



# **ECOWAS CORRIDOR MANAGEMENT & DEVELOPMENT STRATEGY**

# Overview

- Corridor Definition & Strategy Objectives
- Components of ECOWAS Regional Corridor Management Strategy
- Corridor Management Strategy for Transport Operations and Development
  - National
  - Corridor
  - Regional
- Results to be Achieved
- Establishment, Operation & Sustainability
- Financing Plan (Short, Medium and Long Term).

# Corridor Definition & Strategy Objectives

- A Corridor is multi-modal system that connects multiple States and offers efficient, cost-effective transport and logistics services for travel, trade, manufacturing and other businesses.

## **Objectives**

- Develop corridor institutions to optimize corridor use
- Reduce costs, delays and uncertainty
- Foster economic activity
- Improve infrastructure construction and maintenance

# Components

Corridor Development requires dedicated attention (institutions, personnel, etc)

## Components

- ECOWAS Regional Corridor Management and Development Strategy
- Ten (10) Year Action Plan for implementing the strategy
- Hierarchy of Corridors, identify corridors where Corridor Management Institutions (CMIs) can be established
- Regional approach to establish CMIs with regional Coordination Mechanism

# Components

*A holistic regional strategy and action plan for the management of Transport Corridors as economic and development corridors to support internal and external trade for West Africa*

- ECOWAS Regional Corridor Management and Development Strategy
- Ten (10) Year Action Plan for implementing the strategy
- Hierarchy of Corridors, identify corridors where Corridor Management Institutions (CMIs) can be established
- Regional approach to establish CMIs with regional Coordination Mechanism

# Corridor Management Institutional Models

## Model 1 NRTTFC & Corridor Management Committee

- Corridor Planning and Development Coordination
- National Inter-agency Coordination

## Model 2 Management Authority

- Supra-national organization
- Institutionally Integrated Corridor Planning & Operation

## Model 3 Regional Network Unit

- Regionally integrated Corridor Planning and Operations



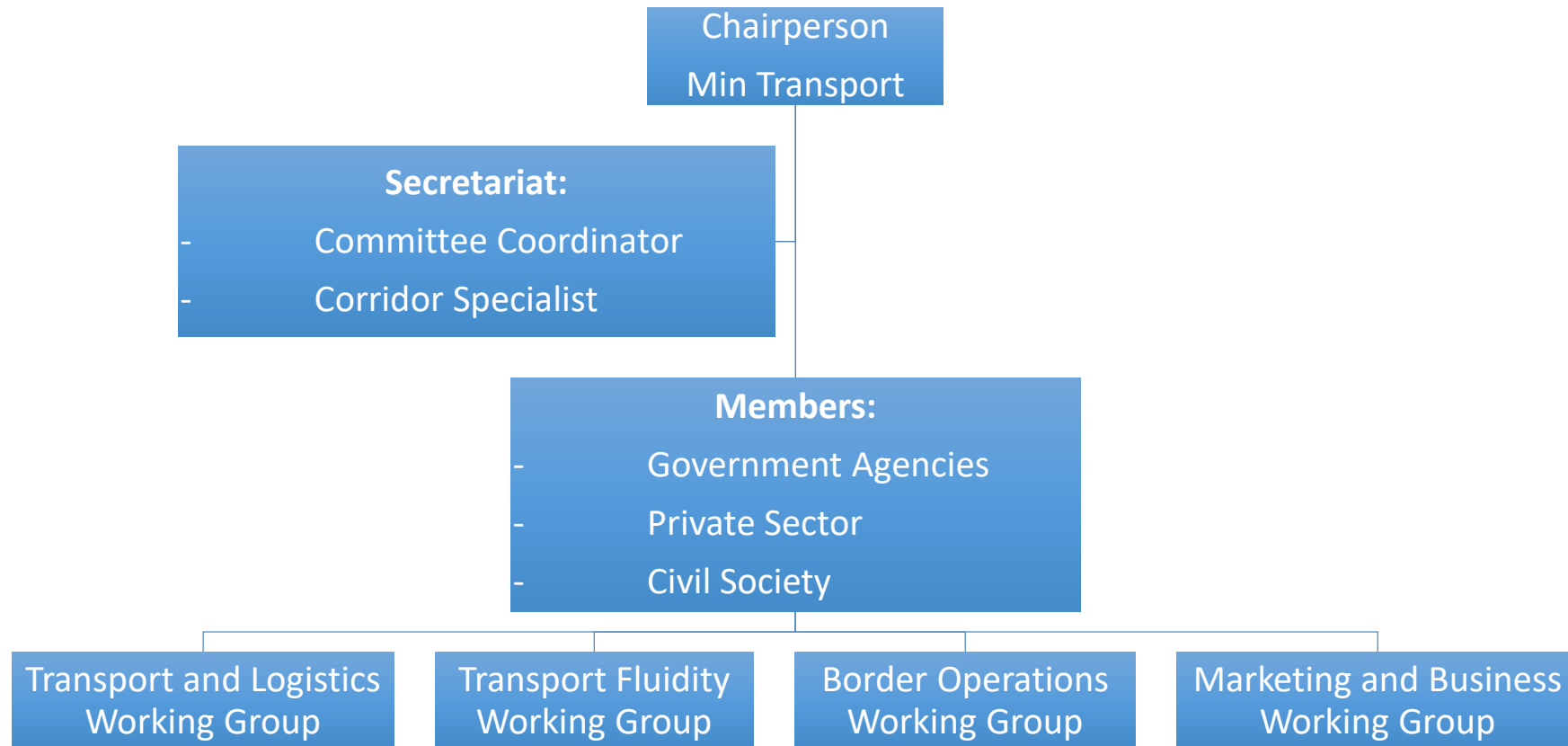
**CORRIDOR MANAGEMENT:  
NATIONAL LEVEL  
Establishment, Operation & Sustainability**

# National Road Transport Transit Facilitation Committees (NRTTFC)

- **Goal:** High performing corridors
- **Means:** Increased coordination and cooperation among government agencies and between government, private sector and civil society
- **Assess performance:** Conduct survey of strengths and weaknesses of transport and logistics
- **Set and prioritize targets**
- **Assess Bylaws:** Determine whether any changes are necessary
- **Establish working groups within NRTTFC membership to address targets**
- **Develop annual work plan, assignments, resources and financing**
- **Review progress and plan for next year**



# NRTTFC Organizational Structure



# Meeting Working Group Targets

**Rationale:** Most short-comings involve both the public and private sectors and affect the general public. The answers to many problems lie within the committee. Hence working groups are set up to lead the response.

1. Assess performance and identify hindrances that need addressing
2. Develop a work plan that includes task assignments, timeline, targets and reporting requirements
3. Report on progress at quarterly meetings and revise plan or targets, as needed.
4. Report on accomplishments and lessons learned in year end report. Determine work plan and resources needed for the coming year.

# Develop rapid response methods

## **Rationale:**

- NRTTFC membership includes most of the agencies and private sector agencies with a role on trade and transport facilitation.
- Several NRTTFCs have set up a system of focal points among their members. When a problem or emergency is reported, the chairman notifies the focal point to resolve it.

## **Activity:**

- Some Corridor constraints can be dealt with immediately, before they become established. Examples are a new checkpoint, increased bribes at borders, two agencies charging for the same offense.
- These can be addressed immediately through phoning and emailing among member focal points. It is not necessary to wait until the next meeting.



# Enhancing NRTTFC Operations

- Review of current status and activities for the first year.
- Capacity building arranged by ECOWAS Commission for all NRTTFCs
  - Objectives and organization under the Corridor Strategy interagency teamwork & leadership
  - Legal framework, operations and working groups
  - Action planning, budgeting, proposal writing
  - Implementation plan for two activities
- Implement individual action plans
- TA on effective inter-governmental operations

# Sharing among Corridor Institutions

- First annual joint meeting of NRTTFCs arranged by ECOWAS Commission
- Objectives: share successes and lessons learned; plan for introduction of CMCs; introduce role of Regional unit at the Commission
- NRTTFCs will form the national units of the CMC and play a critical role in achieving results

# Make NRTTFCs Sustainable

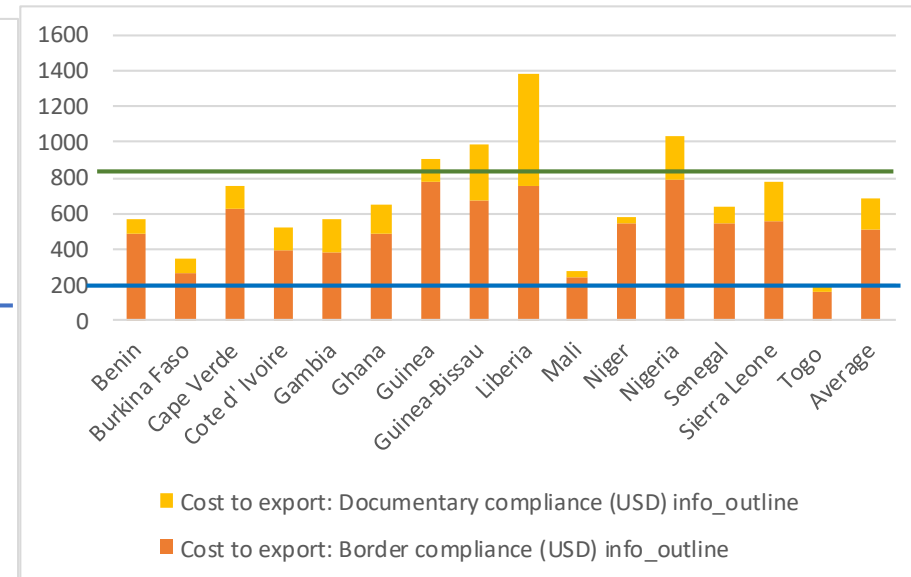
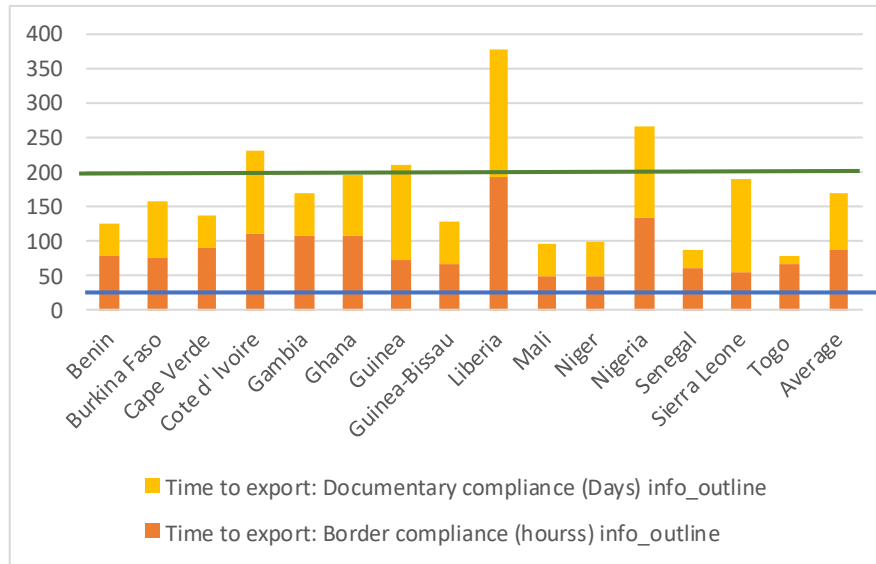
- Members of the committee are local and assigned by their agency to attend as part of their job.
- Include a **2-person Secretariat is hired full-time to assist the Chairman in working with the members, providing technical expertise and ensuring tasks are finished and changes realized.**
- Project activities may need remuneration for consultant(s), per diem and transportation.
  - If for government, they should be financed by government or a development partner.
  - If for private sector, they should also receive some financing by private sector.
  - ECOWAS may establish fund for projects for which NRTTFCs submit short proposals.
  - NRTTFCs may submit proposals directly to development partners.

# Make NRTTFCs Achieve Results

- Average time for containerized imports from Tema to Ouaga (days)
- Average time for containerized imports
- % of Road in good condition
- Border Crossing time

# Time to export

# Costs to export



Green line on charts illustrates the average for Sub Saharan Africa.  
 Blue line on charts illustrates the average for OECD countries.



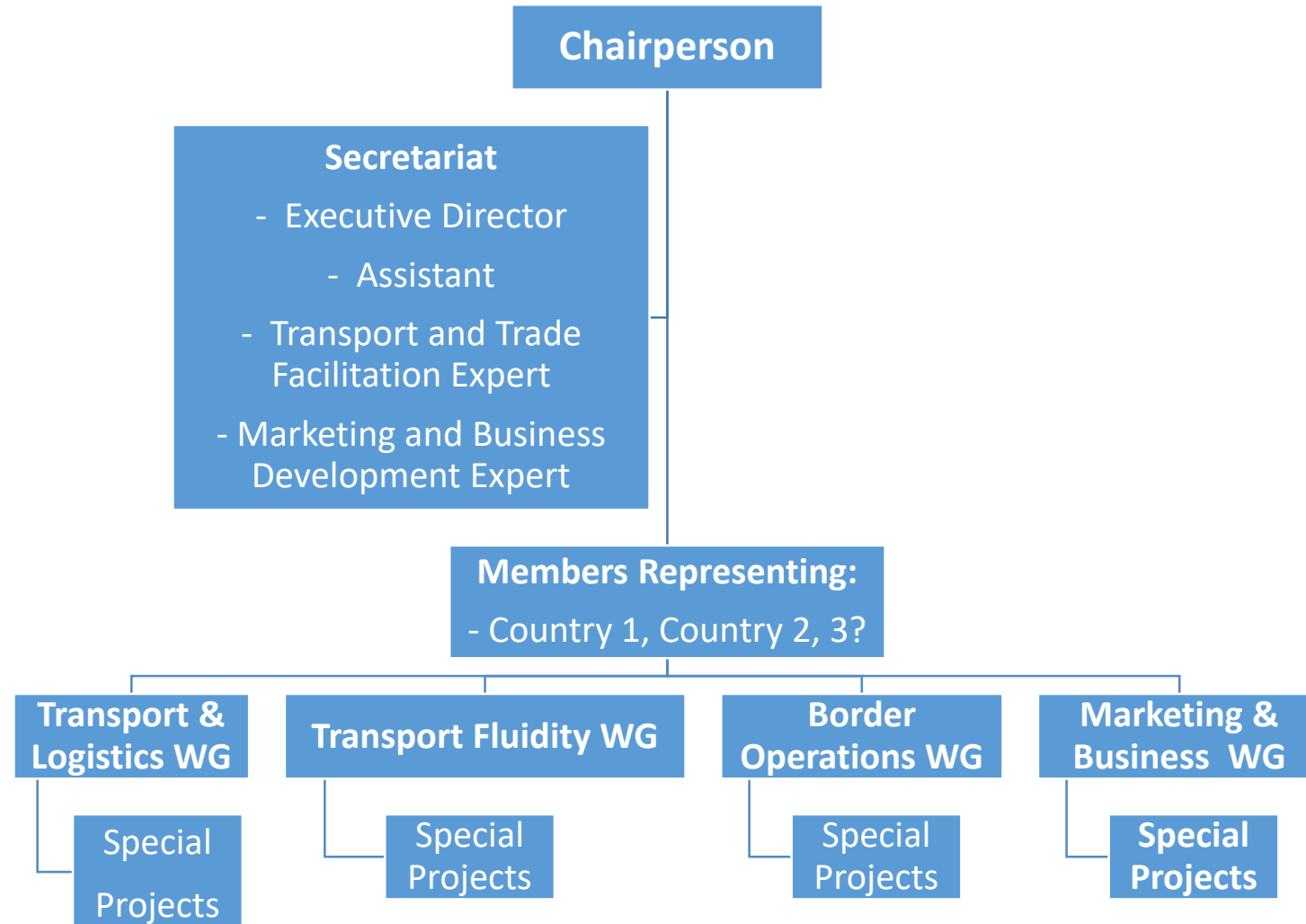




# **CORRIDOR MANAGEMENT: CORRIDOR LEVEL**

**Establishment, Operation & Sustainability**

# CMC Organizational Structure



# CMC Start-up

- In the first annual joint meeting of NRTTFCs and ECOWAS Commission, the first day will be sharing information to strengthen NRTTFCs and the second day will be to discuss CMC start-up activities and agree on a work plan.
- Prepare for the establishment of CMCs:
  - Assess leading challenges on selected Corridor with NRTTFC members
  - Share with other corridor countries to rank and cluster for complexity and time to address.
  - Identify “quick wins”
  - Agree on first year objectives/activities

# CMC Start-up (cont.)

- Assess current manufacturing and agro-processing strengths and weaknesses. **Who are the Corridor users?**
- Establish development objectives for the corridor based on its context and needs of users. **Draft a vision and mission statement for the Corridor.**
- Determine the **institutions with a vested interest** in the corridor who are potential **change agents**. Involve them in the start up activities.
- Who are the **champions** for the Corridor?

# Capacity Building for Establishing CMCs

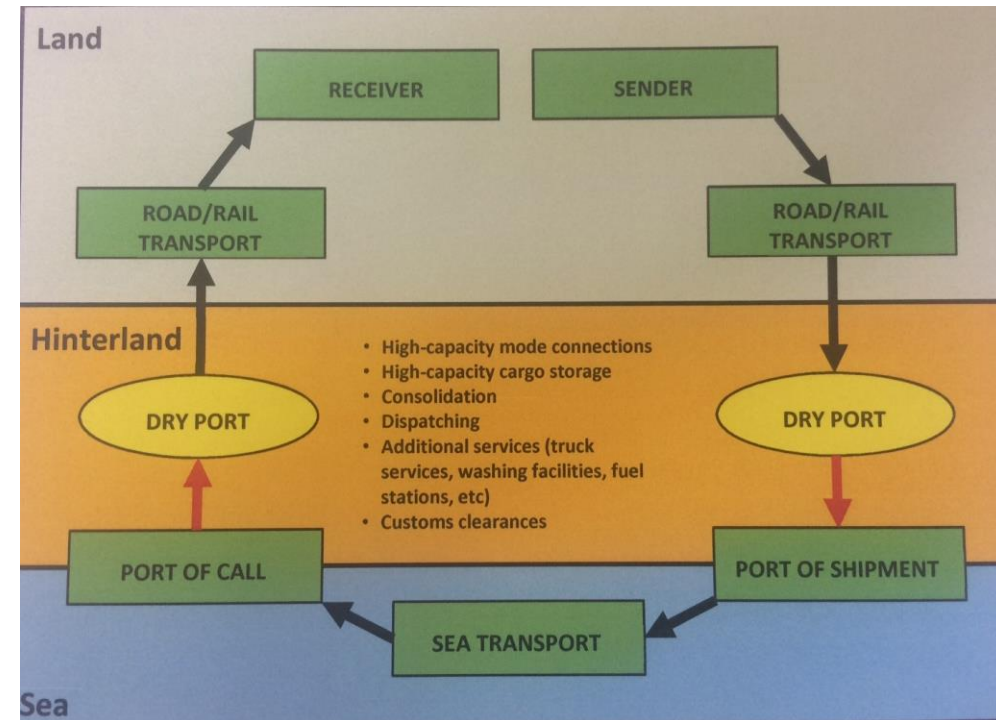
- Capacity building to include:
  - understanding the strategy
  - Key components and requirements of the **legal framework**
  - Review of **organizational structure, operations and teamwork** for working groups
  - Action planning, budgeting and proposal writing
  - Design of implementation plans for two activities

# Initial Action Plan for Implementation

- Draft and approve legal framework
- Agree on organization structure and procedures
- Implement the Secretariat
  - Draft TORs for Secretariat
  - Carry out selection process and provide recommendations to full Committee and Board
- Hold CMC meeting to
  - Review legal framework and organizational structure and operating procedures
  - Elect Committee officers and approve Secretariat nominees
  - Approve short Action Plan and budget for balance of year
- Board will meet immediately after to review and approve actions.
- Carry out action plan and attend 2<sup>nd</sup> Annual Joint Meeting

# Examples of Activities

- Monitor amount of container deposits and delays in return of containers. Work with members to resolve.
- Advocacy for improved logistics facilities for efficient container use.
- Programs to increase use of specialized trailers for containers.
- Support for greater use of inland dry ports and through bills of lading.
  - Boankra in Ghana
  - Bouake, Ferkessedougou in Cote d'Ivoire
  - Bobo Dioulasso and Ouagadougou in Burkina Faso



**Source:** Inland Intermodal Terminals and Freight Logistics Hubs by Gerard de Villiers, James MacKay and Luigi Serafino, Civil Engineering, 20 September 2013.

# Examples of Activities (cont.)

- Warehousing for strategic distribution and to enable greater trade in agricultural products and maintain a cold chain.
- Address the delays in loading and unloading and other factors leading to inefficient use of trucks and disincentive for investing in newer equipment.
- Truck stops and consolidation of controls at official truck stops.
- Harmonize regulations on the corridor in keeping with regional legal frameworks.





# **Corridors Management: Regional Coordination Mechanism for Corridors**

# Objective

The Regional Corridor Management and Development Unit (RCMDU) has the following overall objective:

*To contribute to the increased competitiveness of the ECOWAS region in the global economy through efficient transport and trade corridors geared towards providing the environment in which trade, manufacturing and agro-processing can thrive.*



# Objective (cont)

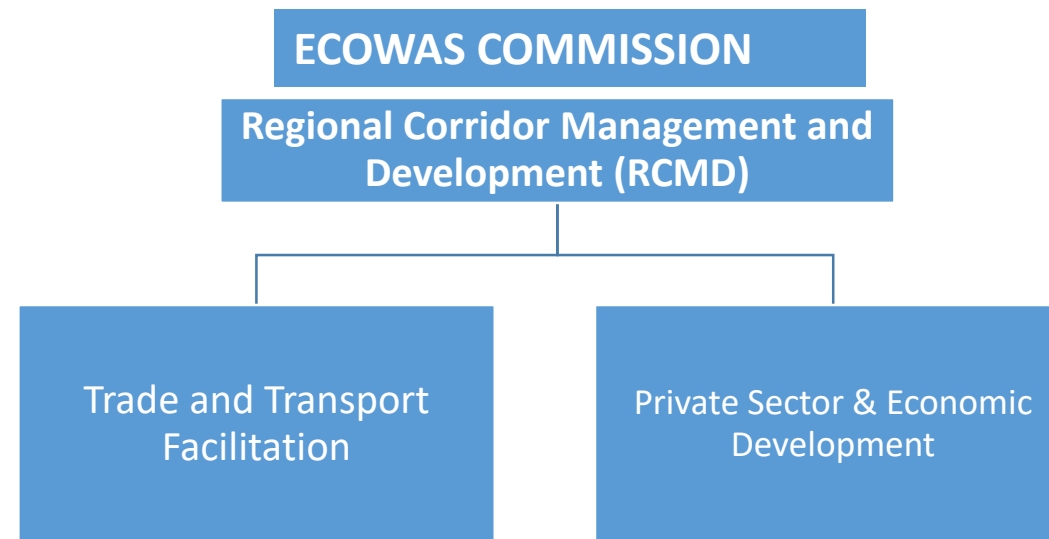
This will be achieved by:

- Coordinating, integrating and optimizing various corridor improvement initiatives and projects by development partners, stakeholders of the public and private sectors, and regional institutions for the purpose of achieving the necessary synergies and avoiding unnecessary duplication;
- Fostering exchange of experiences among NRTTFCs, CMCs, Corridor Management Authorities and regional economic organizations and stakeholders;
- Promoting the regional corridors by way of a consolidated corridor development action plan, initially as a transit corridor and later as economic corridors with a view to increasing corridor utilization and viability of corridor management structures;
- Serving as a resource and know-how center to partner with Member States decision makers, industry and development partners;
- Enhancing cooperation and consultation with development partners, including the development of a corridor fund from which individual committees can apply for support to their initiatives as one source among others; and
- Monitoring progress made on transport and transit facilitation in the region.



# Organisation

- The Unit to be housed at the ECOWAS Commission, with dedicated staff provided by ECOWAS.



# Role in initiation

- Providing technical assistance and resources to Member States in strengthening the NRTTFCs and setting up CMCs;
- Supporting the Member States to implement the agreed protocols nationally in such a way that policies, regulations and enforcement practices are harmonized throughout the Community;
- Providing resources to support initiatives from Member States in regards to transport operation improvement and intra-regional trade facilitation;
- Arranging an annual meeting for the NRTTFCs and CMCs to share insights and lessons learned with each other. These meetings can also provide an opportunity for annual knowledge sharing and planning as well as ensuring that activities ultimately result in a harmonized trade and transport structure for ECOWAS;
- Collaborating with the Regional Transport Infrastructure Unit (RTIU) for matters pertaining to the regional transport infrastructure; and
- Liaising with Management Authorities for harmonization of laws and protocols, trade practices and other matters.



# Technical Assistance

There are 12 NRTTFCs established in 12 member States and 3 members States have yet to set up an NRTTFC.

## Year 1:

- The RCMDU will support all existing NRTTFCs by organizing a capacity building program: providing skills and start up plans for initiating the NRTTFCs. **(joint activity)**
- Individual Capacity Building Trajectory for NRTTFCs as they work to implement the institutional arrangement.
- Additional technical assistance to NRTTFCs is envisioned on effective intergovernmental relations and effective public private collaboration.



# Technical Assistance (cont)

## Year 2

- The Unit will support the identified corridors in establishing CMCs, beginning with a capacity building program similar to that of the NRTTFCs.
- Set up of a start-up and organizational strengthening fund

*For countries where the NRTTFC has not yet started operating or is very weak, the Unit could support them by providing technical assistance through linkage with a strong NRTTFC for capacity building and guidance.*



# Activities of the Unit: Capacity Building and coordination

- Support the Member States to Implement the ECOWAS Protocols Nationally for Harmonisation
- Provide Resources to Support Initiatives from Member States in regards to Transport Operation Improvement and Inter-regional Trade Facilitation.
- Annual Knowledge Sharing and Planning Workshop
- Communications
- Collaborate with the RTIU
- Marketing ECOWAS corridors Advancements to the World (positioning ECOWAS –Africa Free trade Agreement)
- Liaise with Future Corridor Authorities

