needs of the aviation, roads, rail, maritime, pipelines, telecommunications, broadcasting and postal service sub-sectors
- Recommend a set of economic infrastructure project investment selection (screening), and prioritization criteria, that gives priority to projects that best identifies their level of readiness.
RESULT 2: PIP (Cont.)

- Development and application of financing mechanisms and instruments including linkages to the COMESA Infrastructure Development Window

- Identification of potential resources for programme financing

- Consideration of alternative financing structures such as Private finance initiatives, and

- Public Private Sector Partnerships (PPP) for sharing risk, capital investment and revenue distribution

- Development of a GIS application for descriptive presentation and analysis of the TCS priority investment projects and ultimately for future use on project evaluation
RESULT 3 : PROGRAM FINANCE FACILITY (PFF)

Result Area 3 : PFF and its functions to cater for the funding of the implementation of all individual proposals of the Priority Investment Plan (PIP)

- Proposals on the *structure and institutional setup* for a Programme Finance Facility (PFF)

- Functions to cater for the funding of the implementation of all individual proposals of the Priority Investment Plan (PIP) including
  - identification of financing sources
  - mechanisms
  - and instruments

- Development of *methodologies for project appraisal, selection and prioritisation*; and operationalization of (short term rolling) Priority Investment Plan (PIP)
Result 4 : MANAGEMENT INFORMATION SYSTEM (MIS)

Development of an Infrastructure management information and monitoring system (MIS) designed to ensure that relevant RIO management continuously is informed about the adequate progress of the implementation process;

Compendium of PIP
Scoping Study
Web-based Infrastructure Database system

Result 5 : CAPACITY BUILDING

Adequate capacity building program implemented to enable RIO’s and all the relevant staff in the project development cycles of appraisal, monitoring and evaluation process for the TCS/PIP implementation to professionally perform their duties and mandates.
TCS/PIP PROGRAM IMPLEMENTATION PROCESS AND STATUS

- TENDERING AND PROCUREMENT PROCESS
  - ADVERTISEMENTS POSTED ON
    - COMESA, IGAD, EAC, IOC AND EC DELGATION WEBSITES
    - The Economist Magazine
    - The Economist Website
  - ONLY ONE BIDDER RESPONDED ON FIRST TENDER
  - THREE BIDDERS RESPONDED TO THE RETENDERED BID
  - TECHNICAL /FINANCIAL EVALUATION OF PROPOSALS
    - COMPOSED OF PROFESSIONALS FROM AND OUTSIDE COMESA
    - CONDUCTED TECHNICAL AND FINANCIAL EVALUATION ON PROPOSALS
    - RECOMMENDATION SUBMITTED TO POLICY ORGANS TO OFFER THE SERVICE
    - A SERIES OF CONSIDERATION BY THE BUREUX AND SUB-COMMITTEES
    - THE COMESA COUNCIL APPROVED / ENDORSED (IN DEC, 2008) THE RECOMMENDATION
  - CONTRACT NEGOTIATION ON 21-22 JANUARY 2009
  - CONTRACT AGREEMENT SIGNED ON 05 MAY, 2009
TCS/PIP Steering Committee

- Comprising of SC members from:
  - COMESA, EAC, IGAD, IOC, SADC
  - EC Delegations
  - COMESA Chair of the SC and hosting the study

- Conducted Four Steering Committee meetings

  - First TCS/PIP Steering Committee meeting
    - First kick-of meeting of the SC on 25 May, 2009 - Mombasa, Kenya
    - Endorsed the Working Rules of Procedure/ TOR/
    - Back-to-back of JAM II meeting of IGAD
    - Dealt on:-
      - TCS/PIP Program development and TOR
      - Tendering and procurement process of the study
      - Code of practice
      - Way forward of TCS/PIP
Second TCS/PIP Steering Committee meeting

- Second SC meeting held in Nairobi, 16 August, 2009
- Back to back of the PIF meeting – IRCC
- Dealt on agenda items of:
  - Discussion on methodology and approach of the study;
  - Endorsement of the Inception report
  - Report on the TCS/PIP program and overall study progress
  - Way forward of TCS/PIP
- Guided the consultant and the project team:
  - To conduct macro-economic diagnostic base assessment at country and REC levels;
  - To prepare a user friendly questionnaire and approach to gather required information and data base for the PIP;
  - To provide the necessary support required both at REC and national levels;
  - Each REC to facilitate the necessary support required at member states levels for a successful accomplishment of the study;
Three SC meeting held in Vic Falls, Zimbabwe 20 Feb, 2010
Back to back of the First Validation Workshop 18-19 Feb, 2010
Dealt on agenda items of:
- Discussed working papers;
- Stakeholders validated the study documents on:
  - Draft Transport Policy
  - Draft Transport Strategy
  - Draft Prioritization Criteria
Evaluated the progress made on the TCS/PIP program;
Endorsed the Transport Policy and Strategy for adoption by the relevant Policy organs of each REC;
Directed the Secretariat to make sure all review comments are properly incorporated to the draft final submissions;
Reviewed the draft PIP and outline of the overall TCS/PIP study;
Discussed on the way forward of the TCS/PIP program.
Fourth SC meeting held in Kigali, Rwanda, 11 June, 2010
Back to back of the Second Validation Workshop 9-10 June, 2010
Dealt on agenda items of:
  - Presentation and Discussion on the working papers;
  - Validated the study recommendations of:
    - Draft Priority Investment Plan;
    - Draft Program Finance Facility;
    - Draft Revised Transport Policy
    - Draft Revised Transport Strategy;
  - Evaluated the progress report of the overall study;
  - Endorsed the study submissions and directed the Secretariat to proceed for presentation to policy organs;
  - Requested each REC to proceed with the process for adoption of the document as Regional Transport Policy, Strategy and PIP;
  - Agreed to incorporate the agreed PIP as part of Regional and National plans and programs and to work together to mobilize resources;
  - Discussed on the way forward of TCS/PIP.
Working Papers and Project Milestones expected as study Deliverables

**Main Documents**

1. Draft Regional Transport Policy;
2. Draft Regional Transport Strategy
3. Draft Priority Investment Plan

**Working Papers / Monographs**

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SWOT : STRENGTHES WEAKNESSES THREATS OPPORTUNITIES

• Strengths :
  • Joint program of partnering REC’s;
  • Managed by policy guidance of the oversight of SC;
  • Comprehensively integrated program;
  • Addressing all modes of Transport;
  • Complete program sequencing of the activities as key result areas;
  • Developed through interactive consultation, questionnaire based project identification and technical validation by member states;

• Weaknesses :
  • Inadequacy in using sample based sectoral country consultations,
  • RIO level stakeholders validation not conducted as planned;
  • Weak information sourcing and input data for project development;
  • Prioritization criteria subject to availability of information and data;
Opportunities:

- Working within the framework of Tripartite arrangement of the COMESA/EAC/SADC agreement;
- Used as source / model case for ESA Region efforts towards Policy Harmonization and program integration;
- Agreement as general direction to make use of inputs from all REC ‘s and member states;
- Guided to make use of inputs from on-going studies, initiatives and on-going programs;
- To be used as source of input for project development for EDF financing, the PIF process and potential source information for financiers;

Threats:

- Study more influenced towards Transport leading resulting in inadequately addressing with imbalanced coverage on the Communication part;
- Reduction of the study period from 24 to 12 Months to compensate the lose of time due to delay in tendering and procurement decision process;
The Way forward

- Dissemination and familiarization of the TCS/PIP outcomes at REC and member states level;
- Policy and strategy compliance assessment to identify gaps and remedies in the process for policy harmonization and program integration at REC and Member states level;
- Project profiling to lobby for financing and the conduct of pledgings for resource mobilization;
- Detailed work on the other key result areas on program financing, management information system and capacity building;
- Conduct training and special programs to enable the REC’s to capably manage the TCS/PIP program sustainably;
- Networking of the study to feed into other continental, regional and national programs and studies.
THANK YOU

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