

A COMPREHENSIVE STRATEGY DOCUMENT
TO SUPPORT THE ARCHITECTURE OF
**AFRICAN CORRIDOR
MANAGEMENT ALLIANCE**



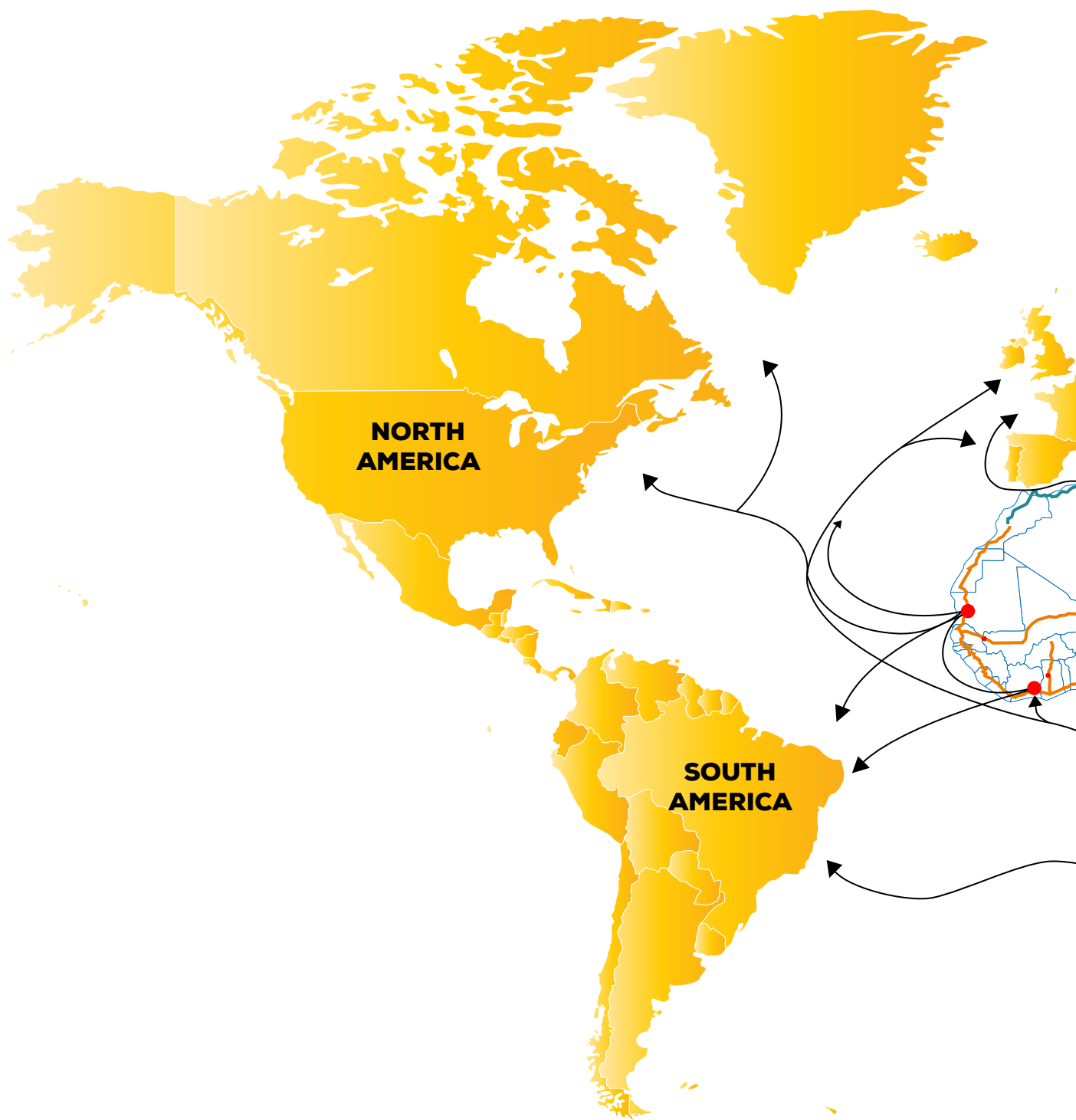
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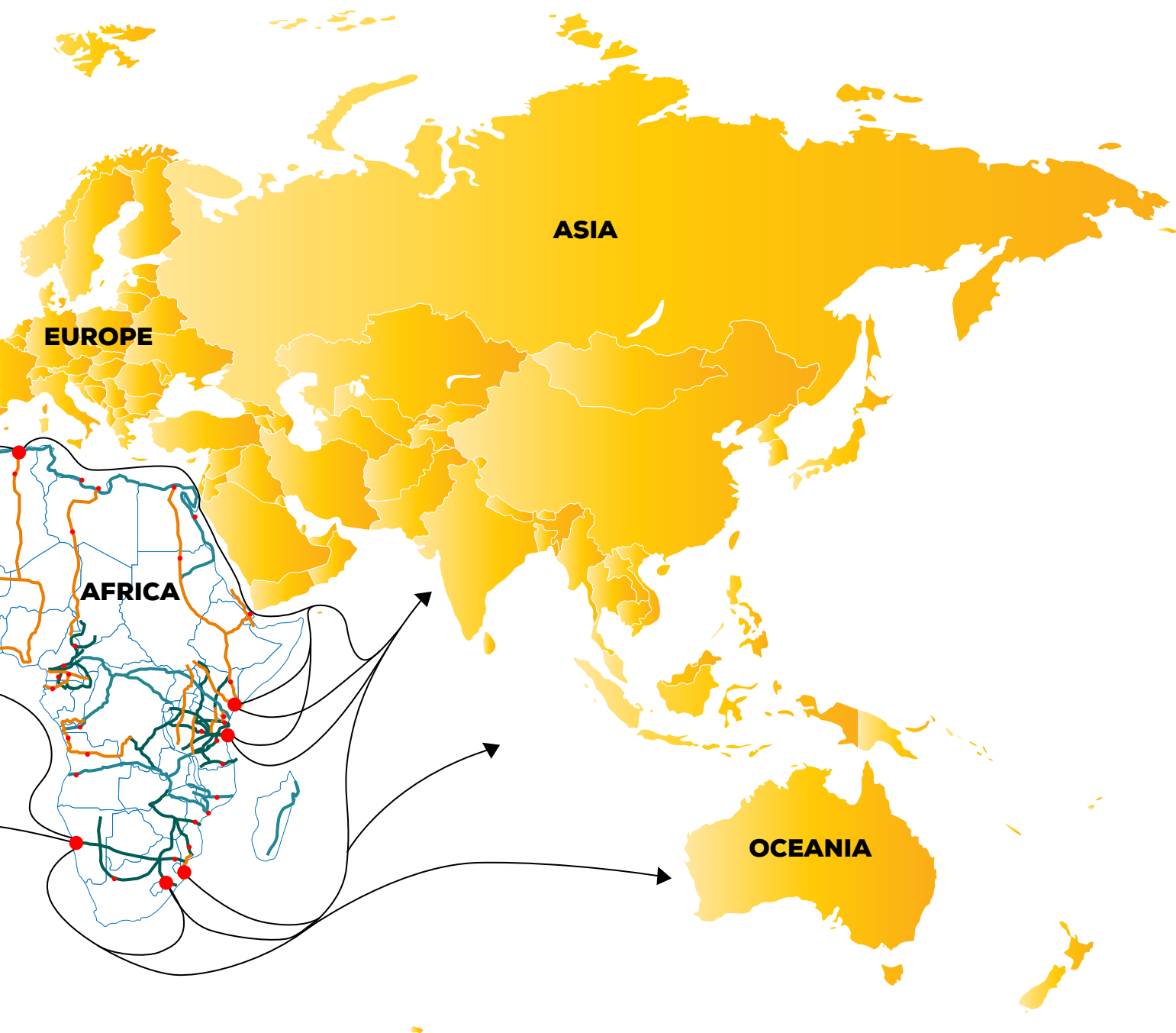
African Corridor Management Alliance





African Corridor Management Alliance





AFRICAN ECONOMIC CORRIDORS

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Strategy Brief

The implementation of ACMA Strategy will enhance the capability of economic corridors to strengthen investments for local production capacity and value addition in areas such as agroindustry and manufacturing, natural resource-based enterprises, large and small-scale industries, trade, tourism, schooling, and health facilities. The economic corridors will be instrumental in economic transformation that is built on strong forward, side stream and backward linkages, harnessing comparative and competitive advantages of the contiguous and integrated regions.

ACMA Secretariat will assist in unbundling, prioritizing and sequencing of corridor-oriented initiatives into the pipeline of bankable sub-projects, facilitating private sector engagement and addressing issues of enabling environment in collaboration with CMIs in addition to aiding of resource mobilization in collaboration with financing institutions.

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The economic transformation in the continent will need to be anchored on domestic resource mobilization, through effective tax policies, savings mobilization and the use of other financing mechanisms such as pension funds, sovereign wealth funds, diaspora bonds and remittances, as well as the participation of the private sector.

Acknowledgement

The formulation of the Strategy Document as part of the process of establishing African Corridor Management Alliance (ACMA) is a major milestone in defining CMI's performance and prospects in the integrated management of economic corridors through enhanced investment in infrastructure. The Strategy Document helps to inform on the priority corridor-related initiatives, which are to be an integral part of the promotion of integrated joint investment portfolio of the ACMA to actualize transformation in the continent.

The support and collaboration of the Regional Economic Communities (RECs) and the Corridor States are expected not only to lead to the success of the undertakings by the Alliance, but also to ensuring that the ownership of ACMA initiatives is consistent with those of the RECs and the Corridor States who are, ultimately, the beneficiaries.

The African Corridor Management Alliance acknowledges the financial and technical contribution from United Nations Economic Commission for Africa and contributions in process management by Walvis Bay Corridor Group to achieve the formulation of this strategy document. Valuable comments and inputs were received from a number of CMIs and continental and multilateral institutions on specific aspects of the Strategy Document.



Abbreviations and Acronyms

ACMA	African Corridor Management Alliance	NTTCA	North Corridor Transit Transport
AUC	African Union Commission		Coordination Authority
AfDB	African Development Bank	OECD	Organization for Economic Cooperation
ALCO	Abidjan – Lagos Corridor Organization	OSBP	One Stop Border Post
APR	Annual Progress Report	PATCO	Partnership and Technical Cooperation
ASI	Adam Smith International		Office
AU	Africa Union	PIDA	Programme of Infrastructure Development
AWP	Annual Work Plan		in Africa
BCDC	Bas Conga Development Corridor	PPP	Public Private Partnership
BIAT	Boosting Inter-African Trade	QPR	Quarterly Progress Report
BRICS	Brazil Russia India China and South Africa	RADS	Resource-based African Development
			Strategy
CAADP	Comprehensive African Agricultural Development Programme	REC	Regional Economic Community
CEO	Chief Executive Officer	REC-TCC	Regional Economic Communities –
CFTA	Continental Free Trade Area		Transport Coordination Committee
CMI	Corridor Management Institution	RESDICC	Regional Spatial Development Initiative
COMESA	Common Market for Eastern and Central Africa		Coordination Committee
		SADC	Southern Africa Development Community
DBSA	Development Bank of South Africa	SAGCOT	Southern Agricultural Growth Corridor
DFAT	Australia's Department of Foreign Affairs & Trade		of the United Republic of Tanzania
		SDG	Sustainable Development Goals
DRC	Democratic Republic of Congo	SDI	Spatial Development Initiative
EAC	East African Community	SDIP	Sustainable Development Investment
EADB	East African Development Bank		Partnership
ES	Executive Secretary	SDP	Spatial Development Programme
EU	European Union	SG	Secretary General
FDI	Foreign Direct Investment	SME	Small Medium Enterprise
GDP	Gross Domestic Product	SSATP	Sub-Saharan Africa Transport Policy
ICT	Information Communication Technology	TRIDOM	Tri-National Dja-Odzala-Minkebe
IGO	Inter-Governmental Organization	UN	United Nations
IRCI	Integrated Resource Corridor Initiative	UNDP	United Nations Development Programme
JICA	Japan International Cooperation Agency	UNECA	United Nations Economic for Africa
LED	Local Economic Development	USAID	United States Agency for International
M&E	Monitoring and Evaluation		Development
MDC	Maputo Development Corridor	WEF	World Economic Forum
NEPAD	New Partnership for Africa's Development	WBCG	Walvis Bay Corridor Group

Preface

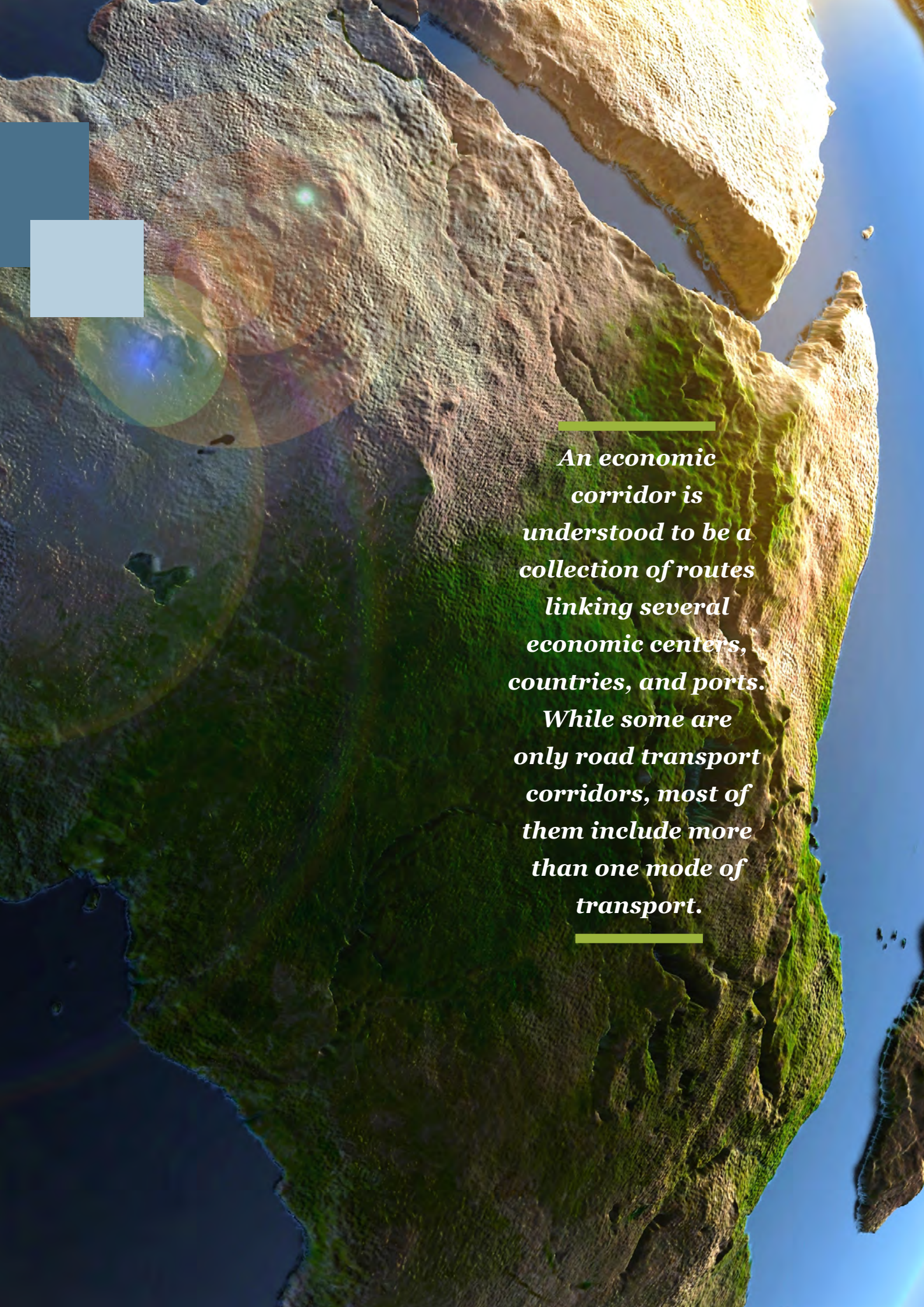
The discussion on the role of economic corridors has intensified over the years. A number of studies and stakeholder sessions have highlighted the opportunities and challenges that must be appreciated in exploring the corridor-based development approach. The challenges include, but not limited to border transit time, infrastructure development, logistics capacity and transaction costs. Based on lessons from on-going economic corridors such as Maputo Development Corridor, Walvis Bay Corridor and ALCO, this approach has gained traction as an instrument to promote development that is rooted in the reliable and efficient creation of production capacity to utilize the natural resource endowment for economic transformation. This is to build on linkages for enhanced value chain to harness competitive and comparative advantages in the continent.

Despite being a major source of the world's natural resource commodities such as minerals and agriculture, Africa lacks a systematic management approach to harness this potential for its own benefit. Most of the resources such as ores, concentrates, metals, and agri-products are exported unprocessed. The inputs for primary production are imported. This provides a case to advocate for an alliance among the African States to energize more up and downstream beneficiation. This strategy document contributes to addressing the best approach for the architect of an African Corridor Management Alliance by providing the Corridor States with lessons, practical tools for the design, capacity development and successful implementation mechanisms for economic corridors.

In this strategy document, an economic corridor is understood to be a collection of routes linking several economic centers, countries, and ports. While some are only road transport corridors, most of them include more than one mode of transport. Some corridors place emphasis on the facilitation of cross-border trade along corridors. The strategy document emphasizes that the defining feature of economic corridors is that they integrate investments in infrastructure, policy and regulatory frameworks, industrialization and value chain, institutional strengthening and capacity building. Through creating a dynamic business environment along the corridors for value addition, harnessing sector linkages, and cross-border trade, the Corridor States will maximize economic growth.

The strategy document includes discussions on objectives and tactical interventions required to realize the outcomes. It also highlights issues on beneficiaries, partnership, and concerns on sustainability. Relating to the outcomes, the possible activities are identified to ensure the realization of the expected output targets. The costing and budget levels needed to implement the planned activities are discussed as part of the enabling institutional arrangements, including the funding mechanisms.

The strategy document emphasizes that with effective management, economic corridors will improve physical connectivity between the Corridor States, thereby enhancing access to markets, while expanding economies of scale for value chain. Within the framework of the Alliance, economic corridors will enhance the productivity and value addition to the endowed natural resources. The ultimate objective is to enable the expansion of space for production into various sectors of the economies, leading to increased use of local raw materials and opening up access to new investment opportunities. The strategy document argues that the realization of economic development through the corridor management presupposes that there is a provision of energy, transportation and effective information exchange to drive the economic transformation process. In addition, development of corridor initiatives will require technical, managerial and financial resources for adding value to the raw materials and natural resources.

An aerial photograph of a rugged coastline. A large, light-colored rock formation dominates the upper left, with a small bay or inlet nestled against its base. The surrounding water is a deep blue, and the sky is a clear, pale blue. The rock formation has a textured, weathered appearance with various shades of brown, tan, and grey. A small, dark, irregular shape is visible on the rock's surface. The coastline is jagged and uneven, with small inlets and points of land. The overall scene is a natural, unspoiled landscape.

An economic corridor is understood to be a collection of routes linking several economic centers, countries, and ports.

While some are only road transport corridors, most of them include more than one mode of transport.

Summary

The role of economic corridors in promoting transformation and boosting Intra-Africa trade has increasingly become important. The corridors themselves are viewed not only as conduits to growth and regional integration but also as engines of regional and local economic development.

The initiatives under the economic corridors help create jobs, generate wealth, mobilize public and private resources and stimulate key economic sectors sustainably. An economic corridor can be understood as a conceptual and programmatic model to structure socio-economic responses to develop a territory, building on a linear agglomeration of population and economic activities along existing transportation infrastructure.

Several countries in Africa have given emphasis to economic corridors as key instruments of their economic development and transformation strategies. This approach was used within the framework of SADC Regional Indicative Strategic Plan, sprouting Maputo Development Corridor, which became a flagship corridor in Southern Africa.

Many financial institutions, including, but not limited to AfDB, World Bank, European Union and bilateral partners have shown interest in using corridors as the core strategy for supporting regional integration processes in the continent. The modality of public-private partnership is increasingly employed in the Corridor States to harness resources and expertise from private firms derived both local and multinational arena.

This strategy document emphasizes that the corridor-based development is rooted in the creation of reliable and efficient production capacity to utilize the natural resource endowment for economic transformation, built on linkages for enhanced regional value chain. The efficiency and effectiveness of the economic corridors are largely determined by the role played by the Corridor Management Institutions (CMIs) that oversee their operations.

In many of the regions, the CMIs have been instrumental in facilitating dialogue between corridor stakeholders and harmonizing procedures and documentation used in transport and transit operations along the corridors, resulting in reduced transit time and cost.

The role of CMIs will be strengthened within the framework of African Corridor Management Alliance (ACMA). This will involve strengthening the ACMA architecture and instituting a systematic recruitment of the members of the Alliance from across the development constituents. Information exchanges will be an integral aspect of the Alliance's networking. The Alliance will support dissemination of new legislations by use of the network of CMIs connected by ACMA Website.

Capacity development will concentrate on training on comparative practices used in other parts of the world, advocacy on inclusive approaches and engagement with communities in the corridor development initiatives. Awareness creation aimed at changing the attitudes of officials at border posts from being only border-control oriented but also being trade facilitation agent, they will be given high priority. To energize joint ventures, the focus will be on identification of cross-border infrastructure investment possibilities and encouraging potential investors/financiers to commit resources.

Additionally, the strategy document illustrates the emergence of economic corridors in different regions of Africa. In the various sub-regions (Central, Eastern, Northern, Southern and Western) natural resource utilization, improved health care, trade facilitation, agriculture, and agro-industrialization for value chain are among the main employment generators and contributors to gross domestic product (GDP).

Many economic corridors target promoting value addition by harnessing the natural resource endowment and emphasizing production capacity for the expanded value chain in mineral resource, telecommunication, agricultural, livestock and forestry sectors. The strategy document therefore focuses on the potential role of economic corridors as an engine of economic transformation and growth in the continent.

The economic corridor initiatives require more financial resources over time. The Alliance strategy will be to emphasize the push for resource mobilization to ensure that the funding needs are met. Furthermore, efforts will be made to encourage continued support from the development partners and the Corridor States themselves.



Efforts will also be made to access some of the newer and specialized global funds, including those concerned with climate change, food security, Africa 50 Funds and Commercial Finance. The goal is to enhance the capability of economic corridors to promote investments and value addition to the natural resource use. Resource mobilization efforts will thus be put in place to meet these financing needs.

The strategy document is emphatic that the process of transformation from transport corridor to economic corridor pre-supposes a holistic intervention design that ensures a correct combination of both the soft and hard instruments. It explains that hard interventions include infrastructural elements including roads, ports, railways, maritime, aviation industry, energy and telecommunication networks, dams, irrigation infrastructure, market centers, warehouses, and other productive infrastructure. Infrastructure requires long-term investment and must be based on feasible alternatives, implying longer-term higher cost investments.

Soft interventions focus on institutional strengthening and human resource development aimed at capacity development to enhance reliable and efficient production capacity to achieve value addition in the economic corridors. The key aspect of effective economic corridor management presupposes shared development goals at national, regional and continental levels.

This necessitates a focus on soft instruments related to financial and risk management instruments, transport facilitation (e.g. shipping and port services, trucking, railways, handling, warehousing, customs, insurance, banking and freight forwarding) and trade facilitation that includes customs cooperation and incentives for the development of regional integration initiatives. The commitment, by all, on the regional and continental integration, is critical for the success of the corridor-based transformation.

The Strategy Document

1. CONTEXTUAL FRAMEWORK

1.1 BACKGROUND

Support for economic corridors aims to stimulate investments for local production capacity and value addition, intra-regional and global trade, and promote market integration in the continent. This will be realized by ensuring that the economic corridors provide a launch pad for transformation through value chain and enhanced linkages, built on regional resource endowment. The transformative thrust will be realized through more efficient transport and logistics services, implementation of strategies and interventions that enhance a favorable environment for investment, reduction of transit times, effective time release and cost of shipping goods along the corridor. With judicious management by the Corridor Management Institutions (CMI), the economic corridors foster improved access to health, education, market as well as developing public service facilities along the corridor.

The use of development corridor and economic corridor tends to be applied interchangeably. African Development Bank (AfDB) provides a working distinction indicating that “development corridors are an ingredient necessary for achieving economic corridors”. This strategy document will stick to the economic corridor as appropriate. The economic corridor approach looks at regional transport routes not only as a means of transporting goods and services or as a gateway for landlocked countries but also as a tool for stimulating social and economic development in the areas surrounding the route.

Economic corridors accomplish this by promoting joint investment for value addition, creating industry and social facilities in conjunction with transport infrastructure. In doing so, they develop rural and

border areas, increase the earnings of low-income groups and create employment. Political boundaries thus cease to be economic boundaries and spatial-economic regional planning takes the lead. In short, the economic corridor approach transforms transport corridors into engines of socioeconomic development.

1.2 WORLD VIEW

Of the 17 Sustainable Development Goals (SDG) that have been adopted as the basis of the post-2015 development agenda, one is specifically looking at building resilient infrastructure, promoting sustainable industrialization and fostering innovation. The goal of SDG Agenda 2030 is to direct resources to human needs infrastructure and cross-border public goods to eradicate poverty as well as strengthen sustainable development. The coordinated role of economic corridors in Africa in contribution to realization of sustainable goals will be significant in relation to:

- Improving transportation infrastructure.
- Reducing poverty and providing access to economic resources.
- Fostering job creation through trade and transport.
- Enhancing cross-border energy development.
- Strengthening agricultural productivity and food security.
- Making progress towards the sustainable use of shared natural resources for value addition.
- Fostering partnerships for sustainable development.

¹ An economic corridor is defined as a conceptual and programmatic model to structure socio-economic responses to develop a territory, building on a linear agglomeration of population and economic activities along existing transportation infrastructure (adapted from Healey, 2004).

² Regional Integration Brief, AfDB 2013.



1.3 CONTINENTAL CONTEXT

The role that the Corridor Management Institutions (CMIs) play in the trade agenda in the continent is considerable. This was reiterated at the 18th Ordinary Session of the Assembly of Heads of States and Government of Africa Union (AU) in January 2012, where both the Action Plan on Boosting Intra-Africa Trade (BIAT) and the Roadmap to the establishment of Continental Free Trade Area (CFTA) was endorsed. The development of regional corridors provides impetus to address issues of poverty and social dynamics for local economic development. They improve the connection of rural feeder roads and corridors which will improve the access to markets for farmers and rural markets to create more opportunities for them to become part of the national, regional and global economies which will allow a better platform for harnessing stranded investment, improving marketing and selling resulting products. These will then lead to improved social gain and enhancement of rural economies and strengthen local and regional economies within the African continent.

The corridors themselves must be viewed not only as conduits to growth and regional integration but also as engines of regional and local economic development harnessing the huge resource potential in the continent as demonstrated in Box 1. To strengthen the operations of the economic corridors in Africa, United Nations Economic Commission launched the idea of African Corridor Management Alliance (ACMA), for Africa (UNECA) at the Africa Trade Forum II on 24-26 September 2012 in Addis Ababa, Ethiopia, in the presence of the AU Member States as well as the private sector bodies present.

The idea of Multi-corridor management was first mooted in 2006 in Dar es Salaam during the Regional Spatial Development Initiative Coordination Committee (RESDICC). The tenet of ACMA is to reinforce the continental aspirations of integrative infrastructure that crisscrosses the continent and provides seamless borders to facilitate free movement of people, goods and services.

Agriculture: Contributes 40% of African GDP, provides a livelihood for 60% of the population but is also the largest user of scarce water. It has enormous unrealised potential – low yields and less than half under cultivation. Agriculture commodities are exported without processing (beneficiation).

Minerals: Africa is the World's top producer of numerous mineral commodities and has the world's greatest resources but most of Africa lacks systematic geological mapping that could bring light to much greater resources. Most of the Africa's mineral resources are exported as ores, concentrates, metals without significant value addition. There is thus a large potential for mineral based industries.

Energy: Significant fossil fuels (oil, gas, and coal). Large biomass and biofuels potential (ethanol, bio-diesel). In addition, Africa has a massive hydro-electric potential (Inga 45 GW, Congo River 200 GW) and geothermal potential along the Great Rift Valley.

Forestry: 22% of African land is forested (650 million hectares = 17% of world total). **Deforestation:** Africa's net change is the highest globally = – 0.78% per annum. Huge silviculture potential, but exported as logs/chips: need greater value addition.

Fishing: 28 000 km coastline (1.28 million km² continental shelf) with several oceanic systems. Decline in catch rate (international poaching and over-harvesting). 70% of marine protected areas under threat. **Aquaculture/mariculture** still nascent (large potential).

Tourism: Major potential (world's greatest diversity: culture, flora, fauna, and geomorphology). Increasingly important source of livelihood.

Box 1: Africa's Natural Resources (Source: Adapted from RADS 2012)

1.4 GOALS OF ECONOMIC CORRIDORS

The implementation of activities within the framework of ACMA will enhance the capability of economic corridors³ to promote investments for local production capacity and value addition in areas such as agroindustry and manufacturing, natural resource-based enterprises, small-scale industries, trade (including planned roadside shops), tourism (rest houses and hotels), schooling, and health facilities, all located near the corridors. The economic corridors will be instrumental in economic transformation that is built on strong forward, side stream and backward linkages, harnessing comparative and competitive advantages of the contiguous and integrated regions.

Corridors can be understood to be a collection of routes linking several economic centers, countries and ports. While some are only road transport corridors, most of them include more than one mode of transport. Some corridors place emphasis on the facilitation of cross-border trade along corridors. They focus on identifying impediments to the efficient movement of traffic and seek to promote appropriate strategies for minimizing hurdles to such movement.

Economic corridors promote good neighbourliness, good partnership and enhanced prospects for regional production capacity. The goal is to achieve improved living standards and to reduce poverty in the continent through long-term efficient and effective corridor management and regional integration. Poverty reduction is realized via job creation and income generation in the corridor areas, with an entrepreneurial and demand driven approach.

Most of the African economic corridors have common goals focusing on specific economic sectors, for instance, agricultural transformation through partnerships with private sector, smallholder farmers and communities. This is demonstrated in the Tanzanian South Corridor, the initiative in Southern Agriculture Growth Corridor of Tanzania (SAGCOT) that sets out to transform agriculture through a partnership with a productive sector and engine of growth in the region to benefit smallholder farmers and local communities.

The efficiency and effectiveness of the economic corridors are determined by the role played by the Corridor Management Institutions (CMIs) that oversee their operations. The CMIs have been instrumental in facilitating dialogue between corridor stakeholders and harmonizing procedures and documentation used in transport and transit operations along the corridor, resulting in reduced transit time and cost. Their roles as being a facilitation body between the public and the private sector also differ between the various CMI's ranging from focusing on trade facilitation, infrastructure development, business development and economic development.

The focus areas of the relevant corridors, which the CMI's is managing normally, determine whether the support and involvement will be towards the public sector or towards the private sector. It can also be stated that all the different economic corridors and CMI's are at different levels of economic and social development and therefore, an establishment of Alliance provides the opportunity for CMI's to pull together their resources, ideas and past experience to build a stronger case towards ensuring corridor development on a continental level.

³ Economic corridor can be defined as a programmatic model to structure socio-economic responses to develop a region, building on agglomeration of population and economic activities along existing transportation infrastructure (adapted from Healy, 2004)

1.5 INTERFACE WITH REGIONAL ECONOMIC COMMUNITIES

The Regional Economic Communities (RECs) are closely integrated with the AU's work and serve as its building blocks. The relationship between the AU and the RECs is mandated by the Abuja Treaty and the AU Constitutive Act, and guided by the: 2008 Protocol on Relations between the RECs and the AU. Close working approach of the CMLs within the framework of the RECs is mandatory to ensure synergy and collaboration in the process of continental integration process. The eight RECs recognized by AU bear differing level of number of active and potentially upcoming development corridors. These are depicted below:

Table 1: Corridors by RECs					
RECs	Number of Active Economic Corridors	Names	Number of Potential Economic Corridors	Number of Panned Development Corridors	Total
Arab Maghreb Union (UMA)	-	-	3	-	3
Common Market for Eastern and Southern Africa (COMESA)	-	-	-	-	0
Community of Sahel-Saharan States (CEN-SAD)	-	-	-	-	0
East African Community (EAC)	6	SAGCOT; Dar es Salaam Corridor; Northern Corridor; Central Corridor; LAPSET; Mtwara	-	-	6
Economic Community of Central African States (ECCAS)	2	Bas-Congo; TRIDOM	3	-	5
Economic Community of West African States (ECOWAS)	1	ALCO	7	-	8
Intergovernmental Authority on Development (IGAD)	1	Djibouti-Ethiopia	3	-	4
Southern African Development Community (SADC).	5	MDC; Zambezi Valley; BAGC; North-South Corridor; Walvis Bay Corridor Group	7	-	12
Total	15		23		38

Note: Development Corridor growth in the continent is dynamic. This table provided a snapshot for discussions at the time of developing this Strategy Document. Annex 1 refers.

1.6 INSTITUTIONAL ISSUES TO BE ADDRESSED FOR THE EFFICIENCY OF CMIS

At regional and the Corridor States levels, the functioning of the CMIs for the economic corridor management does not necessarily respond to the challenges facing the sub-region. This is to be addressed and will call for:

- Clear splitting of responsibilities between the regional and Corridor State institutions to minimize overlaps resulting in uncoordinated initiatives and lack of harmonization in policy decisions between the Corridor States within the economic corridor.
- Methodologies used to prepare the CMIs' programmes should be systematized to enable corridor master plans that are coherent with some level of homogeneity.
- Harmonization of the legal status of trade facilitation measures in the economic corridors.
- Harmonization of policies (road norms, axle load limits etc.) and strategies, guiding the operations in the economic corridors.
- Expanded and systematic exchange of information between CMIs and other regional and continental institutions.
- Coherence in the management of human, technical and financial resources available to them to properly and their mandates at regional and Corridor Country levels are efficiently carried out.

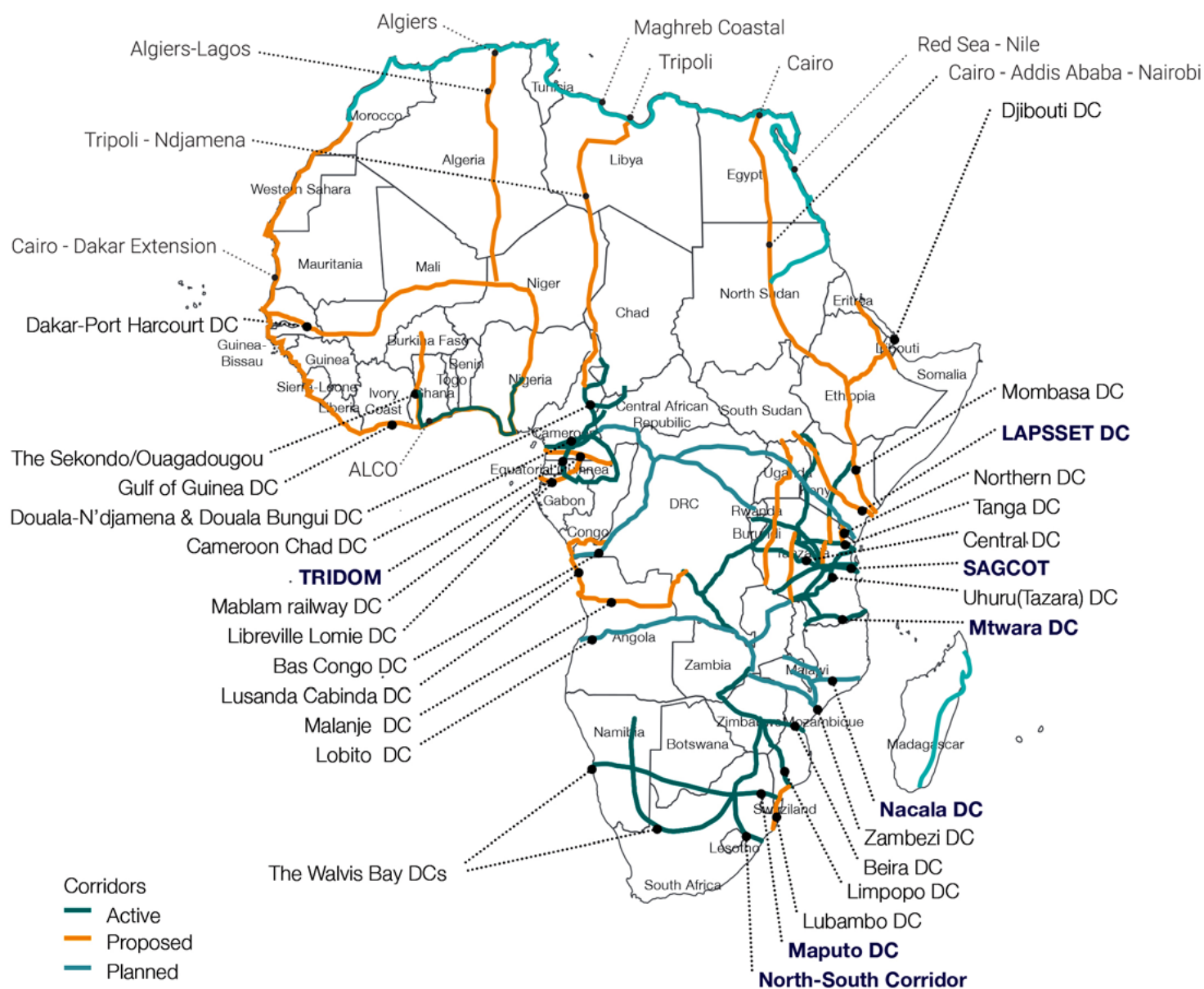
The overriding philosophy is to make the economic corridors the driving force for transformation through value chain and enhanced linkages built on rich regional resource endowment.

1.7 AFRICAN ECONOMIC CORRIDORS

Within the framework of the continental development architecture by the Africa Union, the existing transport corridors are being transformed into economic corridors. The overriding philosophy is to make the economic corridors the driving force for transformation through value chain and enhanced linkages built on rich regional resource endowment. This is amplified by such initiatives as Programme of Infrastructure Development in Africa (PIDA)⁴, Comprehensive African Agricultural Development Programmed (CAADP) and Plan of Action for Acceleration of Industrialization. At the regional level, tripartite initiatives such as COMESA-EAC-SADC have devised a regional growth strategy based on infrastructure and trade improvement along the corridors in Eastern and Southern Africa. In West Africa Abidjan Lagos Corridor Organization (ALCO) has provided a lead on a systematic data collection on issues of Sexually Transmitted Infections and HIV/AIDS, transport facilitation and human rights issues. These are used for advocacy and provide basis for informed decision making.

Map 1 shows different categories of corridors in Africa.

⁴ PIDA provides one coherent programme for existing or previous continental infrastructure initiatives such as the NEPAD Short Term Action Plan, the NEPAD Medium to Long Term Strategic Framework and the AU Infrastructure Master Plans.



Map 1: Economic Corridors in Africa

Adapted: Nepad Spatial Development Programme (SDP), 2007 and Integrated Resource Corridor Initiative (IRCI), 2015, Africa Transport Sector Outlook – 2040, AU.

A number of transport and economic corridors have been documented to be active, proposed, planned or have the potential for establishment in the continent. These are presented in Map 1 above and elaborated in Annex 1. They are designed to help realize specific development goals of the designated geographic regions. These include: improving infrastructural systems to enhance connectivity, promoting industrialization, promoting health facilities, enhancing agricultural production for food security and agro-industrialization, supporting trade and regional integration, and effective management of expansion of urbanization and environmental conservation.

A case of East Africa provides a great potential for economic corridor development which can be turned into reality through strategic investments in the requisite infrastructure notably inland waterways, civil aviation, ports, railways, roads and other supportive and complementary infrastructural facilities. In their Vision 2050⁵, the East African States envisage the “Big Circuit”, a network of infrastructure linking Mombasa–Bujumbura – Da-es-Salam with a branch to Mwanza on Lake Victoria to make a connection with port and marine initiatives in Lake Victoria. In the Central corridor, Dar-es-Salaam–Tabora–Kigali and Bujumbura network will be linked to the Northern Corridor via Lake Victoria ports thus creating Dar-es-Salaam–Mwanza–Kisumu–Mombasa Circuit.

A construction of an alternative route from Mombasa Port to Burundi through Voi, Taita Taveta, Holili border, Singida–Kobero border and finally to Bujumbura, will cover about 1545 Kilometres. This will reduce the distance from Mombasa to Bujumbura through the Northern Corridor by 358 Kilometres. The subsequent possibility to link both Northern and Central Corridors to the Atlantic Coastline through the Democratic Republic of Congo is envisaged. These interventions will be encouraged within the framework of ACMA in order to develop strong value chain linkages by harnessing the natural resources for industrialization in the regions.

1.8 PAST AND RECENT STUDIES

A number of studies and documents with specific subject focus exist on African corridors. These included but not limited to: NEPAD Spatial Development Program (SDP, May 2007) focusing on inter-connectivity, integration and transformation through infrastructure, SSATPP which places emphasis on the facilitation of inter-State trade along corridors with focus on identifying impediments to the efficient movement of traffic and seeks to promote appropriate strategies for minimizing hurdles to such movement (SSATP Working Paper No. 86, October 2007), AU White Paper on Transport Policy (Feb 2016) with emphasis on policy interventions and transport cost reduction, and Integrated Resource Corridor Initiative (IRCI, Sept 2015) which aims to support integrated and inclusive approaches to planning, design and implementation of resource corridor for economic development. The ACMA Strategy Document will provide calibration beyond policy and planning to include the creation of production capacity for better value chain in the continent.

1.9 ACMA PHILOSOPHY

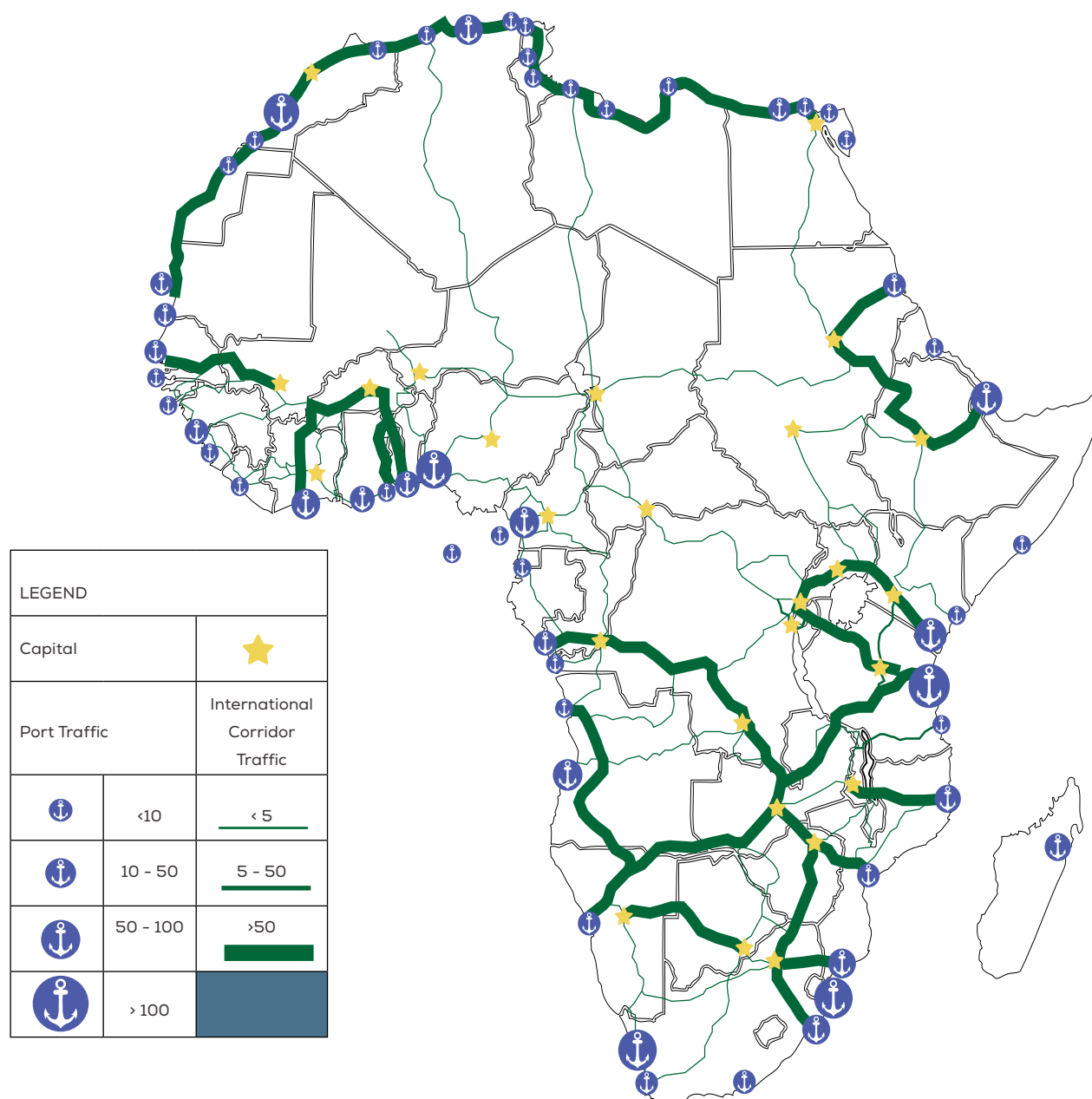
The ACMA philosophy of corridor-based development is rooted in the creation of production capacity to utilize the natural resource endowment for economic transformation built on linkages for enhanced value chain (described in Box 2) to harness competitive and comparative advantages in the regions. This is to ride on commitment and willingness of the Corridor



A value chain identifies the full range of activities that firms undertake to bring a product or a service from its conception to its end use by final consumers. At each step in the chain, the value is added in some form or other. Driven by offshoring and mounting interconnectedness, the activities that make up the value chains of many products and services have become increasingly fragmented across the globe and between firms. Various tasks along the production chain can be carried out in distant locations, depending on the respective comparative advantages of different countries. The interconnected production process that goods and services undergo from conception and design through production, marketing and distribution are often referred to as a global value chain or an international production network (Gereffi and Fernandez-Stark, 2011; OECD, 2013). Each stage carries, to varying degrees, opportunities for new local activities, jobs, and corporate profits, as well as the associated new skills, technology, and public revenues in the form of taxes. Successful integration into a value chain potentially allows a country to seize a bigger share of those benefits and accelerate its industrialization process.

Box 2: Value Chain - Adapted from African Economic Outlook 2014

⁵ EAC Vision 2050 – Vision for Socio-Economic Transformation and Development, Feb, 2016



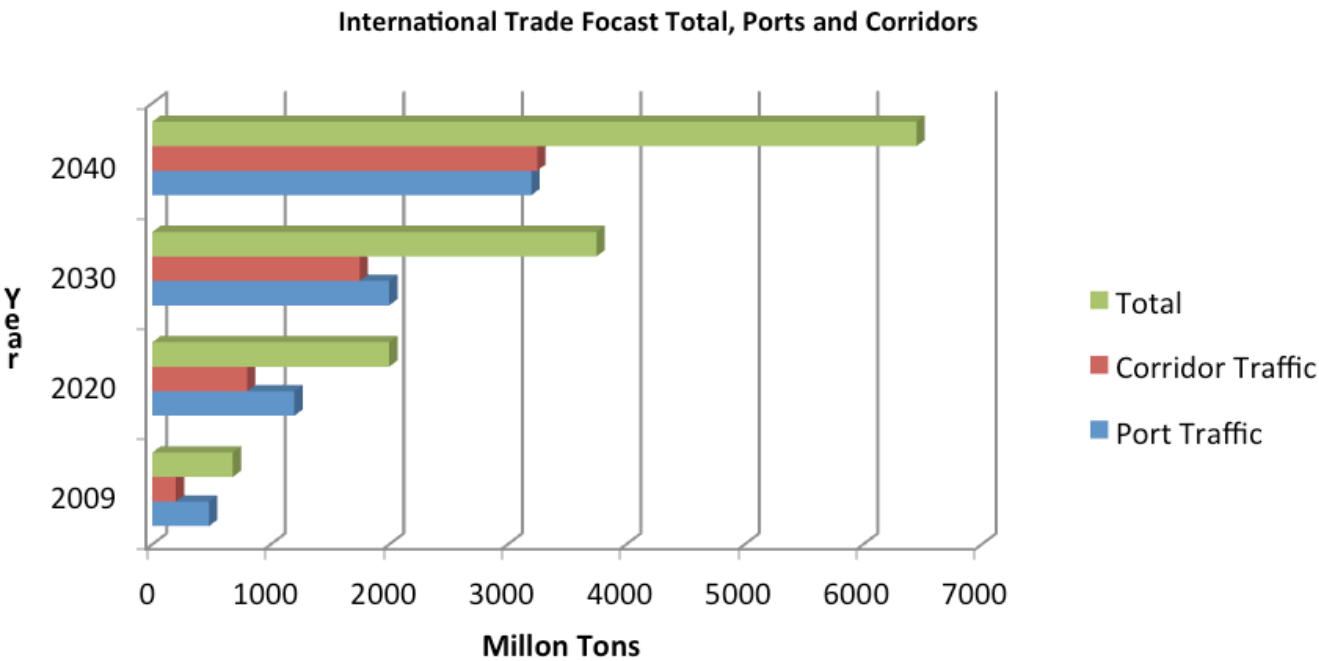
Map 2: Corridor Rating by 2040

Source: Africa Transport Sector Outlook - 2040

States to work together for the common good of their respective people (EI SourceBook, 2012 and the revised version of 2016). Strong cross-border institutions, managed by CMIs are important ingredients for success in economic and trade expansions within the framework of economic corridors.

The expansion of economic corridors is here to stay as illustrated by the African Regional Transport Infrastructure (ARTIN)⁶. Trade in ARTIN corridors is expected to grow faster than overall trade and to expand from 13% in 2009 to 18% of total trade in 2040. This growth is illustrated in Figure 1 for total trade, port traffic, and corridor traffic. Map 2 shows the expected trade flows in 2040 where the size of corridor demand lines and port demand circles will have grown since 2009. The expansion of trade with the rest of the world leads to question on how Africa will effectively do business with the rest of the world. Within the framework of AU Agenda 2063, ACMA will aim to promote developing legal and constitutional framework to protect African global trading system using the initiatives of the corridors.

⁶ Africa Transport Sector Outlook – 2040, AU



1.10 CONNECTING AFRICA AND THE WORLD

In a period of two decades, the aspiration of ACMA is to have Africa, connected to the rest of the World. This is to be amplified with reliable, efficient inter-continental economic corridor connectivity (Map 3). The efficiency in the international shipping connections complimented with efficient land transport system will expand trade volume and wealth creation for the continent. The corridor routes will ultimately provide “land bridges” connecting East and West coasts of the continent to boost the intra-Africa Trade.

Map 3: Connecting Africa and the World

- Strategic Continental Ports
- Gateway to the rest of the World
- Inter-Continental Economic Corridor Connections



1.11 CENTRALITY OF NATURAL RESOURCE ENDOWMENT

Figure 2 shows the centrality of the need for judicious management of the natural resource endowment in the continent. The natural resource-driven development offers solutions for unlocking opportunities for integrated investment in a number of economic sectors including mining and infrastructural initiatives⁷. This will be energized by harnessing SDI initiatives in different sub-regions⁸. The natural resources include, but not limited to, land, agriculture, minerals, livestock, forestry, water and fisheries. With efficient and effective production capacity, enhanced through a structured educational and training system that is responsive to investors' skills needs, much more will be achieved by deepening regional value chain process management. This will be actualized by maintaining shared regional goals and assured political commitment on the part of the regional leaders. The expansion of the regional value chain will be assured by exploiting the comparative advantages from different geographical locations. This will be facilitated by the ease of market access, infrastructure facilities and efficient logistical services backed with state-of-the-art information technology.

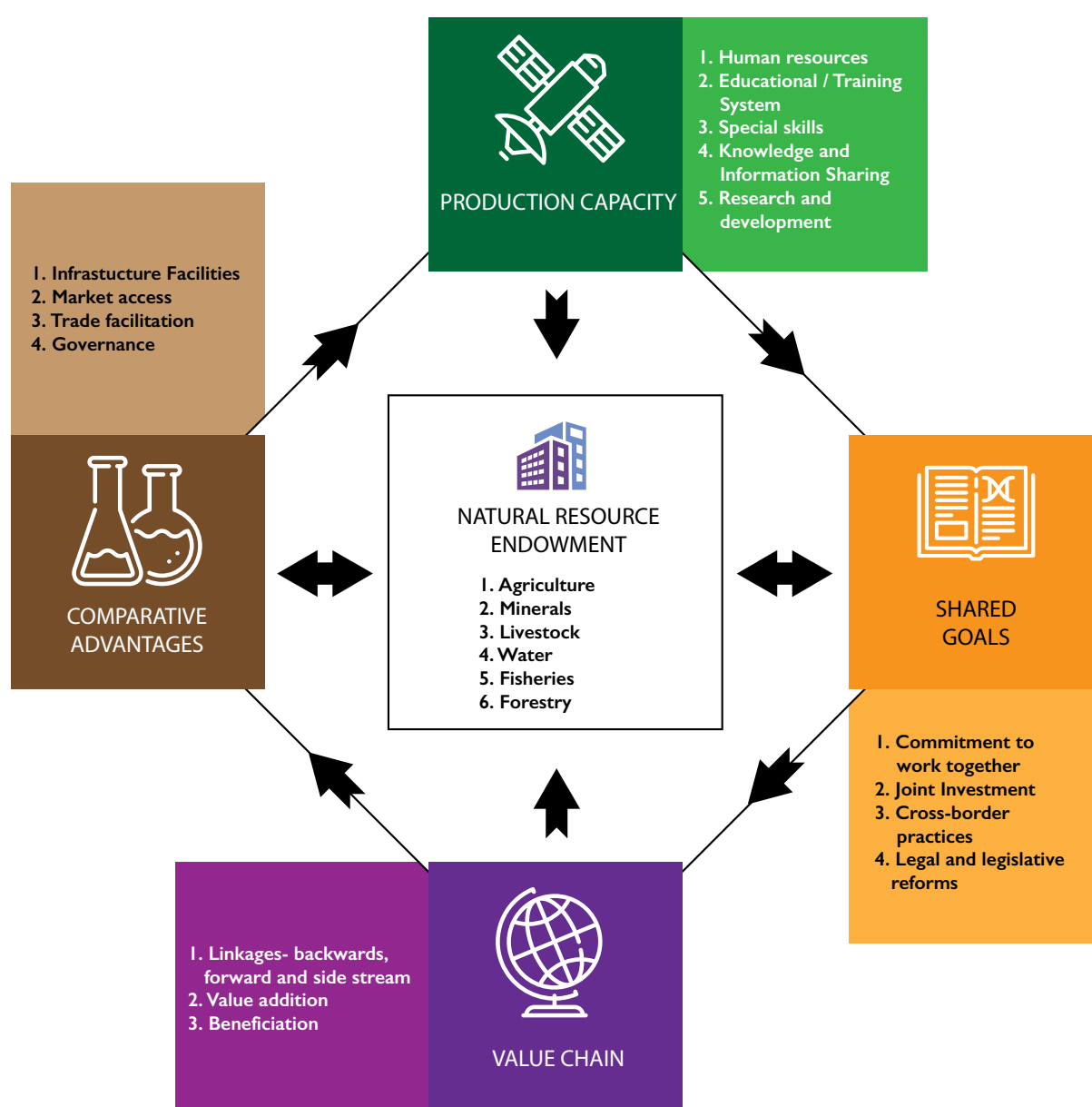


Figure 2: Natural Resource-based Development

⁷ Action Plan for Implementation of the African Mining Vision, AU, AfDB and UNECA, 2011

⁸ Spatial Development Initiatives (SDIs) as a vehicle for the implementation of an LED strategy

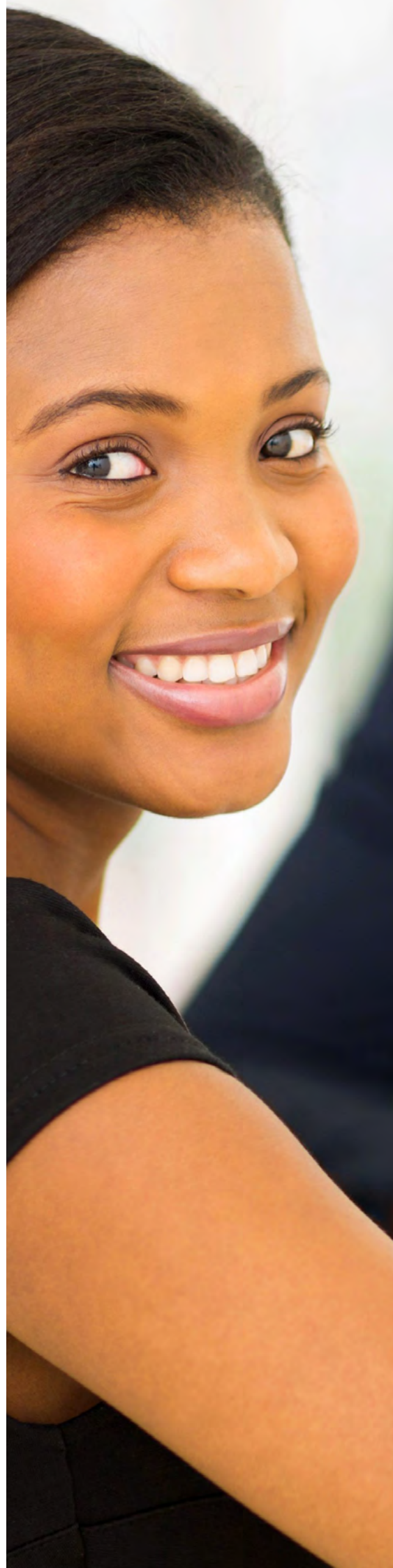
ACMA provides a good opportunity to deepen the understanding of nature and the dimensions of the corridor initiatives in Africa. The inception activities under this strategy will endeavor to determine the development stages of each of the corridor initiatives in the continent. This will help to delineate corridor dimensions on the extent to which they are focused on such aspects as:

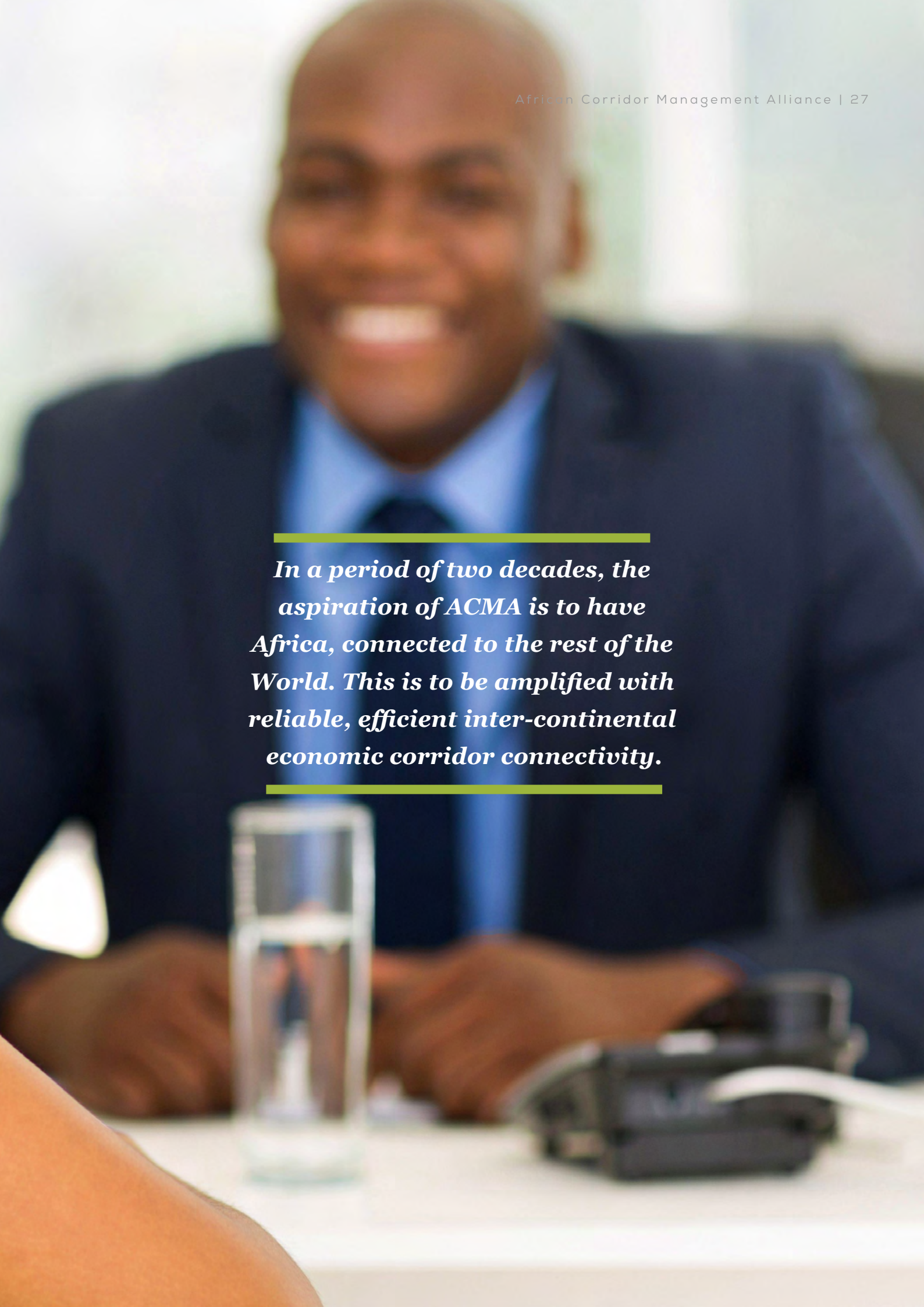
- National infrastructural development without cross-border interface.
- Promoting investment to create cross-border linkages to enhance trade and value chain.
- Promoting regional integration through specifically defined actions such as trade facilitation, energy pooling, and logistics. Regional integration building on cross-border joint investments aimed at exploiting economies of scale.

The clarity in these dimensions is useful in the subsequent sequencing of interventions by CMLs to achieve the corridor development goals. Table 1 illustrates some of the economic corridors from which lessons can be drawn, as part of learning to elucidate activities and interventions to be included in ACMA strategy. They are identified based on how best they fit the criteria, which their geographical regions aim to realize. In addition, the identified economic corridors were considered based on the extent to which they show the high probability of cross-continental linkages to promote regional integration.

The straight link between Maputo Development Corridor (MDC) and Walvis Bay Corridor provides a good example of cross-continental linkage. Other examples include North Corridor and the possible link with Bas-Congo via potential corridor through DRC's high mineral potential zone, South Corridor (Tanzania) and Lobito Corridor link, and Abidjan – Lagos Corridor Organization (ALCO) and Gulf of Guinea Coastal Corridor link in West Africa.

These economic corridors identified for illustration are all in operation and aim to foster effective infrastructural networks, industrial transformation, agricultural growth, regional integration and boosting inter-Africa trade, and value addition. The table shows that transport forms the key backbone of all the identified economic corridors. Each economic corridor has a different economic anchor or economic initiatives, which are linked, to their unique regional development goals.



A smiling man in a dark blue suit and light blue shirt is seated at a white table. In front of him is a tall glass of water and a black mobile phone. The background is blurred, showing an indoor setting with light-colored walls.

In a period of two decades, the aspiration of ACMA is to have Africa, connected to the rest of the World. This is to be amplified with reliable, efficient inter-continental economic corridor connectivity.

TABLE 1: EXAMPLES OF ECONOMIC CORRIDORS

	CENTRAL	EASTERN		NORTHERN	SOUTHERN			WESTERN		ISLAND STATES
	BCDC	North Corridor	South Corridor in Tanzania	Maghreb Coastal	MDC	W. Bay	Beira	ALCO	Gulf of Guinea	Madagascar
INFRASTRUCTURE										
Transport	X	X	X	X	X	X	X	X	X	X
Energy	X		X	X					X	
Telecommunication		X			X					
INDUSTRIALIZATION										
Mining					X				X	
Manufacturing		X		X	X		X			
Construction										
AGRICULTURE										
Food Security			X							
Agro-industry	X	X	X	X			X	X	X	
OTHERS										
Trade						X		X		
Environment	X									
Tourism		X	X	X					X	X

2. ACMA STRATEGY DOCUMENT

2.1 RATIONALE FOR THE STRATEGY

Provide Platform for Collaboration and Continuous Learning

By the nature and setup of most CMI's, their compositions include the various Government Ministries involved in trade such as customs, trade, immigration and transport, while from the private sector it includes the agencies such as the Chambers of Commerce, logistics associations, trade agencies and other individual companies. This setup therefore provides a platform for information flows between the public and private sector and will be important for ACMA to ensure that information sharing deepens the dialogue amongst the various CMI's and RECs to ensure regional and continental integration and development of corridors. As demonstrated by ALCO, working closely with the ECOWAS Commission and UEMOA Commission, it shares information on dwell time in ports of West Africa, border crossing time and number of road blocks on Abidjan - Lagos corridor. This information sharing provided comparative indicators by country that helps in improving transport facilitation in the region.

In this context, the focus is to enhance support to ACMA as a coordinating body for African CMIs. ACMA will provide strategic direction with respect to corridor development initiatives and activities. It will help to align the key objectives and priorities of the Corridor States and institutions with the policies and strategies for achieving the long-term continental goals. Through ACMA, CMIs would build on successful lessons and practices to identify the necessary conditions that will be replicated towards achieving the goals for promoting value chain, trade facilitation and to foster market integration in the continent.

Membership Registration

MEMBERSHIP:

The ACMA Charter provides the basis for the Alliance. At the very minimum, the subscribers to the Charter will be all of the existing CMI's in the continent, the regional common market and Customs Union Organizations, and no fewer than ten AU sovereign States.

THE RATIONALE FOR JOINING:

ACMA members have a unique opportunity to engage with each other at the continental level on business development opportunities building on the comparative advantages in different geographical locations. ACMA represents a critical mass of resourceful CMIs built on private sector connections with the power to shape the future of large-scale investment and harnessing technological innovations. Together, ACMA members will establish a driving force for increased productive capacity for value addition, thereby unlocking the ability to utilize a huge natural resource potential in the continent for growth and economic transformation. The results will include high natural

resources beneficiation, employment generation, new investment opportunities and fresh capital flows into the continent.

MEMBERSHIP CONTRIBUTIONS/FEES:

The payment of contributions/fees by stakeholders who become members of ACMA is one of the modalities to finance the operations of Alliance activities. The main advantage of the membership contribution is that it shows the commitment of the stakeholders who are willing to make a contribution. Other modalities will include direct resource mobilization, contribution in cash or kind by the Corridor States, partner contributions on specific corridor initiatives, and active engagement with the private sector for capital financing.

Enhancing Capacities and Improving Effectiveness of CMIs

In order for corridor development to be sustained, the CMIs, which are the key actors in the development process in the regions, must be capacitated to effectively play their roles. In this regard, the ACMA strategy has highlighted the need to improve understanding

and awareness of the corridor development processes and procedures by all the stakeholders in addition to providing opportunities for networking in order to benefit from information sharing. There is increasing recognition that the private sector ought to be constructively engaged by the CMIs in preparations and implementation of corridor initiatives. The Alliance will create mechanisms for strengthening communication with the private sector to enhance PPP.

Capacity development initiatives will aim to tailor the needs for present economic activities along the corridors and anticipated future needs/demands for potential investment in the regions. The capacity development strategy will aim to promote mechanisms, designed and implemented to ascertain creating a capable and competitive pool of expertise that benefits emerging development initiatives that are linked to the initiatives in the development corridors.



Enhancing the Communication Capacities of ACMA

The ACMA strategy will aim at enhancing the communication with the CMIs and key stakeholders on the lessons and progress from the corridor development initiatives. As such, the strategy document will include a component to strengthen the communication capacities of the ACMA through the establishment of a Website that will be updated regularly. The Website will also provide a platform for dissemination of lessons, best practices and electronic Newsletters. This will be strengthened by effective branding in the form of marketing promotion, updating web-content for relevance and maintaining sharp media strategy.

The role of ICT infrastructure will be given high priority. Through the Cross-Border Road Transport Agency (CBRTA), MCLI is spearheading the introduction of an integrated legal and IT platform for compliance for transporters in the SADC region. This will provide a practical lesson for cross-regional learning. ACMA will promote initiatives to reduce the digital divide among Corridor states. ICT investment programs in the regions will thus focus on:

- Consolidating connectivity between regional and national backbones and leveraging private investment.
- Integrating ICT in the delivery of public services and in sector projects.
- Leveraging ICT innovation applications for transformation of public and private services and economic competitiveness.
- Information sharing to enhance cross-regional learning.

The initiative on joint border posts is spearheaded in West Africa. Eight such posts are planned and at list 5 are under construction. They are yet to be functional. The objectives of the joint border posts in West Africa will be to:

- Ease border crossing
- Reduce border crossing time
- Harmonization of customs and immigration control systems
- Integrating ICT in the processing of customs services at the border posts
- Use technology interconnectivities to eliminate rent-seeking tendencies at the border posts

2.2 SCOPE OF ACMA STRATEGY

To ensure that the established ACMA performs its function in a sustainable and effective way, this Strategy Document provides an instrument highlighting priority action areas for stakeholders to engage and contribute to long-term goals of the Alliance.

The ACMA strategy document will cover the following:

- Coordinating the actions/initiatives of all African CMLs in their search for information sharing and promotion of best practices.
- Initiating and disseminating new legislation and providing analytical information on already existing legislative regimes within the continent that can be replicated elsewhere to promote and enhance Inter-states trade facilitation in Africa, especially in the fight against Non-Tariff Barriers.
- Harmonization of technical standards for operating equipment and harmonization of procedures, documents and quality standards, including Customs and Immigration procedures and documents, corridor user charges, overload control procedures and standards, taxes and permit costs and description of goods and applicable tariffs.
- Streamlining of border control operations in respect to the "One-stop border" concept and "Joint Border Post" concept, facilities for inspection and security equipment, transit requirements and standards as well as operating hours.
- Coordinating the Stakeholders' efforts to improve regional security and eradicate corruption at transit checkpoints by introducing better surveillance, the promotion of self-regulatory traffic management systems and the education of corridor users on the regulatory requirements and controls within any given regional corridor.
- Mobilization of critical stakeholders' support and involvement in corridor development issues with well-defined responsibilities intended to build a strong and effective stakeholders network.
- Advocating and drawing the attention of State Leaders, relevant government ministries and regulatory authorities and other stakeholders to deficiencies in infrastructure or its maintenance.
- Development of general infrastructure and corridor user facilities along the corridors, including rest, health, insurance and banking services, storage and fuel facilities, vehicle recovery and repairs.
- Identifying any cross-border infrastructure investment needs and negotiating, stimulating or encouraging any potential investor, financier or donor to address the needs.
- Putting up a fully integrated ICT coverage to allow electronic inspections, traffic rights, traffic monitoring, cargo tracking systems and uninterrupted data and telecommunications services.
- Putting-up appropriate training programs aiming at changing attitudes of officials at border posts from being only border controls oriented to being trade facilitation agents.
- Assisting national/continental efforts in the fight against HIV and AIDS by advocating and implementing containment measures along all corridors.



2.3 METHODOLOGY

The methodology for formulating this Strategy Document includes a literature review on the policy documents and studies on the subject of economic corridors and related concepts, comprising the strategic planning papers that guide the approaches for the corridor development. The literature review also serves to provide the understanding of the lessons learned from the on-going initiatives. Key documents examined include continental perspectives and regional integration strategies, in which economic corridors are considered as a core approach to trade facilitation and transformation.

A number of active CMIs were approached to discuss their experiences, priorities and perspectives on critical aspects of effective corridor management. These included but not limited to aspects of the institutional framework, information sharing, reforms, capacity needs and stakeholder engagement. The economic corridors that were approached cut across most of the sub-regions in the continent and included Maputo Development Corridor, Walvis Bay Corridor Group, Dar-es-Salaam Corridor, Northern Corridor and ALCO.

The analytical approach to the content of the Strategy Document comprises of identification of pillars, key parameters and the aspects related to sustainability to ensure long-term transformation through economic corridors. The architecture is built on a comprehensive result framework with identifiable outputs and corresponding work streams to realize the targets.

The final product of this formulation is to produce a Strategy Document that may guide ACMA, CMIs, and policy-makers in the actualization of effective management of economic corridor initiatives for transformation.

2.4 DESIGN OF THE STRATEGY

The analytical approach used in the strategy document is depicted in Figure 3. The overall design shows three intrinsically related building blocks focusing on critical aspects to define the pillars, the key parameters that provide energy for effective operations of the Alliance and the aspects related to sustainability to ensure long-term transformation.

The first building block consists of pillars that define the results of the Alliance. These include:

- **Institutional Framework:** This component defines the management architect that will ensure efficiency and effectiveness of the Alliance.
- **Information Sharing and Learning Network:** The objective of this is to build on sharing lessons and practices emerging from the CMIs.
- **Reforms to Stimulate Investments:** This will focus on achieving reforms to make business and trade easy and to create an environment for expansion of the value chains.
- **Capacity Development:** The goal of this element is to identify capacity gaps and to address them jointly to meet the needs of existing and potential investors;
- **Stakeholder Engagement:** The transformation process is a joint effort by all. Public, private sector partnership will be critical. Cohesive and inclusive approach to involve communities will be an integral part of the economic corridors.

The second block identifies six parameters to ensure delivery of the initiatives by the Alliance. These include:

- Establishing friendly mechanism to attract and maintain ACMA membership.
- Developing effective communication strategy.
- Sustaining commitments in terms of political acceptance, shared goals reflected in ownership, leadership, and partnership in financing of transformation.
- Regional integration as a guiding principle for joint initiatives. The future prosperity of the continent will depend on the ability of all of its regions to remain fully and competitively integrated into the world economy.
- Community empowerment to ensure positive benefits from the economic corridors.
- Philosophy that defines Alliance differential strategy for Africa's renaissance.

The third block is concerned with the sustainability of the Alliance. This refers to the identification of drivers for shaping the economic corridors to respond to the needs to actualize value additions and changes needed for the benefit of the continent. The key aspects include:

- Building strong institutions.
- Funding modalities.
- Monitoring and evaluation including a systematic data collection and analysis.

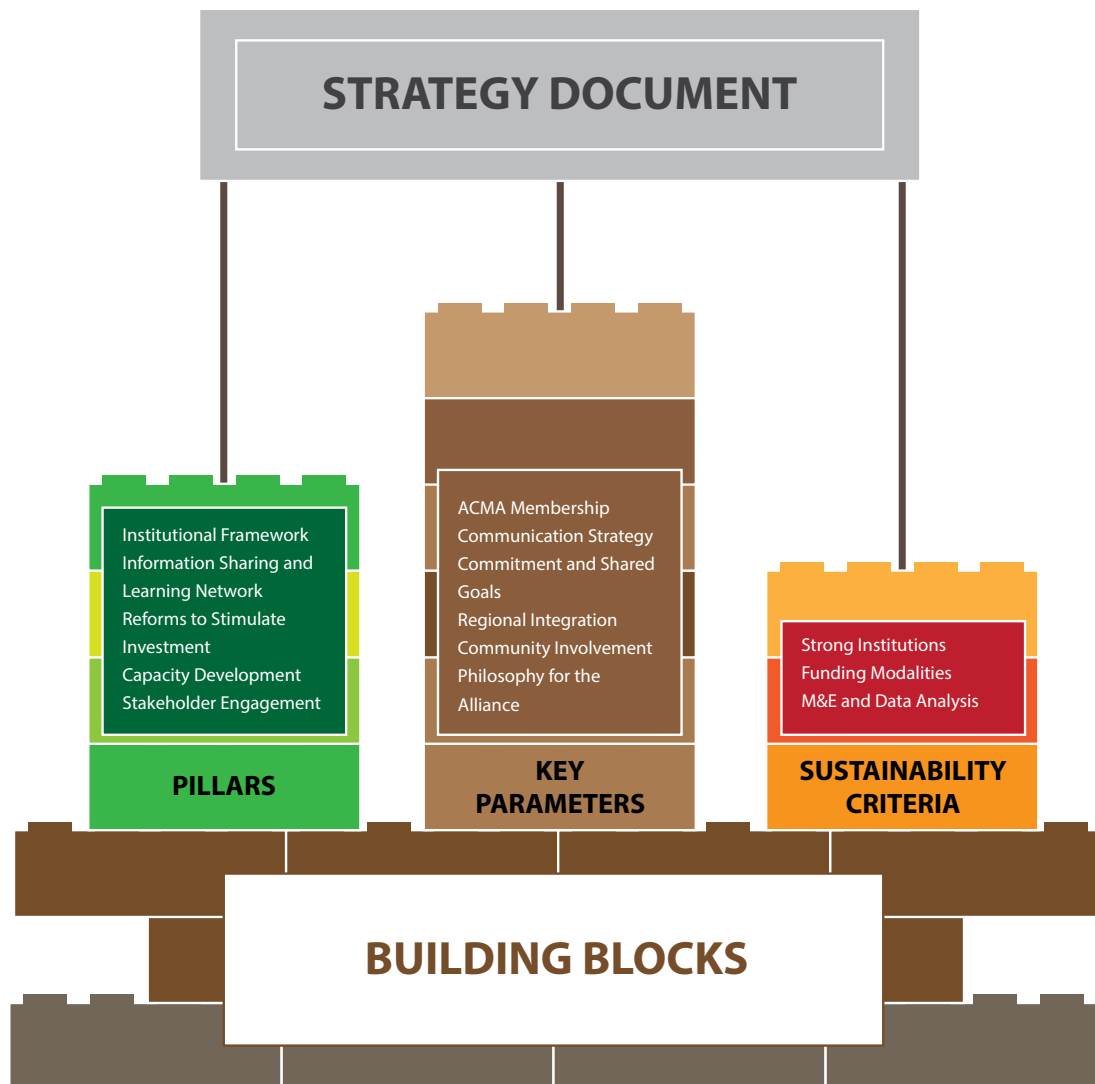


Fig 3: Design of the Strategy Document

The overall design shows three intrinsically related building blocks focusing on critical aspects to define the pillars, the key parameters that provide energy for effective operations of the Alliance and the aspects related to sustainability to ensure long-term transformation.

2.5 STRUCTURE OF THE STRATEGY DOCUMENT

The aim is that the formulation of the Strategy Document is developed through a consultative approach with all the MCIs and stakeholders in order to fully take into account their priorities and ensure that the emerging priorities fully assist the implementation of the interventions identified in the Strategy Document.

This strategy document is structured in two-throng forceps:

- To provide a conceptual framework and a crystallization of the corridor development approach.
- To provide a road map for sustainable funding and identification of priority interventions to increase the investment opportunities to be gained from the network of multi-corridor management in relations to inter-linked corridor routes, integrated joint investment for value addition, transport, and logistical services.



The details and operational principles of the Alliance are elaborated in the ACMA Charter⁹.

The document consists of section one, which provides the conceptual framework. Section two discusses the rationale and the structure. The third section includes discussions on objectives and tactical interventions. It also highlights issues on beneficiaries, partnership and concerns on sustainability. The fourth section identifies pillars, outputs and activities that will be expected from the implementation process. The fifth section consists of detailed result framework indicating expected output targets with corresponding activities. The sixth section provides indicative costing and budget levels needed to implement the planned activities. Section seven includes discussions on institutional arrangements, funding mechanisms and system for monitoring and evaluation. The eighth section provides the legal basis for ACMA.

⁹ Consultancy report on Charter for establishment of "African Corridor Management Alliance", 2013

3. OBJECTIVES AND TACTICAL INTERVENTIONS

3.1 OBJECTIVES

The role that the Corridor Management Institutions (CMIs) play in the trade agenda of the regions, more specifically with regard to promoting investments for local production capacity, value addition, and trade facilitation, is considerable. This role will be enhanced when the African CMIs come together as one body to play the very important role in implementing the Action Plan on Boosting Intra-Africa trade.

The set-up of the CMIs will ensure that the information flows between the public and private sector remains uninterrupted for ACMA to ensure that dialogue continues amongst the various CMI's. The continuous dialogue forms a critical part of the promotion of regional and continental integration through systematic engagement between the economic corridors, the Regional Economic Commissions (RECs) and Inter-governmental Organizations (IGO).

In this context, the focus of this strategy document is to support and strengthen the architecture of ACMA as a coordinating body for African CMIs with the following objectives:

- Providing strategic direction with respect to economic corridor initiatives and aligning the key goals and priorities of the Corridor States and institutions with the policies and strategies of the long-term continental goals espoused in AU Agenda 2063 and elucidated in SDG Agenda 2030.
- Identification of the necessary conditions that should be realized, through economic corridor initiative towards achieving investments for local production capacity and value addition.
- Promoting trade facilitation measures that are necessary to improve trade performance and fostering market integration in the continent.
- Initiating reforms such as improvement in the quality of the regulatory environment and the quality of basic transport and communications infrastructure that are necessary for the improvement of production capacity.

The work of ACMA will concentrate on eight priority areas needed to realize the stated objectives. These include:

- Collaboration and information sharing capacity building.
- Exchange and promotion of best practices.
- Capacity building.
- Information and policy formulation.
- Identifying and responding to financial needs of CMIs.
- Identifying and responding to the technical need of CMIs.
- Monitoring and Evaluation.
- Ensuring coordination of corridor infrastructure and development at national, regional and continental level include a support role to developing integrated infrastructures and the identification of financing options for possible joint infrastructure projects along a corridor.

3.2 TACTICAL INTERVENTIONS

Joint initiatives under corridor management will lead to maximization of resource use for the benefit of the regions along the corridors. Within the framework of ACMA, economic corridors will enhance the productivity and value addition to the endowed natural resources. The goal of the management of the economic corridors is to enable the expansion of productive areas into various sectors of the economy, leading to increased use of local raw materials and opening up access to new natural resources.

The realization of economic transformation through the corridor management pre-supposes that there is the provision of energy, transportation and effective information exchange to drive the economic transformation process. Furthermore, development of corridor initiatives will require technical, managerial and financial resources for adding value to the raw materials and natural resources.

Lessons gained from existing corridors such as Maputo Development Corridor¹⁰, the Walvis Bay Corridor, the Abidjan Logos Corridor Organization and the North Corridor show that policy and strategic actions related to economic corridors are needed not only in the context of regional development goals, and cross-border initiatives but also in the context of production capacity for value addition and cross-border trade facilitations along the corridors.

Tactical interventions related to these actions include:

- Developing and implementing a spatial development plan to guide the investment architecture and infrastructural improvement.
- Developing and implementing mechanisms for joint operations of the CMIs in a consistent and harmonious approach.
- Undertaking regional resource assessments and resource endowment zoning studies.
- Providing technical advice to the Corridor States on border area development and assisting in the design of border area development plans.
- Assisting in the preparation of investment proposals for private sector financing.
- Ensuring sustained political commitments.
- Facilitating implementation of natural resource conservation projects in frontier border areas involving extensive participation of local populations.
- Involving communities for inclusive spatial development.

Within the framework of the ACMA Strategy, the following actions will be emphasized to support the continent in sustainable economic development in the context of the corridor management, regional cross-border areas, and regional integration:

- Support to cross-border integrated investment project identification. Activities of these type are a critical component of preparing, negotiating and implementing production, transformation and market access actions leading to the actualization of the Continental Free Trade Area (CFTA).
- Involve research institutions and a group of universities in the continent to develop and refine methods and trade in economic corridors. The consortium of the research institutions and universities will help to develop and refine methods for trade corridor analysis that will support: (i) advising governments on trade corridor development (ii) consulting with the private sector on trade corridor investments and (iii) preparing the next generation of multi-sectorial, multi-disciplinary specialization to further trade corridor development.
- Organize to convene continental forums on trade corridor management and investment in the value chain, manufacturing, energy, transportation and water resource sectors with participation

from government planning and finance, energy and transportation entities, the private sector and regional economic communities, and inter-governmental organizations.

- Convene regional level workshops on implementation of flagship initiatives related to value addition and trade facilitation, building around regional economic commissions with support from development partners.
- Support national technical seminars on trade corridor development and natural resource use for value addition with the participation of sectors representing manufacturing, health improvement, energy, transportation, water and financial institutions.
- Explore financial support possibilities for additional research linking trade, economic growth and environmental technology issues directly related to corridor development in Africa.
- Initiate the process to establish a forum on the development of capital markets for financing needed transportation, energy and water infrastructure to support value chain and trade corridor development through integrated development investment plans.

3.3 BENEFICIARIES

The intended beneficiary of the ACMA strategy are the CMIs whose capacities will be strengthened through various means including the provision of required human resources, improving skills, knowledge sharing and change in the leadership attitudes. This will be actualized through training and creating an understanding as well as the ability to accomplish their mandated roles and functions in order to realize credible, effective, efficient implementation of corridor development initiatives. The ultimate beneficiaries are the inhabitants of the Corridor States, which will enjoy improved production capacities and an improved environment for investment that is necessary for providing infrastructure for value addition.

3.4 PARTNERSHIP

As demonstrated by a number of corridors such as MDC, NCTTCA and Walvis Bay Corridors, the importance of engaging the private sector in the corridor program is vital. In a number of countries including China, Thailand, and Indonesia, which have benefited from corridor initiatives, it is acknowledged that the use of PPPs to tap private sources to finance infrastructure works. This modality can be replicated to generate funding for corridor initiatives. ACMA strategy will be to foster the engagement of PPP for corridor initiatives by promoting business forums that can play key roles in mobilizing resource for infrastructural investments.

The public-private sector partnerships will be integrated

¹⁰ Lessons from the MDC and the North-South Corridor, ECDPM, February 2014

into the ACMA value chain and trade facilitation policies to spur the regional economic development. In NCTTCA, for instance, the corridor users (shippers and logistics operators) are given more space to be heard beyond governmental or parastatal bodies. In Central Africa, the case of Bas-Congo illustrates that the development of an Inga dam will be hinged on prospects of mobilizing private sector resources to realize a mega infrastructural investment for power generation.

ACMA will increasingly involve corridor stakeholders in its planned activities. The stakeholders include private sector entities, government intuitions, RECs, research institutions, individual investors and cooperating partners. In this regard, Business Forums will be promoted at regional levels. This will involve, periodically, bringing together executives of the public and private sector entities to review operational matters related to ACMA and CMI's initiatives and to agree on practical solutions, which they then implement. The ACMA Secretariat will support the Business Forum.

3.5 SUSTAINABILITY

The critical aspect of the sustainability of the Alliance is related to the stability of Corridor Management Institutions (CMIs) which are its primary members. The CMIs' institutional sustainability depends on the type of the legal entity that is established to guide the management of their corridors. Therefore, ACMA will focus on promoting harmonization and rationalization of legal basis of the CMIs for their long-term stability. The other aspect relates to financial sustainability. ACMA will require stable sources of funding to achieve its goals. Section 7.3 of this strategy outlines the main funding options that are available for the sustainability of ACMA.

The focus of this strategy document is to support and strengthen the architecture of ACMA as a coordinating body for African CMIs .

Stakeholder interests and willingness to support the ACMA initiated interventions will largely depend on the benefits that each stakeholder will derive from a coordinated corridor management approach. The objective of establishing the coordinated corridor structures is to enhance the operational efficiency of corridors and reduce the cost of doing business. Hence, the economies of the Corridor States engaged on a given corridor stand to gain from any efficiency improvements. The stakeholders (including the prospective investors, shippers, transporters, clearing agents, customs authorities, port and road authorities, and the general population) assess the gains in terms of corridor efficiency and savings in terms of time and money.

The Alliance will ensure that the use of the environment remains an essential part of successful corridor management. Long-term benefits from economic corridor initiatives will be undermined if the ecosystem and natural resources are not well managed. ACMA in liaison with the CMIs will ensure that environmental and social concerns are central to planning and implementation of corridor development initiatives. There are five main areas of environmental focus important for ACMA in the corridor development initiatives:

- Competition for land use, wildlife and water,
- Protected areas,
- Improved soil and water management,
- Climate change, and
- Environmental assessment.

ACMA will partner with international conservation organization to take measure for sustainable approach to corridor development initiatives.

4. PILLARS, OUTPUTS, AND WORKSTREAMS

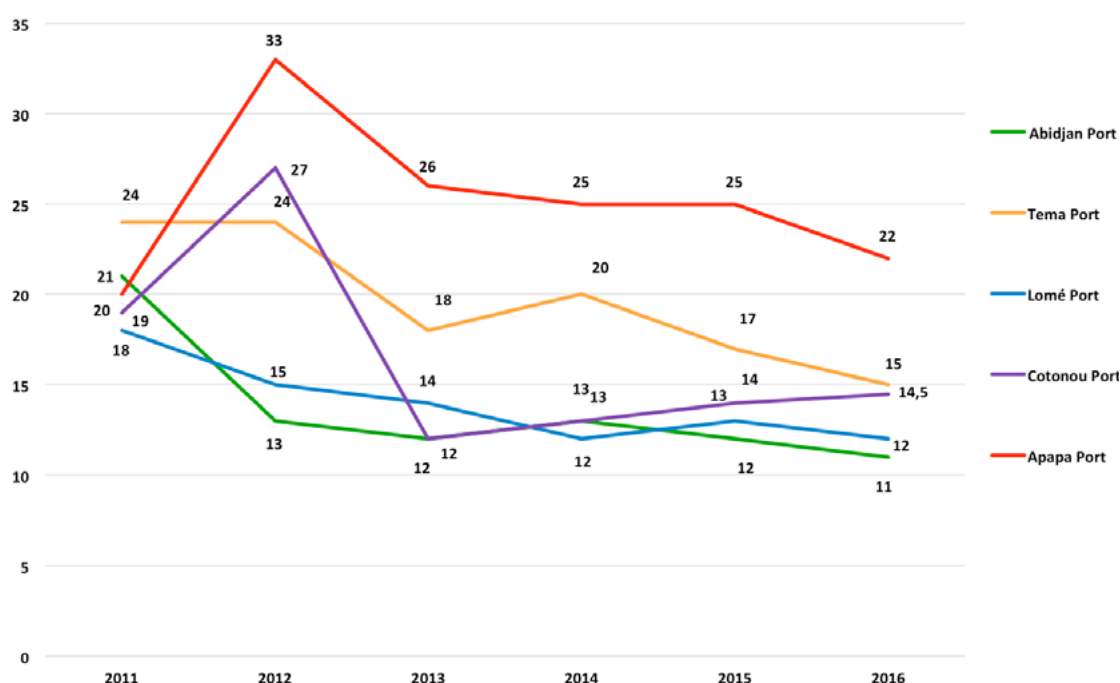
The result of the implementation of the pillars of the strategy is an effective and efficient Alliance that is well equipped with knowledge and skills to support CMI in their efforts to manage the initiatives under the economic corridors. For the purpose of smart approach, the Strategy Document assumes a timeframe of three-year-span. The envisaged results include, but are not limited to:

4.1 INSTITUTIONAL FRAMEWORK FOR CORRIDOR DEVELOPMENT MANAGEMENT ESTABLISHED.

This will involve finalization and endorsement of the final Alliance Charter and to ensure the establishment of the ACMA Secretariat. The deployed staff will be trained for quality assurance and service orientation. The other activities will include recruitment of the members of the Alliance from across the development constituents, composition of institutional and management structure, supporting specific training activities to enhance operational capacity of ACMA and the stakeholders, and identification of critical financial and technical needs of the CMIs.

Focus will be given to resource mobilization using different modalities of fundraising for the corridor investment initiatives. Monitoring and evaluation and a systematic data collection, including baseline surveys, will be emphasized as a matter of policy to ensure that the implementation of corridor initiatives lead to expected results and contributes to organizational learning. Data will be collected periodically at the economic corridor levels. The data generated from Transport Observatory (SSATP) will be harnessed as the important source for the baseline. The results will be used to benchmark the performance of each corridor and to assess the initiatives being implemented.

The periodic data collection model used by ALCO has provided important decision making instruments on the issues of trade facilitation regarding border crossing time, port dwell time and frequency of roadblocks per 100 km. Graph 1 illustrates the Border Dwell time in days. Similar data is collected by the North Corridor and Walvis Bay Corridor Group. These will provide comparative regional statistics for learning. ACMA will aim to promote harmonization of data collection at the CMIs levels. This will be achieved by arranging discussion sessions of the M&E and Statistical Offices from the CMIs to exchange experiences. The ultimate objective will be to move toward a continental mechanism for CMI statistical data collection package with systematic and harmonized methodology, tools and indicators.



**Border
Dwell Time
in West
Africa**

**Results
Port Dwell
Times (in
days).
Source
ALCO**

The data generated from Transport Observatory (SSATP) will be harnessed as the important source for the baseline. The results will be used to benchmark the performance of each corridor and to assess the initiatives being implemented.

The Move Africa Initiative under NEPAD Agency has illustrated that the high cost of logistics due to the limited capacity of infrastructure facilities and inefficient customs/cross-border formalities constrain economic and social development in Africa. As such One-Stop Border Posts (OSBPs) and Joint Border Posts (JBP) situated across borders are to be promoted as part of institutional strengthening to streamline the movement of people, goods and services along corridors.

An OSBP or a JBP is a border facility to enable immigration and customs control of two neighboring countries at a single site; two countries thus share a common legal framework, procedures and border control equipment. This reduces the journey time for transporters and travelers, and shortens the clearance time at border crossing points.

4.2 THE MECHANISM FOR INFORMATION SHARING INSTITUTIONALIZED

Information exchange strategy will be developed to ensure that knowledge generated from the implementation of corridor initiatives is shared effectively. A system is to be established to plan, manage, monitor and evaluate the corridor interventions and communicate the practices to CMIs. Support will be provided for the installation of the communication facilities in the CMIs, identification of compatible hardware to improve communications, and design, plan and implement an electronic network and website for information and knowledge sharing. The website will be kept active by regularly uploading most recent data and information on case stories and good practices for learning. ACMA website will maintain a web portal for each of the five regions to ensure access of most recent business and trade opportunities by regions.

4.3 LEGAL REFORMS TO STIMULATE INVESTMENT IN THE CORRIDORS PROMOTED.

The ACMA strategy will support dissemination of new legislation by use of the network of CMIs connected by ACMA Website. In addition, analytical work on information of existing legislative regimes will be undertaken to ensure that information can be replicated to enhance joint investment and inter-state trade facilitation in the continent. Support will also be provided for harmonization of regional policies and regulatory framework among existing and future CMIs

to promote trade through harmonized customs duties and removal of a non-tariff barrier, simplification of all laws, regulations and procedures, and administrative measures related to a movement of goods and persons within the Alliance.

Additionally, efforts will be made to undertake harmonization of technical standards for operating equipment, procedure, documentation and quality standards, rationalization of transport traffic rights, streamlining of border control operations in respect of "One Stop Border" post in terms of security equipment, documentation and operating hours, and modernization of transit checkpoints by installing better surveillance, promotion of self-regulatory traffic management system and training corridor users.

4.4. EFFECTIVE CAPACITY BUILDING STRATEGY FOR ACMA ADOPTED AND IMPLEMENTED.

This will concentrate on training on comparative practices used in other parts of the world, advocacy on inclusive approaches and engagement with communities in the corridor development initiatives, training sessions aimed at changing attitudes of officials at border posts from being only border controls oriented but also being trade facilitation agents, and undertaking identification of gaps in expertise in service delivery of various CMIs that will require capacity building and engaging institutions of higher learning to make education relevant to the changing transformational needs in the value chain.

The skills gap in many of the African countries remains a challenge for industrialization in the continent. In East Africa a recent study showed that there is a skills gap compared to labor market needs, which is a result of universities mainly focusing on the mass production of graduates¹¹ rather than producing people who have the knowledge and skill sets needed by employers.

Greater emphasis on applied research and development will be of high priority in the capacity development initiatives of Alliance working in cohort with the CMI on specific area to promote innovations and inventions. The Alliance will cooperate with multilateral institutions like the AfDB to provide their skills in such fields as human development, agriculture, environmental sustainability, trade, infrastructure, policy dialogue and the private sector partnerships. Specifically the Bank can support the MCI within the framework of ACMA in the following areas:

Reliable and physical communication network is necessary for economic development. The economic

¹¹ A study by the Inter-University Council of East Africa (IUCEA) indicates that less than 50% of the graduates among EAC member states have the skills and knowledge needed on the labor market.



potential of the continent will be realized only with the development and communications network that facilitate harnessing of natural resource endowment in different geographical areas. The Spatial Development Initiative (SDI) model used in Southern Africa region to pursue integration through identified economic development corridors will be explored for replication. Walvis Bay Corridor Group (WBCG) has used SDI model to pursue accelerated development along the transport corridors in a manner that is institutionally, socially and environmentally sustainable.

Within the framework of ACMA strategy, the lessons and practices will be disseminated to promote emerging investment opportunities by use of electronic information. These will include the production of regular newsletters, web-based information sharing on business cases in the regions and dissemination of marketing materials. Action will be taken to document key lessons that will be replicated to increase understanding and enhanced management of corridor initiatives. Lessons generated will be used to conduct sub-regional level workshops on effective corridor management for the benefit of CMIs.

4.5 COOPERATION WITH STAKEHOLDERS TO PROMOTE REGIONAL INTEGRATION AND ENHANCED PPP ENSURED.

Cooperation with stakeholders will be emphasized. This will include support to the identification of technical needs of the CMIs that can benefit from stakeholder assistance in terms of capacity building. The strategy will solicit assistance to CMIs from the Corridor States, multi-laterals and private sector entities to facilitate identification and feasibility studies of a bankable infrastructural project for joint investment.

Key activities will focus on support to the identification of cross-border infrastructure investment possibilities and encouraging potential investors/financiers to commit to resources in addition to promoting SME interest to invest in general infrastructure along the corridors and developing a working model to help various CMIs to manage corridor initiatives as an integrated system rather than as individual corridors.

It is planned to organize regional level workshops on joint programming, especially for possible mega infrastructural investments. This will aim at mobilization of stakeholders' support and involvement in large-scale corridor initiatives and building an effective network to enhance shared visions. Efforts will be made to promote increased cross-border trade facilitation by supporting harmonization of standards including customs, transit and border point's procedures.

The strategy will encourage public-private sector partnership in the areas of innovation, technology transfer and promoting youth entrepreneurship and women-led income generating initiatives in the Corridor States to address unemployment and poverty. Women-owned businesses in energy, transport, ICT and water sectors would be integrated into CMI initiatives and promoted by the Alliance.

Sensitization training seminars will be supported at sub-regional levels to address youth innovation harnessing ICT and cross-border technological intellectual exchange. In this regard, the approaches and policies for establishing the various science and technological parks at sub-national levels will be harmonized and mechanisms for knowledge exchange established. Possibilities to establish centers of excellence will be explored to address specific sub-regional value chain needs.

Emphasis will be given to the identification of priority and policy alternatives for PPP engagements in economic corridor initiatives, convening meetings to discuss PPP issues, creating mechanisms for financing regional

PPP ventures to promote long-term investments and establishing databases on information on progress on PPP in the regions as part of knowledge for learning as well as initiate harmonization and standardization of legal and operational requirements to ascertain PPP initiatives in the Corridor States.

Women-owned businesses in energy, transport, ICT and water sectors would be integrated into CMI initiatives and promoted by the Alliance.

ACMA Secretariat will assist in unbundling, prioritizing and sequencing of corridor-oriented initiatives into the pipeline of bankable sub-projects, facilitating private sector engagement and addressing issues of enabling environment in collaboration with CMIs in addition to aiding of resource mobilization in collaboration with financing institutions.

5.RESULTS FRAMEWORK

PILLAR 1: INSTITUTIONAL FRAMEWORK FOR ECONOMIC CORRIDOR MANAGEMENT ESTABLISHED				
INTENDED OUTPUTS	OUTPUTS TARGETS	INDICATIVE WORK STREAM	INPUTS	VERIFICATION INDICATORS
Output 1.1: ACMA management, implementation, support, supervisory and reporting structure established	1.1.1 Final Charter discussed, endorsed and acceded to by the stakeholders.	1.1.1.1 Refinement of the final Charter for endorsement. 1.1.1.2 Organize a plenary conference to discuss and endorse the Charter. 1.1.1.3 Develop a Concept Note detailing the content of the conference. 1.1.1.4 Undertake costing and logistical arrangements for the conference.	Short term Legal Specialist Staff time	Endorsed Charter
	1.1.2 ACMA Secretariat established.	1.1.2.1 Deployment of staff for the Secretariat. 1.1.2.2 Training of the Secretariat staff to ensure quality assurance.	Resources for training staff CMI staff time	Staff Compliment Established
	1.1.3 Organizational and management structure established.	1.1.3.1 Initiate recruitment of no fewer than 500 Members of the Alliance from across the development constituents. 1.1.3.2 Undertake composition of General Assembly and Board of Directors. 1.1.3.3 Establish operational principles of the boards that are consistent with the Charter. 1.1.3.4 Recruitment of the Chief Executive of the Alliance (Executive Secretary) initiated. 1.1.3.5 Support design of Institutional Structure covering organization and management of ACMA.	ACMA Secretariat staff time	ACMA Organogram

PILLAR 1: INSTITUTIONAL FRAMEWORK FOR ECONOMIC CORRIDOR MANAGEMENT ESTABLISHED				
INTENDED OUTPUTS	OUTPUTS TARGETS	INDICATIVE WORK STREAM	INPUTS	VERIFICATION INDICATORS
Output 1.2: Capacity of ACMA/CMIs in Economic Corridor management strengthened	1.2.1 Deepened capacity of CMIs to manage corridor development initiatives.	1.2.1.1 Supporting the organization of project preparation courses. 1.2.1.2 Supporting the promotion of Investment and value chain initiatives. 1.2.1.3 Support other activities related to the transfer of technology, knowledge and skills and sustainability of capacity development. 1.2.1.4 Support the training of SMEs 1.2.1.5 Training on trade facilitation. 1.2.1.6 Support training on regional integration. 1.2.1.7 Promote dialogue on corridor issues at national and regional levels.	ACMA Secretariat time Resources Persons on PPP Cost for convening investment forums	Reports on the PPP Forums at the sub-regional levels.
	1.2.2 ACMA/CMI's engagement with public and Private sector strengthened.	1.2.2.1 Organize meetings of the Public – Private sectors partners at sub-regional levels. 1.2.2.2 Support creation of a Forum for CMIs and partners to promote the establishment of investment architecture among them to encourage joint ventures for value chain. 1.2.2.3 Create collaboration mechanism to address the joint needs of corridor development including investment in natural resource value addition and infrastructure. 1.2.2.4 Support awareness creation of African leaders to power of CMIs in promoting investment and trade potential in the continent.	ACMA Secretariat time Resources Persons on PPP Cost for convening investment forums	Reports on the PPP Forums at the sub-regional levels.

PILLAR 1: INSTITUTIONAL FRAMEWORK FOR ECONOMIC CORRIDOR MANAGEMENT ESTABLISHED				
INTENDED OUTPUTS	OUTPUTS TARGETS	INDICATIVE WORK STREAM	INPUTS	VERIFICATION INDICATORS
Output 1.3 Effective Economic Corridor management institutionalized with steady funding	1.3.1. Resource mobilization strategy for Corridor Management established.	1.3.1.1 Identification of critical financial needs of CMIs and support the development of the multi-partner resource mobilization strategy to respond to the needs. 1.3.1.2 Explore the use of existing resources mobilization tools and methodologies. 1.3.1.3 Create a resource and know-how Centers to influence decision makers, industry and development partners.	Resource Mobilization specialist ACMA Secretariat Staff time	Resource mobilization strategy blue print.
	1.3.2 Application of different funding modalities is implemented during the project period.	1.3.2.1 Support the development of different modalities of funding the corridor investment initiatives. 1.3.2.2 Support the implementation of identified funding modalities to promote joint investments. 1.3.2.3 Support articulation of strategies to harness potential sources of capital and assistance in resource mobilization for sustainability of the Alliance.	Funds for specific tasks	Business Cases for harnessing funding.
OUTPUT 1.4: PROJECT SUPPORT, MONITORING AND EVALUATION STRUCTURE ESTABLISHED	1.4.1 Implementation and monitoring structure for ACMA activities established.	1.4.1.1 Finalization of project implementation and monitoring plan including data collection system. 1.4.1.2 Policy support for monitoring mechanism. 1.4.1.3 Establish M&E support unit. 1.4.1.4 Undertake quality assurance.	Short term M&E Specialist	Monitoring and evaluation framework.

PILLAR 1: INSTITUTIONAL FRAMEWORK FOR ECONOMIC CORRIDOR MANAGEMENT ESTABLISHED				
INTENDED OUTPUTS	OUTPUTS TARGETS	INDICATIVE WORK STREAM	INPUTS	VERIFICATION INDICATORS
Output 1.4: Project support, monitoring and evaluation structure established	1.4.2 Documentation of methodologies and tools for monitoring and evaluation of the project activities.	1.4.2.1 Publication of tools and methodologies. 1.4.2.2 Production of materials on M&E. 1.4.2.3 Adapt the materials for the ACMA websites. 1.4.2.4 Dissemination of M&E tools and methodologies to all CMIs.	ACMA Secretariat staff time Printing audio visual Costs Dissemination and information sharing cost	M&E tools.
PILLAR 2: MECHANISM FOR INFORMATION SHARING INSTITUTIONALIZED				
INTENDED OUTPUTS	OUTPUTS TARGETS	INDICATIVE WORK STREAM	INPUTS	VERIFICATION INDICATORS
Output 2.1. Effective information exchange mechanisms with CMIs maintained by ACMA	2.1.1 Mechanism for easy exchange of information is put in place.	2.1.1.1 Develop the strategy for information exchange to guide the implementation. 2.1.1.2 Establish focal points located in ACMA Chapters in the sub-regions. 2.1.1.3 Establish system to plan, manage, monitor and evaluate the corridor interventions and communicate the practices to CMIs. 2.1.1.4 Identify and training/research institutions that are willing to contribute to the strengthening of corridor management initiatives. 2.1.1.5 Support the process of linking CMIs to the activities of the ACMA through interactive media.	Salary and office space for communication center Communication equipment and facilities expenses	Knowledge Network for 5 ACMA Chapters.

PILLAR 2: MECHANISM FOR INFORMATION SHARING INSTITUTIONALIZED				
INTENDED OUTPUTS	OUTPUTS TARGETS	INDICATIVE WORK STREAM	INPUTS	VERIFICATION INDICATORS
Output 2.2 Dissemination of best practices and process management enhanced by increased use of ACMA	2.2.1 All CMIs in the continent are interlinked in the network for communication and sharing information.	2.2.1.1 Support installation of the communication facilities in the CMIs. 2.2.1.2. Identify compatible hardware to improve communications. 2.2.1.3. Design, plan and implement an electronic network and website for information and knowledge sharing. 2.2.1.4 Develop and upload the data and information of case studies and good practices in the Website. 2.2.1.5 Support integration of Africa's CMIs with global network to improve safety, reliability, efficiency and effectiveness of services provided.	Enhanced ACMA Website, designed to accommodate and disseminate more information on corridor initiatives Translation cost of website content in both English and French	Active Website with regular updates.
Output 2.3 Information specialists recruited and trained on spatial development related reporting and dissemination	2.3.1 Module for regional information specialists training focusing on spatial development initiatives.	2.3.1.1 Training session for information specialists on corridor initiative reporting. 2.3.1.2 Conduct CMI level training in at least 20 CMI's.	Resources	Alliance information sharing strategy.

PILLAR 3: LEGAL REFORMS TO STIMULATE INVESTMENT IN THE CORRIDORS PROMOTED				
INTENDED OUTPUTS	OUTPUTS TARGETS	INDICATIVE WORK STREAM	INPUTS	VERIFICATION INDICATORS
Output 3.1. New legislations and good practices documented	3.1.1 New legislation disseminated to CMIs.	<p>3.1.1.1 Support dissemination of new legislation by use of network of CMIs connected by ACMA Website.</p> <p>3.1.1.2 Undertake analytical work on information on existing legislative regimes that can be replicated to enhance cross-border trade facilitation in the continent.</p> <p>3.1.1.3. Support harmonization of regional policies and regulatory framework among existing and future CMIs to promote trade through harmonized customs duties and removal of non-tariff barrier.</p> <p>3.1.1.4. Support the individual Corridor States undertake simplification of all laws, regulations, procedures and administrative measures related to movement of goods and persons within the Alliance.</p>	<p>ACMA/CMI's Staff time</p> <p>Consultant</p>	Framework for disseminating legislative reforms.
Output 3.2 Procedures and standards harmonized	3.2.1 Procedures and documentation processes are harmonized to facilitate ease for customs and immigration.	<p>3.2.1.1 Support harmonization of technical standards for operating equipment, procedure, documentation and quality standards.</p> <p>3.2.1.2 Assist the CMIs in streamlining of border control operations in respect of "One Stop Border" post in terms of security equipment, documentation and operating hours.</p> <p>3.2.1.3 Support CMIs in the process of installation of cutting-edge technologies and harmonized standard procedures especially at border posts.</p>	<p>Standardization specialist</p> <p>Equipment</p> <p>Training</p>	Standardized Traffic Rights.

PILLAR 3: LEGAL REFORMS TO STIMULATE INVESTMENT IN THE CORRIDORS PROMOTED				
INTENDED OUTPUTS	OUTPUTS TARGETS	INDICATIVE WORK STREAM	INPUTS	VERIFICATION INDICATORS
Output 3.2 Procedures and standards harmonized		<p>3.2.1.4 Modernization of transit checkpoints by installing better surveillance, promotion of self-regulatory traffic management system and training corridor users.</p> <p>3.2.1.5 Support ICT installation to facilitate electronic inspections, traffic monitoring, cargo tracking systems and effective telecommunication services.</p>		
PILLAR 4: EFFECTIVE TRAINING AND COMMUNICATION STRATEGY FOR ACMA ADOPTED AND IMPLEMENTED				
INTENDED OUTPUTS	OUTPUTS TARGETS	INDICATIVE WORK STREAM	INPUTS	VERIFICATION INDICATORS
Output 4.1 Training for CMI's promoted to enhance their capacity to manage corridor initiative and to ensure full engagement and communication with the communities and the stakeholders in the corridor areas	4.1.1 Workshops relating to effective management of corridor initiatives for the Corridor States, CMI's and development partners organized at sub-regional levels using contemporary approaches.	<p>4.1.1.1 Training on comparative practices used in other parts of the world.</p> <p>4.1.1.2 Training on advocacy on inclusive approaches and engagement of communities in the corridor development initiatives.</p> <p>4.1.1.3 Training programs aimed at changing attitudes of officials at border posts from being the only border controls oriented but also being trade facilitation agents.</p> <p>4.1.1.4 Training on the improved capacity for identification of gaps in expertise in service delivery of various CMI's that will require capacity building.</p>	<p>Resources persons</p> <p>Staff time</p> <p>Training Facilitation</p> <p>Report production</p>	Compendium for lessons and best practices.

PILLAR 4: EFFECTIVE TRAINING AND COMMUNICATION STRATEGY FOR ACMA ADOPTED AND IMPLEMENTED				
INTENDED OUTPUTS	OUTPUTS TARGETS	INDICATIVE WORK STREAM	INPUTS	VERIFICATION INDICATORS
Output 4.1 Training for CMIs promoted to enhance their capacity to manage corridor initiative and to ensure full engagement and communication with the communities and the stakeholders in the corridor areas	4.1.2 Materials on corridor development opportunities produced and disseminated for use by the investors and CMIs.	4.1.2.1 Production of regular newsletters. 4.1.2.2 Electronic information fact sheets on emerging investment opportunities. 4.1.2.3 Web-based information sharing on business cases in the regions. 4.1.2.4 Production of marketing materials.	Staff time Production cost	Communication strategy documents and Quality Newsletters.
	4.1.3 Analysis of impact of corridor initiatives on the well being of the Corridor States undertaken.	4.1.3.1 Undertake reviews of key outcomes of the corridor initiatives (positive and negative) to the Corridor States for lessons. 4.1.3.2 Document key lessons that will be replicated to increase understanding and enhanced management of corridor initiatives.	Staff time Production cost	Impact analysis reports.
4.2 Capacity of CMI's and Corridor States strengthened to contribute to efficient management of corridor processes	4.2.1 Lessons and practices documented through studies as instruments to improve corridor management processes.	4.2.1.1 Conducting review of practices from various CMIs on corridor interventions that can benefit future corridor initiatives. 4.2.1.2 Developing toolkits/ guidelines for effective corridor management based on lessons emanating from the continent. 4.2.1.3 Based on lessons, conduct sub-regional level workshops on effective corridor management for the benefit of CMIs.	Consultant Workshop preparation Reports	Number of lessons/practices generated from each of the CMIs.

PILLAR 4: EFFECTIVE TRAINING AND COMMUNICATION STRATEGY FOR ACMA ADOPTED AND IMPLEMENTED

INTENDED OUTPUTS	OUTPUTS TARGETS	INDICATIVE WORK STREAM	INPUTS	VERIFICATION INDICATORS
4.2 Capacity of CMI's and Corridor States strengthened to contribute to efficient management of corridor processes	4.2.2 CMIs capacity to document lessons and practices emerging from the corridor initiatives.	4.2.2.1 Facilitate design for capacity to document and share lessons from the corridor initiatives. 4.2.2.2 Conduct sub-regional training sessions on documentation of lessons and practices for learning. 4.2.2.3 Support CMI driven research and analysis on business cases that can be bankable and used to induce investment	Staff time Short-term consultant Workshop	Knowledge management framework at the CMIs levels.

PILLAR 5: COOPERATION WITH STAKEHOLDERS TO PROMOTE REGIONAL INTEGRATION AND ENHANCED PPP ENSURED

INTENDED OUTPUTS	OUTPUTS TARGETS	INDICATIVE WORK STREAM	INPUTS	VERIFICATION INDICATORS
5.1 Enhanced cooperation with key stakeholders and development partners to promote regional joint investment	5.1.1 Joint investment programs in infrastructure (energy, transport, aviation, maritime) development identified.	5.1.1.1 Support identification of technical needs of the CMIs in the area of infrastructure and arrange for capacity building to respond to them. 5.1.1.2 Provide assistance to CMIs to facilitate identification and feasibility studies of bankable infrastructural project for joint investment. 5.1.1.3 Support identification of cross-border infrastructure investment possibilities and stimulate potential investors/ financiers to commit resources. 5.1.1.4 Promote SME interest to invest in general infrastructure along the corridors – including rest, health, insurance, banking services and fuel facilities.	Consulting Firms Contract with Universities ACM/CMI Staff time	Round-table meetings organized on investment opportunities.

PILLAR 5: COOPERATION WITH STAKEHOLDERS TO PROMOTE REGIONAL INTEGRATION AND ENHANCED PPP ENSURED				
INTENDED OUTPUTS	OUTPUTS TARGETS	INDICATIVE WORK STREAM	INPUTS	VERIFICATION INDICATORS
5.1 Enhanced cooperation with key stakeholders and development partners to promote regional joint investment	5.1.2 Mechanism for shared approach to corridor initiatives and enhanced regional integration created.	<p>5.1.2.1 Support developing a working model to help various CMIs to manage corridor initiatives as an integrated system rather than as individual corridors.</p> <p>5.1.2.2 Organize regional level workshops on joint programming especially for possible mega infrastructural investments.</p> <p>5.1.2.3 Support mobilization of stakeholders' support and involvement in corridor initiatives and building an effective network of stakeholders with shared visions.</p> <p>5.1.2.4 Promote increase inter-state trade facilitation by supporting harmonization of standards including customs, transit and border points procedures.</p>	<p>Staff time</p> <p>Resource Persons</p> <p>Trade facilitation specialist</p>	Number of Transport and Trade Facilitation workshops.
5.2 Public-private sector participation expanded and deepened to enhance environment for investment	5.2.1 PPP Policy Framework established.	<p>5.2.1.1 Identification of priority and policy alternatives for PPP engagements in economic corridor initiatives.</p> <p>5.2.1.2 Organizing expert meeting to policy framework for PPP engagement with CMIs.</p> <p>5.2.1.3 Create Mechanism for financing regional PPP ventures to promote long-term investments.</p> <p>5.2.1.4 Convening meetings of active PPP activities in the regions to discuss common interests including innovations and joint investment possibilities.</p>	<p>Resource persons</p> <p>Conference costs</p>	Policy Framework for PPP.

PILLAR 5: COOPERATION WITH STAKEHOLDERS TO PROMOTE REGIONAL INTEGRATION AND ENHANCED PPP ENSURED				
INTENDED OUTPUTS	OUTPUTS TARGETS	INDICATIVE WORK STREAM	INPUTS	VERIFICATION INDICATORS
5.2 Public-private sector participation expanded and deepened to enhance environment for investment	5.2.2 Partnership between the Corridor States and regional PPP, Youth and Women-led enterprises.	5.2.2.1 Formulating mechanism for sharing lessons learned from each of the CMLs' PPP initiatives for replication by other economic corridors. 5.2.2.2 Establishing databases on information on progress on PPP in the regions as part of knowledge for learning. 5.2.2.3 Setting instruments for selection, preparation, procurement and prioritization of investable project possibilities for youth innovations and women-led enterprises. 5.2.2.4 Sensitization training seminars for youth innovation harnessing ICT and cross-border technological intellectual exchange. 5.2.2.5 Initiating harmonization and standardization of legal and operational requirements to establish initiatives for youth and women involvement in the Corridor States.	Knowledge management specialist Business Development Experts	Database on youth and women entrepreneurship.

6. INDICATIVE BUDGET

6.1 Activity Output Target for period: 2017 – 2019

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	FUNDING SOURCE	BUDGET (US DOLLARS)			
			2017	2018	2019	TOTAL
1.1.1 Final Charter discussed, endorsed and acceded to by the stakeholders	Short term Legal Specialist		30 000	20 000	20 000	70 000

6.1 Activity Output Target for period: 2017 – 2019

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	FUNDING SOURCE	BUDGET (US DOLLARS)			
			2017	2018	2019	TOTAL
	Stakeholder Forum		50 000		20 000	70 000
1.1.2 Secretariat Established	Office space/ Procurement	In-Kind	80 000	50 000	50 000	180 000
1.1.3 Organizational and management structure established	Executive Staff		80 000	100 000	120 000	300 000
	Finance and Operations		40 000	50 000	70 000	160 000
	Programme Management		40 000	50 000	70 000	160 000
	Regional/Chapter Coordination		125 000	100 000	75 000	300 000
	ICT		20 000	20 000	20 000	60 000
Total for output 1.1			465 000	390 000	445 000	1 300 000
1.2.1 Deepened capacity of CMLs to manage corridor development initiatives	Consultant		60 000	60 000	50 000	170 000
1.2.2 ACMA/CMLs - Public Private sector Partner coordination strengthened	Trade facilitation specialist		30 000	30 000	15 000	75 000
Total for output 1.2			90 000	90 000	65 000	245 000
1.3.1. Resource mobilization strategy for Corridor Management established	Resource Mobilization specialist		25 000	20 000	20 000	65 000
1.3.2 Application of different funding modalities is implemented during the project period	ACMA Secretariat Staff time	In-Kind	20 000	20 000	10 000	50 000
Total for output 1.3			45 000	40 000	30 000	115 000

1.4.1 Implementation and monitoring structure for ACMA activities established	Short term M&E Specialist		30 000	30 000	20 000	80 000
	ACMA Secretariat staff time		10 000	10 000	10 000	30 000
1.4.2 Documentation of methodologies and tools for monitoring and evaluation of the project activities	Printing audiovisual Costs		30 000	20 000	20 000	70 000
Total for output 1.4			70 000	60 000	50 000	180 000
Pillar 1 Total			670 000	580 000	590 000	1 840 000

The ACMA strategy will emphasize the push for resource mobilization to ensure that the funding needs are met.



6. INDICATIVE BUDGET

6.1 Activity Output Target for period: 2017 – 2019

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	FUNDING SOURCE	BUDGET (US DOLLARS)			
			2017	2018	2019	TOTAL
2.1.1 Mechanism for easy exchange of information is put in place	Resource persons , Staff time		60 000	40 000	20 000	120 000
Total for output 2.1			60 000	40 000	20 000	120 000
2.2.1 All CMLs in the continent are interlinked in the network for communication and sharing information	ICT Specialist		80 000	40 000	30 000	150 000
Total for output 2.2			80 000	40 000	30 000	150 000
2.3.1 Module for regional information specialists training focusing on spatial development initiatives	Resource persons		50 000	50 000	25 000	125 000
Total for output 2.3			50 000	50 000	25 000	125 000
Pillar 2 Total			190 000	130 000	75 000	395 000
3.1.1 New legislation disseminated to CMLs	ACMA/CMLs Staff time	In-Kind	30 000	30 000	20 000	80 000
	Consultant		20 000	20 000	20 000	60 000
Total for output 3.1			50 000	50 000	40 000	140 000
3.2.1 Procedures and documentation processes are harmonized to facilitate ease for customs and immigration	Standardization specialist		30 000	30 000	20 000	80 000
	Equipment		10 000	10 000	5 000	25 000
	Training		10 000	10 000	10 000	30 000
Total for output 3.2			50 000	50 000	35 000	135 000
Pillar 3 Total			100 000	100 000	75 000	275 000

6. INDICATIVE BUDGET

6.1 Activity Output Target for period: 2017 – 2019

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	FUNDING SOURCE	BUDGET (US DOLLARS)			
			2017	2018	2019	TOTAL
4.1.1 Workshops relating to effective management of corridor initiatives for Corridor States, CMI's and development partners organized at sub-regional levels using contemporary approaches	Resource persons Training facilitation		35 000		20 000	55 000
4.1.2 Materials on corridor development opportunities produced and disseminated for use by the investors and CMI's	Staff time	In-Kind	10 000	10 000	10 000	30 000
4.1.3 Analysis of impact of corridor initiatives on the well-being of the Corridor States undertaken	Consultant and staff time		15 000	30 000	30 000	75 000
Total for output 4.1			60 000	40 000	60 000	160 000
4.2.1 Lessons and practices documented through studies as instruments to improve corridor management processes	Consultant Workshop preparation		-	30 000	30 000	60 000
4.2.2 CMIs capacity to document lessons and practices emerging from the corridor initiatives	Staff time		10 000	10 000	10 000	30 000
Total for output 4.2			10 000	40 000	40 000	90 000
Pillar 4 Total			70 000	80 000	100 000	250 000

6. INDICATIVE BUDGET

6.1 Activity Output Target for period: 2017 – 2019

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	FUNDING SOURCE	BUDGET (US DOLLARS)			
			2017	2018	2019	TOTAL
5.1.1 Joint investment programs in infrastructure (energy, transport, aviation, maritime) development identified	Consulting Firms		75 000	100 000	100 000	275 000
	Business Development Expert		40 000	30 000	30 000	100 000
	SME Consultant		30 000			30 000
5.1.2 Mechanism for shared approach to corridor initiatives and enhance regional integration created	Contract with - ACMA/CMI Staff time Universities		50 000	100 000	100 000	250 000
Total for output 5.1			195 000	230 000	230 000	655 000
5.2-1 PPP Policy Framework established	Resource Persons		30 000	30 000	30 000	90 000
	Meeting and Conference costs		15 000	15 000	10 000	40 000
5.2.2 Partnership between the Corridor States and regional PPP and Youth innovations and Women enterprises	Knowledge management specialist Business Development Experts		60 000	60 000	30 000	150 000
	Regional PPP and Youth Forums			60 000	20,000	80 000
Total for output 5.2			105 000	165 000	90 000	360 000
Pillar 5 Total			300 000	395 000	320 000	1015000
TOTAL FOR YEARS 2017-2019			1330000	1285000	1160000	3775000

6. INDICATIVE BUDGET

6.1 Activity Output Target for period: 2017 – 2019

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	FUNDING SOURCE	BUDGET (US DOLLARS)			
			2017	2018	2019	TOTAL
1. Technical Expertise			120 000	60 000	-	180 000
2. General and Operating Costs			20 000	20 000	20 000	60 000
3. Travel			60 000	60 000	60 000	180 000
4. Office Supplies	In-Kind		20 000	20 000	15 000	55 000
5. In-kind Contribution?	In-Kind		20 000	20 000	20 000	60 000
6. Marketing			50 000	30 000	15 000	95 000
Sub-total for Admin & Operations			290 000	210 000	130 000	630 000
GRAND TOTAL FOR 2017- 2019			1620000	1495000	1290000	4405000

6. INDICATIVE BUDGET

6.3 Yearly Work-plan for Jan – Dec 2017 (Indicative Outputs and Planned Budget)

NB: The detailed budgets are only estimates and are subject to revision within the component allocation

INTENDED OUTPUT	OUTPUT TARGETS DESCRIPTION	TIMEFRAME				LEAD ACTOR
		SOURCE				
		Q1	Q2	Q3	Q4	
Output 1.1: ACMA management, implementation, support, supervisory and reporting structure established	1.1.1 Final Charter discussed, endorsed and acceded to by the stakeholders					
	1.1.2 ACMA Secretariat established					
	1.1.3 Organizational and management structure established					
	SUB-TOTALS 1.1					
Output 1.2: Capacity of ACMA/CMIs in Economic Corridor management strengthened	1.2.1 Deepened capacity of CMIs to manage corridor development initiatives focusing on skills set including customs, transport economics, immigration, transport engineers and security strengthened					
	1.2.2 ACMA/CMI's engagement with public and Private sector strengthened					
	SUB-TOTALS 1.2					

	PLANNED BUDGET (US DOLLARS)			
	Key Stakeholders	Partner	Budget Description	Amount
			Short term Legal Specialist	30 000
			Stakeholder Forum	50 000
			Office space/Procurement	80 000
			Executive Staff	80 000
			Finance and Operations	40 000
			Programme Management	40 000
			Regional Chapter Coordination	125 000
			ICT	20 000
				465,000
			Consultant	60 000
			Trade facilitation specialist	30 000
				90 000

6. INDICATIVE BUDGET

6.3 Yearly Work-plan for Jan – Dec 2017 (Indicative Outputs and Planned Budget)

NB: The detailed budgets are only estimates and are subject to revision within the component allocation

INTENDED OUTPUT	OUTPUT TARGETS DESCRIPTION	TIMEFRAME				LEAD ACTOR
		SOURCE				
		Q1	Q2	Q3	Q4	
Output 1.3 Effective Economic Corridor management institutionalized with steady funding	1.3.1. Resource mobilization strategy for Corridor Management established					
	1.3.2 Application of different funding modalities is implemented during the project period					
	SUB-TOTALS 1.3					
Output 1.2: Capacity of ACMA/CMIs in Economic Corridor management strengthened	1.4.1 Implementation and monitoring structure for ACMA activities established					
	1.4.2 Documentation of methodologies and tools for monitoring and evaluation of the project activities					
	SUB-TOTALS 1.4					
	Pillar 1 Total					
Output 2.1. Effective information exchange mechanisms with CMIs maintained by ACMA	2.1.1 Mechanism for easy exchange of information is put in place					
	SUB-TOTAL 2.1					
Output 2.2 Dissemination of best practices and process management enhanced by increased use of ACMA	2.2.1 All CMIs in the continent are interlinked in the network for communication and sharing information					
	SUB-TOTAL 2.2					

	PLANNED BUDGET (US DOLLARS)			
	Key Stakeholders	Partner	Budget Description	Amount
			Resource Mobilization specialist	25 000
			ACMA Secretariat Staff time	20 000
				45 000
			Short term M&E Specialist	30 000
			ACMA Secretariat Staff Time	10 000
			Printing audiovisual Costs Dissemination and information sharing cost	30 000
				70 000
				670 000
			Resource Person Staff time	60 000
				60 000
			ICT Specialist	80 000
				80 000

6. INDICATIVE BUDGET

6.3 Yearly Work-plan for Jan – Dec 2017 (Indicative Outputs and Planned Budget)

NB: The detailed budgets are only estimates and are subject to revision within the component allocation

INTENDED OUTPUT	OUTPUT TARGETS DESCRIPTION	TIMEFRAME				LEAD ACTOR
		SOURCE				
		Q1	Q2	Q3	Q4	
Output 2.3 Information specialists recruited and trained on spatial development related reporting and dissemination	2.3.1 Module for regional information specialists training focusing on spatial development initiatives					
	SUB-TOTALS 2.3					
	Pillar 2 Total					
Output 3.1. New legislations and good practices documented	3.1.1 New legislation disseminated to CMIs					
	SUB-TOTAL 3.1					
Output 3.2 Procedures and standards harmonized	3.2.1 Procedures and documentation processes are harmonized to facilitate ease for customs and immigration					
	SUB-TOTAL 2.2					
	Pillar 3 Total					

	PLANNED BUDGET (US DOLLARS)			
	Key Stakeholders	Partner	Budget Description	Amount
			Resource Person	50 000
				50 000
				190 000
			Resource Person Staff time	60 000
			Consultant	20 000
				50 000
			Standardization Specialist	30 000
			Equipment	10 000
			Training	10 000
				50 000
				100 000

6. INDICATIVE BUDGET

6.3 Yearly Work-plan for Jan – Dec 2017 (Indicative Outputs and Planned Budget)

NB: The detailed budgets are only estimates and are subject to revision within the component allocation

INTENDED OUTPUT	OUTPUT TARGETS DESCRIPTION	TIMEFRAME				LEAD ACTOR
		SOURCE				
		Q1	Q2	Q3	Q4	
Output 4.1 Training for CMIs promoted to enhance their capacity to manage corridor initiative and to ensure full engagement and communication with the communities and the stakeholders in the corridor areas	4.1.1 Workshops relating to effective management of corridor initiatives, and promoting SDI models for the Corridor States, CMI's and development partners organized at sub-regional levels using contemporary approaches					
	4.1.2 Materials on corridor development opportunities produced and disseminated for use by the investors and CMIs					
	4.1.3 Analysis of impact of corridor initiatives on the well-being of the Corridor States undertaken					
	SUB-TOTALS 2.3					
4.2 Capacity of CMI's and the Corridor States strengthened to contribute to efficient management of corridor processes	4.2.1 Lessons and practices documented through studies as instruments to improve corridor management processes					
	4.2.2 CMIs capacity to undertake Research and Development and document lessons and practices emerging from the corridor initiatives					
	SUB-TOTAL 3.1					
	Pillar 4 Total					

	PLANNED BUDGET (US DOLLARS)			
	Key Stakeholders	Partner	Budget Description	Amount
			Resource Persons Training Facilitation	35 000
			Staff Time	10 000
			Consultant Staff Time	15 000
				60 000
			Staff Time Workshop Preparation	-----
			Staff time	10 000
				10,000
				70,000

6. INDICATIVE BUDGET

6.3 Yearly Work-plan for Jan – Dec 2017 (Indicative Outputs and Planned Budget)

NB: The detailed budgets are only estimates and are subject to revision within the component allocation

INTENDED OUTPUT	OUTPUT TARGETS DESCRIPTION	TIMEFRAME				LEAD ACTOR
		SOURCE				
		Q1	Q2	Q3	Q4	
5.1 Enhanced cooperation with key stakeholders and development partners to promote regional joint investment	5.1.1 Joint investment programs in infrastructure (energy, transport, aviation, maritime) development identified					
	5.1.2 Mechanism for shared approach to corridor initiatives and enhanced regional integration created					
		SUB-TOTALS 5.1				
5.2 Public-private sector participation expanded and deepened to enhance environment for investment	5.2-1 PPP Policy Framework established					
	5.2.2 Partnership between the Corridor States and regional PPP, Youth and Women-led enterprises					
	SUB-TOTAL 2.2					
	Pillar 5 Total					

TOTAL 2017 - 2019

	PLANNED BUDGET (US DOLLARS)			
	Key Stakeholders	Partner	Budget Description	Amount
			Consulting Firms	75 000
			Business Development Expert	40 000
			SME Consultant	30 000
			Contact with Universities ACMA/CMLs Staff Time	50 000
				195 000
			Resource Person	30 000
			Meeting and Conference Costs	15 000
			Knowledge management specialist Business Development Expert	60 000
			Regional PPP and Youth Forum	-----
				105 000
				300 000
				1 300 000

6. INDICATIVE BUDGET						
6.3 Yearly Work-plan for Jan – Dec 2017 (Indicative Outputs and Planned Budget)						
NB: The detailed budgets are only estimates and are subject to revision within the component allocation						
INTENDED OUTPUT	OUTPUT TARGETS DESCRIPTION	TIMEFRAME				LEAD ACTOR
		SOURCE				
		Q1	Q2	Q3	Q4	
Administrative and Operations	Operational effectiveness of the strategy document implementation					
	SUB-TOTAL					
	Grand Total					

	PLANNED BUDGET (US DOLLARS)			
	Key Stakeholders	Partner	Budget Description	Amount
			Technical Expertise	120 000
			General Operating Expenses	20 000
			Travel	60 000
			Office Supplies	20 000
			In-Kind Contribution	20 000
			Marketing	50 000
				290 000
				1 620 000

7. INSTITUTIONAL FRAMEWORK

7.1 INSTITUTIONAL ARRANGEMENTS

Interim Governance Arrangement

During the 2nd Meeting of the Pan-African Network of Corridor Management Institutions (PANCMI) Working Group held on 23rd September, 2012, at the United Nations Conference Center in Addis Ababa, Ethiopia, it was agreed that the interim governing body will be as follows:

Governing Board - The following institutions were elected to serve on the interim governing board:

- Southern Africa – Walvis Bay Corridor Group (WBG – interim chair)
 - East Africa – Central Corridor TTFA (CC-TTFA)
 - West Africa – Abidjan Lagos Corridor Organization (ALCO)
 - As the Central African region and the Northern African region did not yet have a CMI established, the meeting recommended and agreed that the respective RECs represent the region until establishment of the CMI. Hence ECCAS and UMA
- would represent their respective regions on the interim governing board.
 - The two affiliate bodies to serve on the interim governing board were agreed to be PMAESA and PMWACA.
 - The Union of Port Administrations of Northern Africa (UAPNA) will subsequently be integral part of the governing body.

Office bearers would be elected at the first meeting of the Governing Board.

The Permanent Secretariat would serve on the Governing Board as an ex-officio member, with the ATPC performing this function in the interim.

ACMA GOVERNANCE MODEL

The ACMA has three main entities working closely towards realizing the objectives of the Economic Corridors in Africa. They are the General Assembly, the Board of Directors and its Secretariat, supported with technical working committees. Annex 2 provides further details on ACMA model. The legal basis of the Alliance is embodied in the ACMA Charter, which is cognizant of the AU principles and aware of the practical support it has to retain from CMIs, National Chambers of Commerce and Industry, and the private sector.

THE GENERAL ASSEMBLY

The General Assembly shall consist of all full and associate members of ACMA. A full member shall be a CMI. An associate member shall be any institution, organization or individual who shall be recommended by the Board and approved by the General Assembly.

The Assembly shall: Discuss and give adequate guidance to the Board of Directors as appropriate

with respect to overall policy formulation, vision definition and long term working plan direction for ACMA, determine the conditions of admission of New Members and invitation of Observers, determine the contribution of each category of members to cater for budget expenditure and investment needs, determine the various constituencies based on the regional set-up, appoint the Board of Directors, appoint the Secretary General and any Deputy(ies) as it may deem fit, approve the appointment of external auditors or such other experts as may be necessary to examine and report on the general management of ACMA, and take decisions on any amendment related to the ACMA Charter. The Assembly meets once a year.

THE BOARD OF DIRECTORS

The ACMA is formed of the Board of Directors. This is the governing body of the Alliance. Its functions include but not limited to, reflecting on government/business partnership, regional balance in leadership and overall strategic guidance for development.

The Board of Directors will comprise a total of 7 (seven)

representatives, one from each of the sub-regional groupings on the continent, namely, Southern Africa, East Africa, West Africa, Central Africa and Northern Africa (Maghreb), as well as 2 (two) recognized associate / affiliate bodies.

The Board of Directors assists the Alliance in formulating strategies for transport and trade facilitation, infrastructure development, and harmonization of national and regional policies. It also provides policy directions on implementation, inputs and positions to regular regional meetings, and guidance to the Secretariat. The Board of Directors shall hold two ordinary meetings annually. It elects a Chairperson from among the substantive Directors for a two-year term. The Chairs of the Board of Directors rotate among the Corridor States.

The ACMA has three main entities working closely towards realizing the objectives of the Economic Corridors in Africa.

WORKING COMMITTEES

Working committees will be established as and when necessary. The Working Committees will comprise competent officers from the ACMA membership. The legal frameworks of the CMLs would be availed to guide the functions of the Working Committees.

PERMANENT SECRETARIAT

The Permanent Secretariat consists of: staff members appointed by the Board of Directors in consultations with the stakeholders. It is composed of an Executive Secretary of ACMA who acts as Chief Executive Officer and Chair of the ACMA Secretariat, Finance / Accounting specialists, an Operations and Procurement specialist (Fig 5 on ACMA Management Model). The Secretariat will have different teams, tasked with specific management functions including project management, regional coordination, resource mobilization, information communication technology and marketing. The WBCG would provide Interim Secretariat services until the establishment of the Permanent ACMA Secretariat. The Secretariat is responsible for coordinating the implementation of the ACMA and any other decisions or resolutions made by the Boards of Directors. The Interim Secretariat, which is located in Windhoek, Namibia, started operations in Mid-June 2016.

7.2 MODALITIES OF INTERVENTIONS

The process of transformation from transport corridor to economic corridor pre-supposes a holistic intervention design that ensures a correct combination of both the soft and hard instruments (FAO 2014). Hard interventions include infrastructural elements including roads, ports, railways, airport, energy and telecommunication networks, dams, irrigation infrastructure, market centers, warehouses, and other productive infrastructure. Infrastructure requires long-term investment and must be based on feasible alternatives.

Infrastructure is a major contributor to shaping the industrialization and market access along the corridors in order to expand trade and investment possibilities for value addition. These imply longer-term higher cost investments. The financial availability to move the hard interventions will influence the choices and balanced between soft and hard interventions.

Soft interventions will focus on institutional strengthening and human resource development aimed at capacity development to enhance production capacity to achieve value addition in the corridors. The key aspect of effective corridor management pre-supposes shared development goals at national, regional and continental levels. This calls for the focus on soft instruments related to financial and risk management instruments, transport facilitation (e.g. shipping and port services, trucking, railways, handling, warehousing, customs, insurance, banking and freight forwarding) and trade facilitation, including customs cooperation and incentives for the development of regional integration initiatives.

For the success of implementation of planned corridor interventions, soft interventions are emphasized, as they require fewer financial resources than infrastructure ones. Once the soft interventions are in place, the productive capacities to investment for value chain are improved so that it is possible to raise returns to hard investments. Within the Regional Integration Strategy, AfDB has provided substantial support to African

economic corridors for both soft and hard interventions. The AfDB is also a member of the Infrastructure Consortium for Africa, whose role is to help improve the lives and economic well-being of Africa's people through encouraging, supporting and promoting increased investment in infrastructure in Africa, from both public and private sources.

The Alliance will promote expanded partnership, harnessing support from both public and private stakeholders including development partners. The Alliance will build on this smart partnership by engaging with similar multilateral financing institutions including, but not limited to, BRICS Development Bank, China Development Bank, World Economic Forum (WEF), Bretton Woods institutions, European Union (EU), UNDP, Japan International Cooperation Agency (JICA), Sustainable Development Investment Partnership (SDIP) under the aegis of Organization for Economic Cooperation and Development (OECD), Australia Aid (DFAT) and AfDB itself for technical and financial support. In their efforts to address, HIV/AIDS along the Namibian transport corridors, WBCG taps on smart partnerships to harness technical assistance and strengthen institutional capacity to respond to challenges of HIV/AIDS. Active discussion will be initiated to explore tapping into Global Fund for HIV/AIDS, building on the model used by ALCO.

7.3 FUNDING AND FINANCIAL ARRANGEMENT

FUNDING MECHANISM

The majority of the corridor initiatives require more financial resources over time. Timely access to adequate resources will be critical in the implementation of strategy initiatives and therefore, the Strategy Document will identify the specific strategic measures where stakeholder and partner funding would facilitate and accelerate their implementation.

The ACMA strategy will emphasize the push for resource mobilization to ensure that the funding needs are met. In addition, efforts will be made to encourage continued support from the development partners and the Corridor States themselves. The CMIs will have to keep liaison with a variety of the stakeholders for expanded financial contributions. CMIs, in liaison with the Alliance, will endeavor to make efforts to access some of the newer and specialized global funds, including those concerned with climate change, food security, Africa 50 Funds under AfDB, strategic sovereign wealth and stabilization funds, African-owned bond markets, promotion of Africa's private sector equity bonds and other commercial financing.

In addition, the funding mechanisms will graft on initiatives that can get synergies from the African Development Bank (AfDB) Ten-Year Strategy which is emphatic on the dynamic and resilient of the continent and is committed to supporting the continent achieve inclusive growth. ACMA will aim to formulate its initiatives around the Bank's High 5 priorities¹² for project bankability for the CMIs.

The Bank's Ten-Year Strategy referred as the High 5s focuses on Light up and power Africa; feed Africa, industrialize Africa; integrate Africa and improve the quality of life for the people of Africa. These are all consistent with long term continental aspirations elucidate in Agenda 2063 and stressed in global SDG Agenda 2030.

The economic transformation in the continent will need to be anchored on domestic resource mobilization, through effective tax policies, savings mobilization and the use of other financing mechanisms such as pension funds, sovereign wealth funds, diaspora bonds and remittances, as well as the participation of the private sector.

A variety of funding modalities will be explored during the period covered by this strategy. These will include those funding modalities linked to:

- Main lead Corridor States – involving contributions in cash and kind by the main countries promoting the development corridor initiatives.
- Public Private Partnership – involving joint undertaking between the public and private entities to actualize the corridor initiatives.

¹² Bank has provided a sharpened focus on an interlocking set of critical priorities referred to as the "High 5s": Light up and power Africa, Feed Africa, Industrialize Africa, Integrate Africa, and improve the quality of life for the people of Africa. These priorities are crucial for advancing Africa's development, accelerating the structural transformation.

- Public investment – this is aimed at government funding directed to specific undertakings to create a conducive environment for investment.
- Private sector investment – based on funds generated from the private sector as part of public-private sector partnerships or individual private sector investment.
- Co-financing – comprising the total of cash and in-kind resources contributed by participating partners – RECs, Corridor States, other multilateral or bilateral sources, the private sector and NGOs, all of which would be essential for meeting the funding needs of corridor initiatives.
- Grants, donations and pledges – Depending on specific projects or programs to be financed. These avenues can be visited through targeted negotiations. They can come from corridor champions, corridor stakeholders, international cooperating partners and other interest groups identified according to the prevailing circumstances.
- Technical Assistance – involving engagement with the financial institutions (AfDB, EADB, DBSA) multilateral agencies, specialized UN agencies and International Conservation Organizations to address specific development needs including project preparations, investment priorities, data analysis, capacity development and resource mobilization.
- Developing specific sector Funding Applications to benefit from Proposal for Grant from bilateral funding window held by multilateral financial agencies such as AfDB.

For the success of implementation of planned corridor interventions, soft interventions are emphasized, as they require fewer financial resources than infrastructural ones.



INSTRUMENTS FOR SUSTAINED FUNDING

The activities outlined in the Strategy Document result framework reflect action needed to enhance the performance of CMIs in the logistical chain. Implementation of the planned activities, at the end of the day, rests with ACMA Secretariat in tandem with CMIs and the stakeholders as prompted by their perceptions of benefits expected by making a contribution.

Funding arrangements for the Alliance include membership fees, contributions by the Corridor States and development partner support. The sustainability of Alliance is paramount yet it remains a challenge. The membership fee arrangement seems to be the most appropriate as it also places demands to deliver benefits to the CMIs and the stakeholders who ultimately meet the costs. It is envisaged that in the first instance membership contributions or partner funding would be necessary to establish the Alliance.

A legal instrument outlined in the Charter would guide the funding mechanism of the Alliance. Once in full operation, the Alliance will be able to develop a mechanism that makes it possible to introduce a beneficiary gain funding¹³ mechanism such as a delivery on training, project preparation and analysis, and fund mobilization for mega projects in the regions. A beneficiary gain fee will increase the propensity of the CMI's and ACMA Secretariat to deliver tangible benefits for corridor stakeholders to justify receiving funding from them. The mechanism for paying usage fee will be made simple to administer.

FINANCING STRATEGY

The goals of the Alliance to enhance the capability of economic corridors in order to promote investments and add value to the natural resource use require more and more financial resources. Accordingly, resource mobilization efforts will be put in place to meet these financing needs. Continued support from the development partners and domestic fundraising at the Corridor States themselves will be fostered. A strategy will be developed by the Alliance to access some of the newer and specialized global funds, including those concerned with climate change, food security and infrastructural development.

The realization of the long-term goals of the Alliance requires a funding strategy that ensures stable sources of funding to achieve the outcomes expected from the corridor development initiatives. Some funding options to consider include, but not limited to the following:

- The commitment of the Corridor States and development partners is to support the implementation of specific corridor activities. The aim of this is to enhance the operational efficiency of CMIs in order to reduce the cost of providing services to the prospective investors and corridor communities.
- Building capacity of CMIs to harness the use of Corridor States investment budget allocations, enhance capitalization, private equity and venture capital, FDI, Public Private Sector Partnership, Africa 50 Funds, and Commercial Finance.
- In addition, consideration will be given to exploring a variety of alternative sources identified in the report of the Obasanjo-led High-level Panel on Alternative Sources of Funding¹⁴ of the AU initiatives. Engaging African Philanthropists on the projects of their interest. The role of domestic financing will be emphasized. Already the continent spends \$45 billion a year on infrastructure¹⁵, two-thirds of which is domestically financed from taxes and user charges.
- To build the infrastructure to support growth and meet development goals, Africa will have to spend about \$93 billion (AfDB) a year for a decade. Two-thirds of this sum would be for investments, hence the significance of PPP. The remaining third for maintenance. Policy-Based Lending - reform of policies, harmonization of customs laws/regulations and procedures, trade & transit facilitation, policy formulation and dissemination, institutional capacity building (country and REC level).
- Other related funding modalities of AfDB include: Public Sector Lending - concessional and non-concessional loans/grants through the ADB & ADF windows to projects and programs, Private Sector Lending - loans to private sector sponsored infrastructure projects e.g.: Djibouti Doraleh Port Container Terminal (\$80 million), Dakar Port Container Terminal (€47.5 million), a number of other financing instruments such as the Private Sector Window, Africa50, Africa Growing Together Fund (AGTF), a joint fund with China, as well as risk mitigation instruments such as Partial Risk Guarantees (PRGs) Scoping.

¹³ The principal of beneficiary gains funding is similar to that of benefit-based contribution discussed explicitly in SSATP Working Paper No 86 of 2007.

¹⁴ Mobilizing Domestic Financial Resources for Implementing NEPAD National and Regional Programmes and Projects, Obasanjo Report, January 2014

¹⁵ Infrastructure Africa Business Forum 2016, in Partnership with AfDB June 2016

- There will be active engagement of private agents such as Chambers of Commerce and manufacturing associations, SMEs and large domestic and multinational manufacturing companies for financial commitment to the corridor initiatives. The implementation of initiatives within the framework of the Alliance will emphasize engagement of private companies already working on aspects of planned value chains such as those of exploiting natural resources in terms of energy, oil and mining. The ultimate objective of engagement between the Alliance and private sector entities in corridor development areas is to bring increased production, employment generation, increased revenues and incomes, as well as increased tax revenues for expansion of investible resources. This will require a supportive legal framework. Therefore, ACMA will support the Corridor States to move towards improving their legal, regulatory and policy framework to make it more conducive to public-private collaborations.

Indicative Budget by Pillar

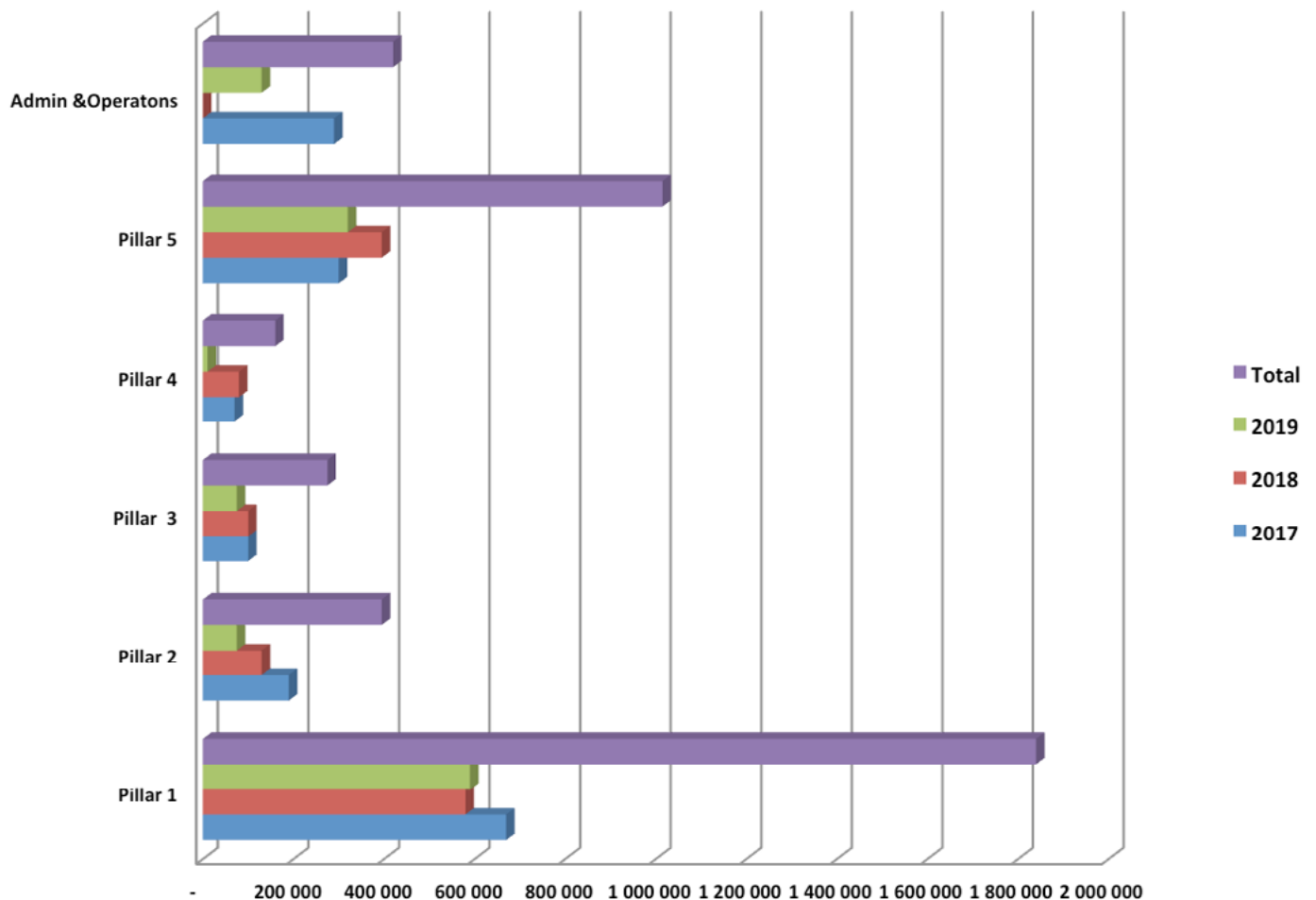


Figure 4: Graphic Budget Presentation

7.4 IMMEDIATE FUNDING NEEDS FOR 2017 – 2019

The resource needs will be determined by the expected results in the strategy document. Resource mobilization and allocation are to be established at the level of output targets and the specific activities thereof. The ACMA Secretariat, working in tandem with CMIs, will promote resource mobilization by applying different fundraising modalities discussed under section 7.3 of this document.

The actual amounts needed to realize the implementation of the ACMA initiatives and activities during the strategy period is estimated to be 4,405 million dollars (Table 2). The detailed budgets by Pillars are shown in figure 4. This would be subject of continuous dialogue with development partners and stakeholders as the work of the ACMA strategy roles forward. The finer cost details will be formulated based on proforma costs built on lessons and practices from CMIs. The estimated cost details have been informed by the pro-forma costs used by Partnership and Technical Cooperation Office (PATCO) of ECA. This will enable stakeholders and development partners to provide financial commitments to specific initiatives and activities in order to realize the expected results and outcomes.

Table: 2: Indicative Budget for 2017 – 2019 (\$ 000)

INDICATIVE BUDGET FOR 2017 – 2019 (\$ 000)				
	2017	2018	2019	TOTAL
Expected Outcome				
Pillar 1	670	580	590	1,840
Pillar 2	190	130	75	395
Pillar 3	100	100	75	250
Pillar 4	70	80	100	250
Pillar 5	300	395	320	1,015
Sub-Total	1 330	1 270	1 150	3 750
Admin and Operations	290	210	130	630
GRAND TOTAL	1 695	1 495	1 290	4 405

7.5 MONITORING AND EVALUATION

From the outset, the corridor development activities included in the ACMA strategy will have baselines established according to their results frameworks. An M&E system will be put in place to assess the progress made against the baselines and modify or redesign the strategy and action plan as appropriate. The monitoring of daily activities will fall under the mandate of the ACMA Secretariat.

The target and impact assessment will be outsourced to ensure neutrality and the application of the right type of expertise. The M&E systems to be used will have a smarter design – with simple and clear targets and a stronger degree of consistency and internal coherence. The M&E approach will attempt to measure results and effectiveness to show the impact of corridor development on clients and beneficiaries (effectiveness measures) and corridor institutions (demonstration effect).

The monitoring and evaluation of interventions under the ACMA strategy is based on dialogue and regular meetings between the ACMA Initiative Management Team and CMLs, review of strategy action plans as prepared by the Secretariat, on-site reviews and scheduled audits in accordance with agreed rules and regulations, annual and ad-hoc meetings between the Initiative Management Team and the Secretariat, and a final evaluation to assess the results of the different components of the strategy and identify lessons learned. All monitoring and evaluation activities will focus on progress towards results and outputs as measured by the pillars defined in this strategy document.

The ACMA Initiative Management Team will prepare a work plan to reflect initiative implementation within the required time allocation i.e. by the end of every year. Periodic reporting will be carried out to ensure that the strategy is consistent with the overall goal and objective of the ACMA's support to the CMLs and in line with the planned activities. The Initiative Management Team will submit a detailed report on strategy implementation and the use of allocated funds to the Executive Secretary on a quarterly basis to ensure accountability to the contributing partners and stakeholders.

The Initiative Management Team, in liaison with Secretariat, will be responsible for ensuring continuous monitoring and evaluation of the strategy interventions, with a view to ensuring efficient utilization of resources as well as accountability, transparency, and probity. In liaison with the CMLs, Regional Coordination Teams and the Initiative Management Team will provide periodic reports on the progress, achievements and results of the project, outlining the challenges faced in strategy implementation as well as resource utilization as articulated in the annual work plan.

7.6 RISK AND ASSUMPTIONS

Currently, most of the CML's have a challenge with respect to sustainability funding and therefore the sustainability funding for ACMA would also be a challenge. The establishment of ACMA, however, creates the opportunity to have a single coordinating body for all CML's where a clear focus could be provided to channel all sourced corridor funding through this initiative and thereby creating a benefit to all CML's through various sources of potential funding.

The establishment process together with the role identification of ACMA could be a challenge, but with a clear concentration of the importance of trade and transport facilitation for the African continent on the African agenda, it will add value in that specific dimension.

The target and impact assessment will be outsourced to ensure neutrality and the application of the right type of expertise.

8. ACMA LEGAL BASIS

The ACMA strategy document has its legal basis enshrined in the "ACMA Charter and Legal Framework". This is embodied in the principle that the support from the AU Member States and key stakeholders, including private sector entities, remain on the forefront.

9. ANNEXES

ANNEX 1: AFRICAN ECONOMIC CORRIDORS

ANNEX 1: AFRICAN ECONOMIC CORRIDORS		
Rgn	Corridor Name	Coverage
Central	1 Bas-Congo Development Corridor	DRC, Congo-Brazzaville, and Angola
	2 Poite Noire –N’Zeto	DRC and Angola
	3 Duala-CAR-Chad	Cameroon, Central Africa, and Chad
	4 Cotonou-Niger-Burkina Faso - Mali	Niger, Togo, Mali, and Burkina Faso
	5 TRIDOM (Tri-National Dja-Odzala-Minkebe) Programme	TRIDOM is trans-border forest spread over Cameroon, the Republic of Congo and Gabon
Eastern	6 Southern Agricultural Growth Corridor of Tanzania (SAGCOT)	Tanzania, Zambia, and Malawi
	7 Dar es Salaam Corridor	Tanzania and Zambia
	8 Northern Corridor	Kenya, Uganda, Burundi, Rwanda, and Democratic Republic of the Congo
	9 Central Corridor	Tanzania, Burundi, DRC, Rwanda, and Uganda
	10 Lamu Growth Corridor - LAPSET	Ethiopia, Kenya, and South Sudan
	11 Mtwara Corridor	Tanzania, and Malawi
	12 Barbara – Ethiopia	Ethiopia and Sudan
	13 Djibouti – Ethiopia	Ethiopia and Djibouti
	14 Assab – Ethiopia	Ethiopia and Sudan
	15 Masawa – Ethiopia	Ethiopia – Sudan
Northern	16 Greater Cairo Region Corridors - Cairo-Suez; Cairo- Alexandria; Cairo-Ismailia.	Egypt
	17 Maghreb Coastal	Morocco, Algeria, Tunisia, Libya, and Egypt
	18 Red Sea – Nile	Egypt and Sudan

ANNEX 1: AFRICAN ECONOMIC CORRIDORS			
Rgn		Corridor Name	Coverage
Southern	19	Maputo Development Corridor	Mozambique and South Africa
	20	Zambezi Valley Development Corridor	Mozambique
	21	Coast to Coast Corridor	Mozambique, Swaziland, South Africa, Botswana, and Namibia
	22	Nacala Corridor	Mozambique, Malawi and Zambia
	23	Beira Agricultural Growth Corridor (BAGC)	Mozambique and Zimbabwe
	24	South Corridor	South Africa, Zimbabwe, Malawi and Tanzania
	25	North-South Corridor	South Africa, Zimbabwe and Zambia
	26	Walvis Bay Corridor - Tans-Kalahari, Trans-Capriivi, Trans-Cunene	Namibia, Angola, South Africa, Botswana, Zambia and Zimbabwe
	27	Gauteng City Region Corridor	South Africa
	28	Oranje Corridor	Namibia and South Africa
	29	Malange Corridor	Angola and DRC
	30	Lobito Corridor	Angola and DRC
	31	Madagascar Corridor	Madagascar
Western	32	Abidjan - Lagos Corridor (ALCO)	Benin, Cote D'Ivoire, Ghana, Nigeria and Togo
	33	Dakar-Touba Corridor	Senegal
	34	Dakar - Lagos Trans African Corridor	Senegal and Nigeria
	35	Duala - Ndjemina	Cameroon and Chad
	36	Niger Spatial Development Program	Niger and Nigeria
	36	Abidjan-Ouagadougou Corridor	Cote d'Ivoire and Burkina Faso
	37	Gulf of Guinea Coastal	Nigeria, Togo, Ghana, Cote d'Ivoire and Liberia
	38	Conakry - Buchanan	Guinea, Liberia and Cote d'Ivoire

Source: Past and recent studies and policy documents on corridor-based development – Annex 4

ANNEX 2: MODEL ACMA MANAGEMENT STRUCTURE

The ACMA has three main entities working closely towards realizing the goals and objectives of the Economic Corridors in Africa. These are the General Assembly, the Board of Directors and its Secretariat. The diagram on fig 5 depicts a model institutional structure for ACMA management. The legal basis of the Alliance is embodied in the ACMA Charter, which is cognizant of the AU principles and aware of the practical support it has to retain from CMIs, National Chambers of Commerce and Industry, and the private sector.

General Assembly	<p>The General Assembly shall consist of all full and associate members of ACMA. A full member shall be a CMI. An associate member shall be any institution, organization or individual who shall be recommended by the Board and approved by the General Assembly.</p> <p>The Assembly shall discuss and give adequate guidance to the Board of Directors as appropriate with respect to: Overall policy formulation, vision definition and long term working plan direction for ACMA, determine the conditions of admission of New Members and invitation of Observers, determine the contribution of each category of members to cater for budget expenditure and investment needs, determine the various constituencies based on the regional set-up, appoint the Board of Directors, appoint the Executive Secretary and any Deputy(ies) as it may deem fit, approve the appointment of external auditors or such other experts as may be necessary to examine and report on the general management of ACMA, and take decisions on any amendment related to the ACMA Charter. The Assembly meets once a year.</p>
Board of Directors	<p>The ACMA is formed of the Board of Directors¹⁶ is the governing body of the Alliance. Its functions include, but not limited to, reflecting on government/business partnership, regional balance in leadership and overall strategic guidance for development.</p> <p>The Board of Directors will comprise a total of 7 (seven) representatives, one from each of the sub-regional groupings on the continent, namely, Southern Africa, East Africa, West Africa, Central Africa and Northern Africa (Maghreb), as well as 2 (two) recognized associate/affiliate bodies. The Board of Directors assists the Alliance in formulating strategies for transport and trade facilitation, infrastructure development and harmonization of national and regional policies. It provides policy directions on implementation, inputs and positions to regular regional meetings, and guidance to the Secretariat. The Board of Directors shall hold two ordinary meetings annually. It elects a Chairperson from among the substantive Directors for a two-year term. The Chairs of the Board of Directors rotate among the Corridor States.</p>

¹⁶ During 2nd PANCFMI meeting in Sept 2012, the following institutions were elected to serve on the interim Governing Board: Southern Africa – Walvis Bay Corridor Group (WBG); East Africa – Central Corridor TTFA (CC-TTFA); West Africa – Abidjan Lagos Corridor Organization (ALCO). For the Central African region and the Northern African region did not yet have a CMI established, the meeting recommended and agreed that the respective RECs represent the region until establishment of the CMI. Hence ECCAS and UMA would represent their respective regions on the interim governing board; The two affiliate bodies to serve on the interim governing board were agreed to be PMAESA and PMWACA. The Union of Port Administrations of Northern Africa (UAPNA) will be an integral part of the governing body.

ANNEX 2: MODEL ACMA MANAGEMENT STRUCTURE

Permanent Secretariat	<p>The Alliance Secretariat consists of lean staff members appointed by the Board of Governors in consultations with the stakeholders. It is composed of Executive Secretary of ACMA acting as Chief Executive Officer and Chair of the ACMA Secretariat, Finance / Accounting specialists, operations and procurement specialist (Fig 5 on ACMA Management Model). The Secretariat will have different teams tasked with specific management functions including project management, regional coordination, resource mobilization, information communication technology and marketing. The WBCG would provide Interim Secretariat services until the establishment of the Permanent Secretariat.</p> <p>The Secretariat is responsible for coordinating the implementation of the ACMA and any other decisions or resolutions made by the Boards of Governors and Directors.</p> <p>Provide assistance, support and advice to ACMA Members, specifically, the Bard will:</p> <ul style="list-style-type: none"> • Monitor and report to the Board on compliance by the CMLs with their obligations in terms of this Charter. • Provide secretarial, technical and administrative support to the Boards of Directors and the General Assembly. • Prepare periodic work plans, budgets and progress reports and submit them to the Board of Directors for review and approval. • Undertake planned activities for the business development and marketing of ACMA. • Establish strong, productive and mutually beneficial working relations with interconnecting regional corridors, related institutions and stakeholders, including, especially, a cordial relationship with ACMA's Host Country. • Perform any other responsibilities and duties as may be assigned by the Board of Directors. <p>The Interim Secretariat, which is located in Windhoek, Namibia started operations in June 2016.</p>
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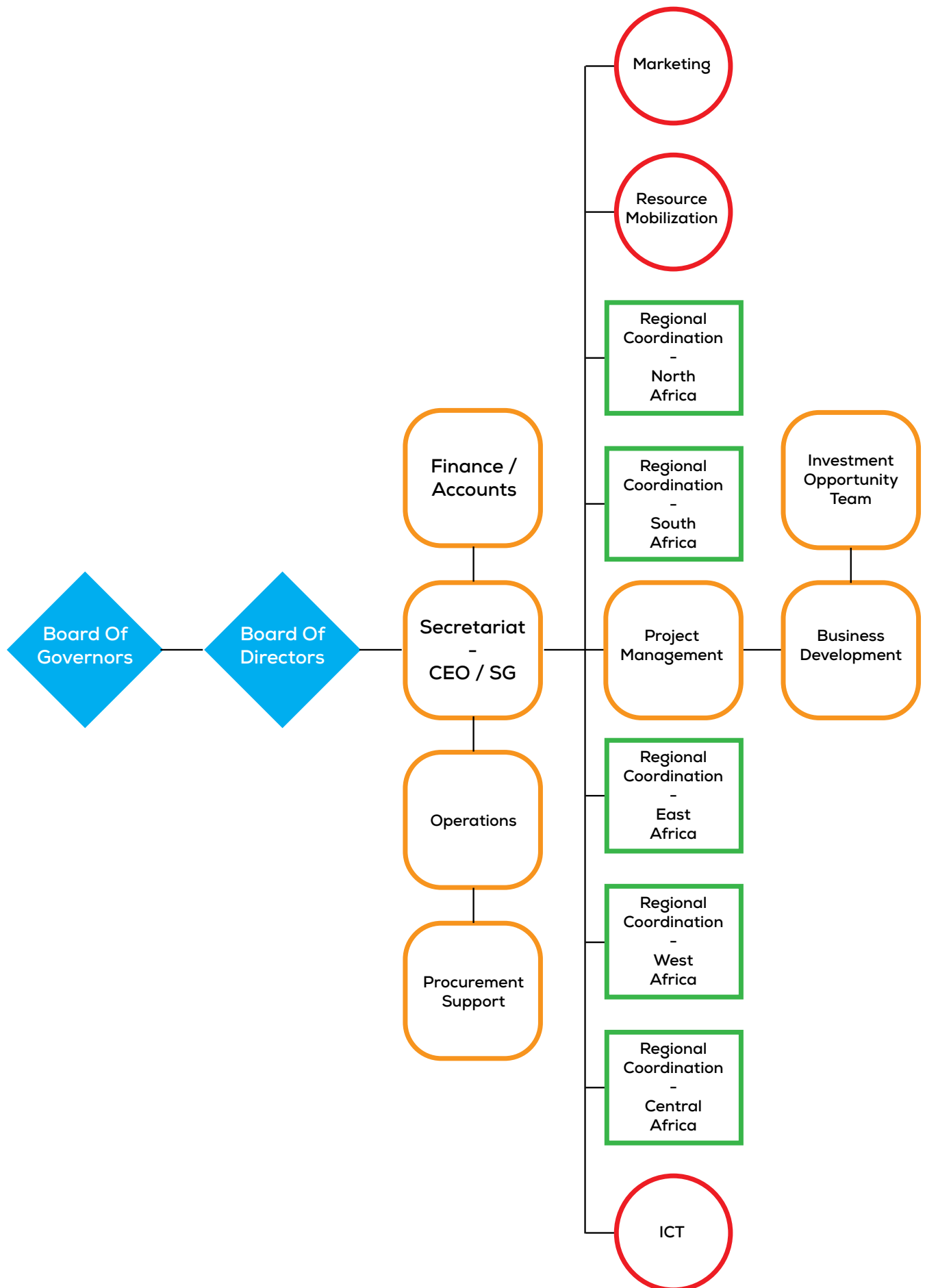


Figure 5: ACMA Management Model

ANNEX 2: MODEL ACMA MANAGEMENT STRUCTURE

Alliance Management	<p>The Management role is responsible for the overall implementation of the project activities under ACMA. This includes ensuring the overall quality and timeliness of all project deliverables, requesting policy support and directions from the Board of Directors when needed, requesting management support from the teams tasked with business development and promoting investment opportunities when needed, liaising with the designated regional coordination staff member, preparing the Board Papers as and when necessary, preparing the QPR, the APR, and the AWP, and requesting direction of the planned and on-going project when needed.</p> <p>The Alliance management will also involve implementation role, which will focus on the actual implementation of the ACMA project activities. This includes ensuring the overall quality and timeliness of all project deliverables, requesting policy support from the Board of Directors through the ACMA Secretary General when needed, and stay in constant communication with CMIs and regional coordination groups.</p> <p>The policy support will be an important facet of Alliance Management. This will focus on policy aspects related to the implementation of the initiatives under ACMA. This includes ensuring the quality of all deliverables under the project, providing policy support to the Secretary General when requested, and liaising with the designated Regional Coordinators.</p>
Regional Coordination	<p>The Regional Coordination role is related to managerial aspects linked to coordination of ACMA initiatives at the regional levels representing the different Chapters of ACMA. This includes ensuring regional level business opportunities are identified for bankability; dissemination of lessons and best practices emanating from the region; contribution to the preparing the QPR, the APR and the AWP. The Regional Coordination Support role is performed by the Regional Coordinators by engaging with the Secretariat on a regular basis and is expected to keep an open line of communication with the other designated technical teams of the ACMA.</p>
Resource Mobilization	<p>The Resource Mobilization role will concentrate on pursuing a strategy for resource mobilization to ensure that the funding needs for CMIs and initiatives under ACMA are met, make efforts to encourage continued support from the development partners and the Corridor States themselves to bridge the identified funding gaps as well as keep liaising with variety of the stakeholders for expanded financial contributions. This includes tapping on those resources concerned with climate change, food security, Africa 50 Funds and Commercial Finance.</p> <p>It will support the Executive Secretary's Office in its effort to harness funding from such sources as the Corridor States themselves, Public Private Partnership and Public investment, aimed at government funding directed to specific undertakings to create a conducive environment for investment and co-financing - comprising the total of cash and in-kind resources contributed by participating partners comprising RECs, member states, other multilateral or bilateral sources, the private sector and NGOs.</p>

ANNEX 2: MODEL ACMA MANAGEMENT STRUCTURE

Information Communication Technology	Information Communication Technology (ICT) role supports the installation of the communication facilities for effective information sharing. The critical functions include design, planning and implementing an electronic network and website for information and knowledge sharing, uploading data and information of case studies and good practices in the Website, and supporting integration of Africa's CMIs with a global network to improve safety, reliability, efficiency and effectiveness of cyber services provided. The ICT works in liaison with the Executive Secretary to promote communication of emerging investment opportunities by use of electronic information. These will include production and dissemination of regular newsletters, web-based information sharing on business cases in the regions and dissemination of marketing materials.
Marketing	The marketing role is to provide space for CMIs to demonstrate their successful initiatives through sharing their success stories. By means of established website network, the CMIs are supported to learn from each other's experiences and connecting them with those institutions able to provide requisite capacity transfer and additional resources. The integral facet of a market role is to promote knowledge sharing in order to enhance learning and cross-fertilization of ideas on innovations and investment possibilities. This is achieved by production of regular newsletters and harnessing electronic media to share emerging lessons and practices. The marketing team works closely with CMIs and the regional coordination teams to generate lessons to be shared for learning.

ANNEX 3: TERMS OF REFERENCE FOR EXECUTIVE SECRETARY / CHIEF EXECUTIVE OFFICER

Background	The African Corridor Management Alliance (ACMA) has been established to provide support in boosting intra-Africa trade, transformation and accelerated integration for sustainable development in the Corridor States. This is to be done within the broader framework of the African Union Agenda 2063 that emphasizes the promotion of unity, solidarity, cohesion and cooperation amongst the Member States. ACMA aims to support effective and efficient management and coordination of the work of Corridor Management Institutions (MCIs) and their partners to maximize the benefits and added values towards the continent's development by harnessing its natural resources. To this end, the ACMA has developed a Strategy Document, with the technical and financial assistance from UNECA, to strengthen the operational capacity of the Alliance. In this regard, an Executive Secretary / Chief Executive Officer will be recruited to guide the operations of the Alliance.
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ANNEX 3: TERMS OF REFERENCE FOR EXECUTIVE SECRETARY / CHIEF EXECUTIVE OFFICER

Duties and Responsibilities	Under the supervision of the Board of Directors, the Executive Secretary / Chief Executive Officer (ES/CEO) shall generally assist in providing operational and administrative oversight of the day-to-day implementation of the ACMA interventions. He / she shall assume full responsibility for managing the initiatives of the Alliance to ensure its future sustainability. In addition, the EG/CEO shall be responsible for developing an innovative resource mobilization strategy and the revitalization of the corridor development processes in the continent. The main tasks to be undertaken by the ES/CEO will include, but not limited to, the following:	
	i	Prepare annual activity implementation work plans and submit them to the Boards of Directors and Governors of ACMA. The ES/CEO will also submit the reports on regular activity implementation, achievements made and tasks not yet completed within scheduled dates, giving reasons for the delay of scheduled tasks with suggestions on action required, if any, to ensure greater and timely results.
	ii	Coordinate activities and processes for using the allocated resources belonging to the Alliance and ensuring accountability to the stakeholders.
	iii	Prepare detailed TOR and provide technical supervision to short-term consultants to undertake studies, training and capacity development activities for both ACMA and CMIs.
	iv	Prepare background documentation and coordinate the activities of the resource mobilization for sustained, effective and efficient management of ACMA initiatives, involving the private sector and development partners.
	v	Delivering outstanding support to ACMA through strong day-to-day process operations, effective management of interventions and careful oversight of planned initiatives.
	vi	Guide the preparation of training materials and then undertake the conduct of regional training workshops for ACMA and CMI staff in the methodology of effective project preparation and analysis in keeping with international standards.
	vii	Lead the preparation of the Board paper for and in servicing the Board Meetings
	viii	Undertake strategy related consultative sessions with stakeholders and development partners as and when feasible.
	ix	Perform any other duties as may be assigned from time-to-time in the implementation of ACMA strategic activities.

ANNEX 3: TERMS OF REFERENCE FOR EXECUTIVE SECRETARY / CHIEF EXECUTIVE OFFICER		
Competencies	Core Competencies - The Secretary General/CEO will:	
	i	Have the capacity to deliver the strategic vision of the ACMA and provide strong leadership in a challenging and changing investment environment in the Corridor States.
	ii	Bring exceptional stewardship to a highly professional and motivated ACMA Team and lead the development of the Alliance philosophy which is rooted on promoting economic transformation that is built on strong forward, side stream and backward linkages, harnessing comparative and competitive advantages of the contiguous and integrated regions for expanded value chain.
	iii	Be commercially astute with the capacity to formulate and grow the joint business development, particularly in generating opportunities for unlocking energy for cross-border investment and trade.
	iv	Have embodied experience and expertise that will equip him/her with the ability to lead the ACMA through establishment stage and future institutional architect so as to ensure implementation and sustainable financing of the Alliance's continental corridor-based development strategy.
	Functional Competencies	
	i	Have the ability to take initiatives, be a team player and coordinate work of a professional team.
	ii	Be computer literate and versed in the use of PowerPoint, Excel and Word.
	iii	Have excellent writing, analytical and communicative skills.
	iv	Have strong interpersonal and communication skills, including influencing and negotiation skills.
	v	Have good understanding of and familiarity with operations of multilateral and financial institutions.
Required Skills and Experience	Academic Qualifications	
	i	At least an advanced university degree in the social sciences particularly, with training and background in management, diplomacy, security and/or economics plus a good understanding of the sources and dynamics of corridor management in Africa.

ANNEX 3: TERMS OF REFERENCE FOR EXECUTIVE SECRETARY / CHIEF EXECUTIVE OFFICER

Required Skills and Experience	Years of experience	
	i	At least ten 10 years of relevant work experience
	ii	Preferably with at least four of such years devoted to work related to management complex integrated programs and / or resource mobilization.
	Language and other skills	
	i	Be fluent in oral and written English or French with a good working knowledge of the other languages being an added advantage.
	ii	Be familiar with Project Management software, Business Process software and other MS Office Suite applications.

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African Corridor Management Alliance

The strategy document is emphatic that the process of transformation from transport corridor to economic corridor pre-supposes a holistic intervention design that ensures a correct combination of both the soft and hard instruments. It explains that hard interventions include infrastructural elements including roads, ports, railways, maritime, aviation industry, energy and telecommunication networks, dams, irrigation infrastructure, market centers, warehouses, and other productive infrastructure. Infrastructure requires long-term investment and must be based on feasible alternatives, implying longer-term higher cost investments.

