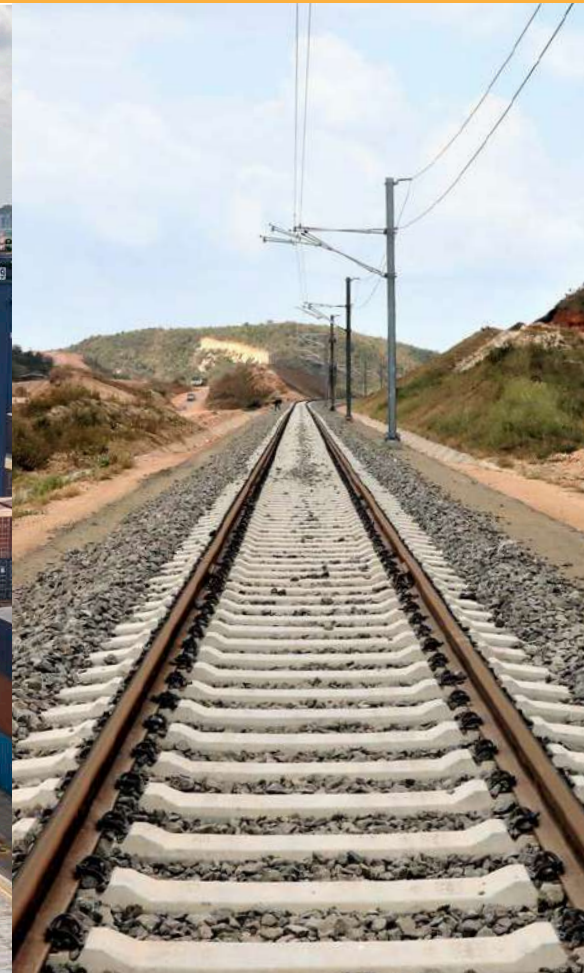
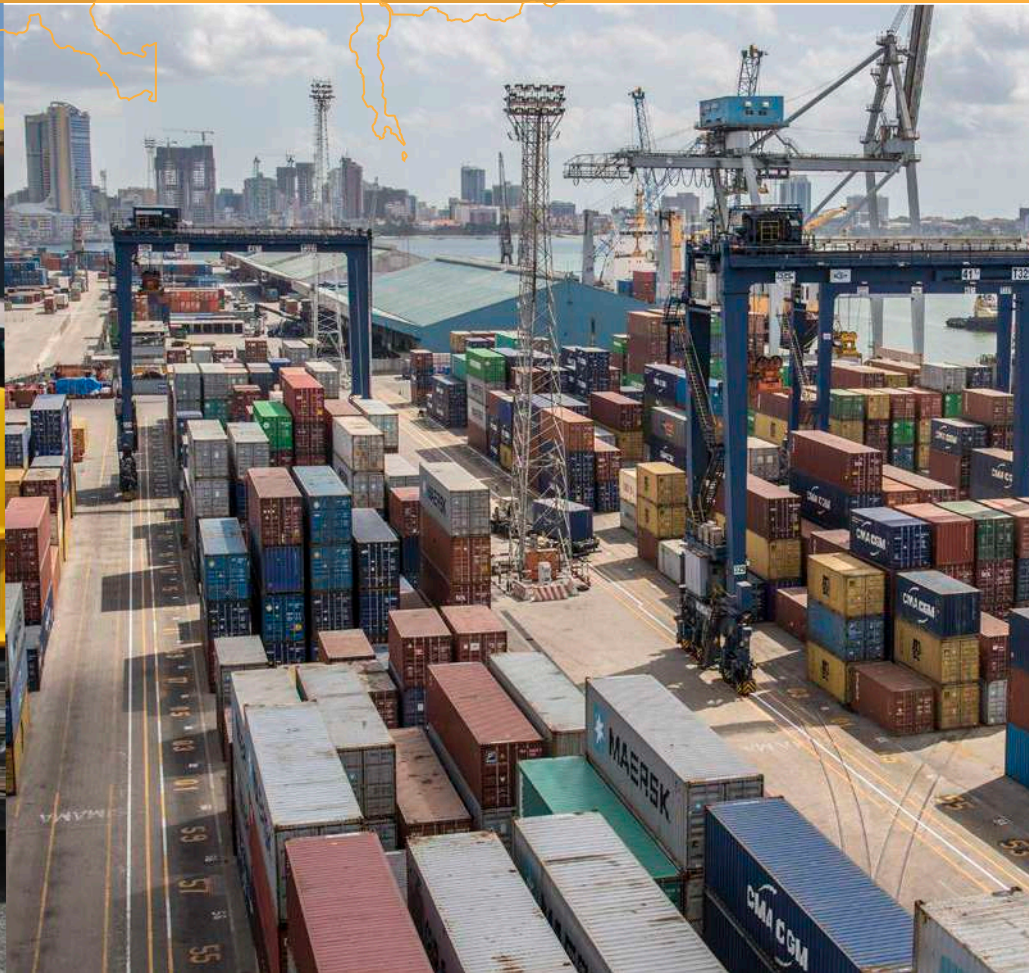


CENTRAL CORRIDOR TRANSIT TRANSPORT  
FACILITATION AGENCY(CCTTFA)

# THE STRATEGIC PLAN 2021 - 2025

**Central Corridor, *The Competitive and Sustainable Trade Route of Choice.***



Summarized  
Version

# CCTTFA

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## ABOUT CCTTFA

Central Corridor Transit Transport Facilitation Agency (CCTTFA) is a multilateral agency formed in 2006 through an Agreement by the five Governments of the Republic of Burundi, the Democratic Republic of the Congo [DRC], the Republic of Rwanda, the United Republic of Tanzania and the Republic of Uganda.

The CCTTFA is charged with the mandate to promote optimal utilization of the Central Corridor, encouraging the maintenance, upgrading, improvement and development of infrastructure and supporting service facilities at port, rail, lake, road border posts and along the route to meet user requirements, ensure open competition and reduce the costs of transit transport for land-locked Member States.

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## ACKNOWLEDGEMENTS

On behalf of the Central Corridor Transit Transport Agency (CCTTFA), I would like to take this opportunity to convey our deep appreciation and gratitude to the governments of the Member States, development partners and the private sector community for their invaluable contributions in the preparation of the Strategic Plan 2021-2025. Particularly, I would like to acknowledge the guidance, support and inputs received from the Member States' governments. The ministries in charge of transport and, in DRC, CEPCOR, worked tirelessly to coordinate and facilitate the field visits by the CCTTFA team in the respective countries. Their support together with the contributions from the ministries in charge of infrastructure, trade, finance and other public agencies are highly appreciated.

In the same spirit, CCTTFA wishes to acknowledge the technical and financial assistance provided by the World Bank/SSATP and TradeMark East Africa (TMEA) which was critical in completing this activity. The World Bank/SSATP provided funding for the services of the consultant who technically led the strategic planning work and for the organization of the validation workshop in Mwanza in November 2019. TMEA provided technical support in the development of the Monitoring and Evaluation Framework of the Strategy. CCTTFA would also like to thank the private sector for its contribution to this strategic planning process. The private sector stakeholders participated in various focus-group meetings during the field visits and generously provided data and information that were indispensable in finalizing the strategic plan.

All the efforts made by the Member States, Development Partners and the Private Sector, will play a critical role in the transformative process that Central Corridor will go through – i.e. shifting to a corridor that supports and facilitates market access across the region by improving connectivity and integration among the Member States, and enhancing competitiveness and resilience of the private sector actors using the corridor.

Finally, I would to commend the CCTTFA Secretariat's team for a job well done. The coordination and support provided to the technical teams working on the strategic plan would not have been effective without the involvement of the Secretariat's team.

Signed:

Captain Dieudonne Dukundane,  
The Executive Secretary, CCTTFA

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## LIST OF ACRONYMS AND ABBREVIATIONS

<b>AfDB</b>	Africa Development Bank
<b>A to N</b>	Aids to Navigation
<b>AUDA</b>	African Union Development Agency
<b>CCB</b>	Container Carrier Bogies
<b>CC</b>	Central Corridor
<b>CCTTFA</b>	Central Corridor Transit Transport Facilitation Agency
<b>CEPCOR</b>	Cellule d'Appui et de Suivi des Projets Intégrateurs et des Activités des Corridors des Transports
<b>CFA</b>	Clearing and Forwarding Agent
<b>CIF</b>	Cost Insurance and Freight
<b>CMI</b>	Corridor Management Institution
<b>COMESA</b>	Common Market for Eastern and Southern Africa
<b>Dev</b>	Development
<b>DGDA</b>	Direction Générale des Douanes et Accises
<b>DIKKM</b>	Dar es Salaam-Isaka-Kigali/Keza-Musongati
<b>DMI</b>	Dar es Salaam Maritime Institute
<b>DP</b>	Development Partners
<b>DRC</b>	Democratic Republic of Congo
<b>DRC ITDP</b>	DRC Integrated Transport Development Programme
<b>EAC</b>	East African Community
<b>ECTS</b>	Electronic Cargo Tracking System
<b>eSW</b>	Electronic Single Windows
<b>EXW</b>	Ex-Works

<b>FOB</b>	Freight on Board
<b>FONER</b>	Fonds National d'Entretien Routier
<b>GHG</b>	Green House Gases
<b>GIS</b>	Geographic Information System
<b>HIV - AIDS</b>	Human Immunodeficiency Virus/Acquired Immunodeficiency Virus
<b>ICD</b>	Internal Container Depot
<b>INCOTERMS</b>	International Commercial Terms
<b>IO</b>	Intermediate Outcome
<b>ISCOS</b>	Inter-Governmental Standing Committee on Shipping
<b>IT</b>	Information Technology
<b>KCCA</b>	Kampala Capital City Authority
<b>LATAWAMA</b>	Lake Tanganyika Water Management
<b>LATRA</b>	Land Transport Regulatory Authority
<b>LVTP</b>	Lake Victoria Transport Programme
<b>M and E</b>	Monitoring and Evaluation
<b>MGR</b>	Minimum Gauge Railway
<b>Mgt</b>	Management
<b>MINECOFIN</b>	Ministry of Finance and Economic Planning – Rwanda
<b>MINICOM</b>	Ministry of Commerce – Rwanda
<b>MININFRA</b>	Ministry of Infrastructure – Rwanda
<b>MOU</b>	Memorandum of Understanding
<b>MOWT</b>	Ministry of Works and Transport – Uganda

<b>MS</b>	Member States
<b>NEPAD</b>	New Partnership for Africa's Development
<b>NTBs</b>	Non-Tariff Barriers
<b>OPRC</b>	Output and Performance Based Road Maintenance Contract
<b>OSBP</b>	One Stop Border Post
<b>OSIS</b>	One-Stop Inspection Station
<b>PIDA PAP</b>	Programme for Infrastructure Development in Africa/Priority Action Plan
<b>PID</b>	Project Information Database
<b>PPD</b>	Public-Private Dialogue
<b>PPP</b>	Public-Private Partnership
<b>PSF</b>	Private Sector Foundation – Rwanda
<b>RN</b>	Route Nationale
<b>RSS</b>	Road Side Station
<b>RTDA</b>	Rwanda Transport Development Agency
<b>RVF</b>	Regie des Voies Fluviales
<b>SADC</b>	Southern Africa Development Community
<b>SAR</b>	Search and Rescue
<b>SCTP</b>	Societe Commerciale des Transports et des Ports
<b>SCT</b>	Single Customs Territory
<b>SEZ</b>	Special Economic Zone
<b>SGR</b>	Standard Gauge Railway

<b>SMS</b>	Short Message Service
<b>SNCC</b>	Societe Nationale des Chemins de Fer du Congo
<b>S01</b>	Strategic Objective 1
<b>S02</b>	Strategic Objective 2
<b>S03</b>	Strategic Objective 3
<b>SSAC</b>	Shangrao Sanqingshan Airport Company Limited
<b>SSATP</b>	Sub-Saharan Africa Transport Policy Programme
<b>STACON</b>	Stakeholder Consultative Committee
<b>TANCIS</b>	Tanzania Custom Information System
<b>TBD</b>	To Be Determined
<b>TEU</b>	Twenty-Foot Equivalent Unit
<b>TICTS</b>	Tanzania International Container Terminal Services
<b>TMEA</b>	TradeMark East Africa
<b>TOC</b>	Theory of Change
<b>TOR</b>	Terms of Reference
<b>TO</b>	Transport Observatory
<b>TPA</b>	Tanzania Ports Authority
<b>TRA</b>	Tanzania Revenue Authority
<b>TRC</b>	Tanzania Railway Corporation
<b>UNRA</b>	Uganda National Roads Authority
<b>URA</b>	Uganda Revenue Authority
<b>VC</b>	Value Corridor
<b>WTO TFA</b>	World Trade Organization – Trade Facilitation Agreement

## FOREWORD



On behalf of the Inter-State Council of Ministers, I am honored to present to the Central Corridor Member States the Central Corridor Transit Transport Facilitation Agency [CCTTFA] Strategic Plan 2021-2025. The aspiration of the Member States in setting CCTTFA was; firstly, to promote the use of the Central Corridor; secondly, to grant each other the right of transit through the respective territories; thirdly, to take all necessary measures for the expeditious movement of traffic and for the avoidance of unnecessary delays in the movement of goods; and fourthly, to strategically position the Central Corridor as the most efficient corridor in East and Central Africa so as to contribute positively to poverty alleviation in Member States. I would like to inform you that the Strategic Plan for 2021- 2025 is aligned to these aspirations of the Members States and aim to deepen our connectivity and integration, and also to improve the competitiveness and resilience of our corridor.

With a changing world economy driven by increased globalisation, digitalisation, threats of global contagion – like the COVID-19 Pandemic, and other emergent challenges. It is critical that our corridor develops and grows in a manner that responds to this demanding global environment. For the Central Corridor to remain relevant and effective in serving the Member States, within this global environment, it is incumbent that its transformation from a cargo access-based corridor to market access-based corridor is executed in earnest. The Strategic Plan 2021-2025 is pivotal in beginning this transformation.

The successful implementation of the Strategic Plan 2021-2025 will depend on the collective efforts of the Member States and on their resolve to address the challenges facing the Central Corridor. The Member States recognize that some of the major challenges facing the corridor as a region can only be tackled collectively. In this regard, I am highly satisfied with the progress achieved over the last strategic plan that spanned the period 2014-2019. I would therefore urge the Member States to keep up the good work and continue fulfilling their commitments and supporting the CCTTFA programs. Dialogue, coordination and collaboration among the Member States will be of paramount importance for the achievement of the CCTTFA goals adopted under this Strategic Plan.

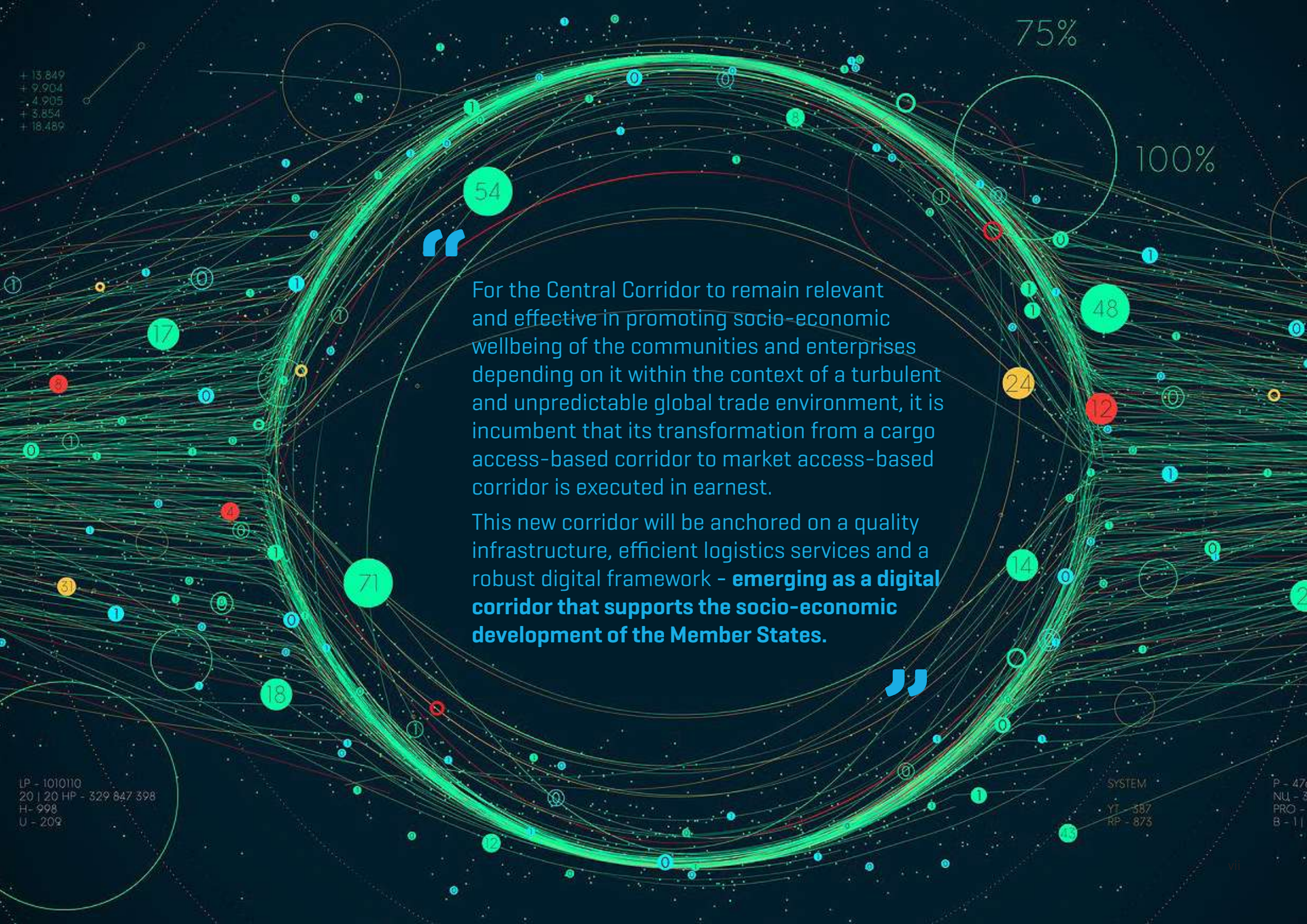
I wish to recognize the critical role played by the Development Partners in supporting the Central Corridor development agenda. Their financial and technical assistance to the Member States and the CCTTFA Secretariat is highly commended. I call upon our Development Partners to continue walking with us this journey of making the Central Corridor the best gateway to and from the sea in the region. I also applaud the valuable partnership between the public and the private sectors in ensuring the smooth movement of cargo along the Central Corridor. I encourage our private sector counterparts to strive towards a more productive public-private sector dialogue in a way to make our partnership even more symbiotic.

The Inter-State Council of Ministers, working with the Board of Directors and the Secretariat, is committed to doing all that will be needed to ensure that the CCTTFA Strategic Plan 2021-2025 is implemented in a timely and cost-effective manner.

A handwritten signature in black ink, appearing to read 'Claver Gatete'.

**Hon. Amb. Claver Gatete**

The Minister of Infrastructure, Rwanda  
Chair, Inter-State Council of Ministers



+ 13.849  
+ 9.904  
- 4.905  
+ 3.854  
+ 18.489

75%

100%

“

For the Central Corridor to remain relevant and effective in promoting socio-economic wellbeing of the communities and enterprises depending on it within the context of a turbulent and unpredictable global trade environment, it is incumbent that its transformation from a cargo access-based corridor to market access-based corridor is executed in earnest.

This new corridor will be anchored on a quality infrastructure, efficient logistics services and a robust digital framework - **emerging as a digital corridor that supports the socio-economic development of the Member States.**

”

LP - 101010  
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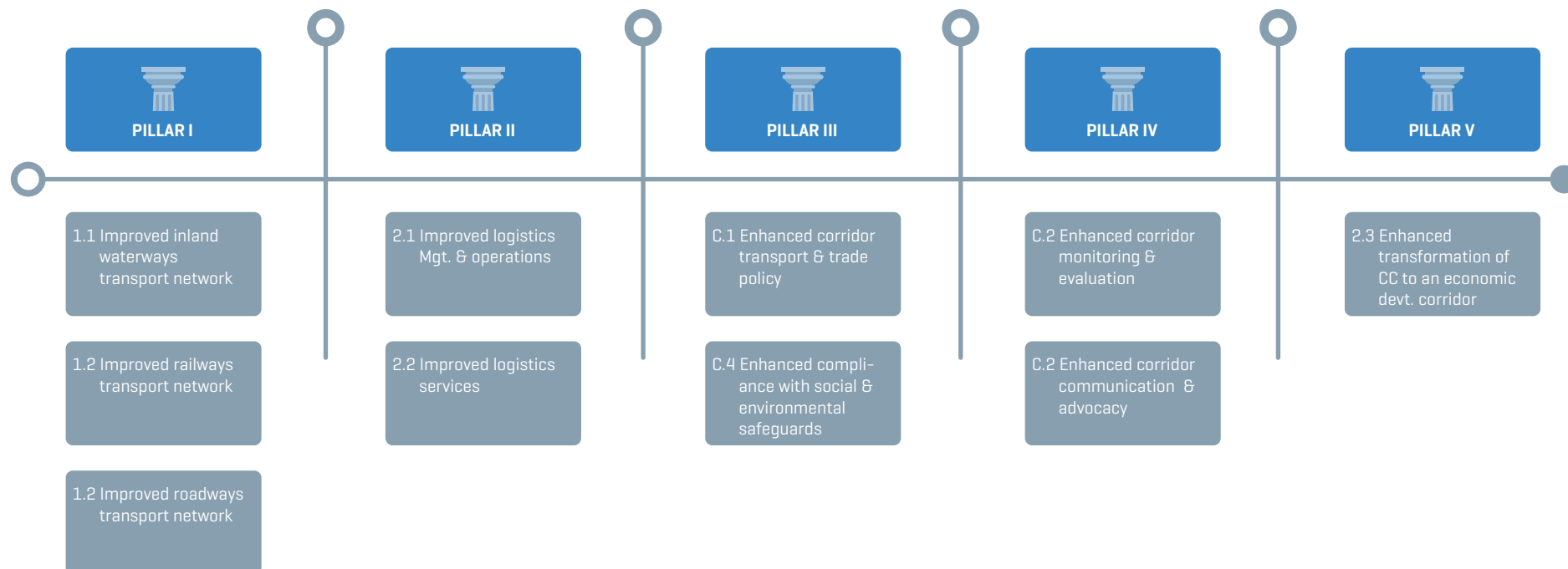
## EXECUTIVE SUMMARY

The Central Corridor is the integrated multimodal transport and logistics network that connects the Central Corridor Transit Transport Facilitation Agency [CCTTFA] Member States to the sea through the port of Dar es Salaam.

Cooperation among the Member States for the development of the Central Corridor is governed by the Central Corridor Transit Transport Facilitation Agreement, which was signed on the 2nd September, 2006. Under the agreement, the Central Corridor Transit Transport Facilitation Agency [CCTTFA] was established with the mandate to coordinate the Member States' efforts of ensuring coordination and cooperation in the management of transit transport along the corridor. CCTTFA delivers its mandate through four main institutions i.e. the Interstate Council of Ministers [ICM], the Executive Board, the Stakeholders Consultative Committee [STACON] and the Permanent Secretariat. The Permanent Secretariat was established in July 2010 with its head office in Dar es Salaam, Tanzania.

The Strategic Plan 2021-2025 is based on the Member States' priorities. It is the culmination of a strategic planning process that involved extensive consultations with key stakeholders across the Central Corridor region. Furthermore, the planning process built upon and was informed by the achievements and critical lessons learnt from the implementation of the previous strategic plan and other CCTTFA programs.

This strategic plan therefore anchored on sound updated vision, mission and goals that have been discussed and agreed upon by the Member States.



The formulation and implementation of this strategic plan is anchored on the Theory of Change (TOC) that the Secretariat has developed to inform the transformation process of the corridor through the implementation of defined and scoped projects and interventions that are geared towards making the corridor better connected and integrated, and more competitive and resilient as per aspirations of the Member States.

Within the TOC framework the interventions and projects have been structured around five major strategic goals, also designated as pillars. Under

each of the five pillars, there are 10 intermediate outcomes that CCTTFA will seek to achieve are formulated. The interventions required to achieve each intermediate outcome are also identified and well formulated

Included in this strategy is a Macro-Level Business Plan covering the 5 year period. It indicates the specific activities that will be implemented under each intermediate objective and each intervention. It also presents a broad timeframe and broad cost estimates for all the interventions and activities to be undertaken by CCTTFA.

It is high-level representation of what the major work streams will be and how they will flow over the five years as well as the rough costs that will be involved. There is also an inclusion of the priority projects of the Members States. This information provides a clear vision and framework of the deliverables and their associated (estimated) costs of this strategy.

The novelty of the strategy is the TOC and its related M&E framework. This will be digitalised in the form of the Results Monitoring Tool that the Secretariat is developing.

# 1.0

## MEMBER STATES

The CCTTFA Member States are:

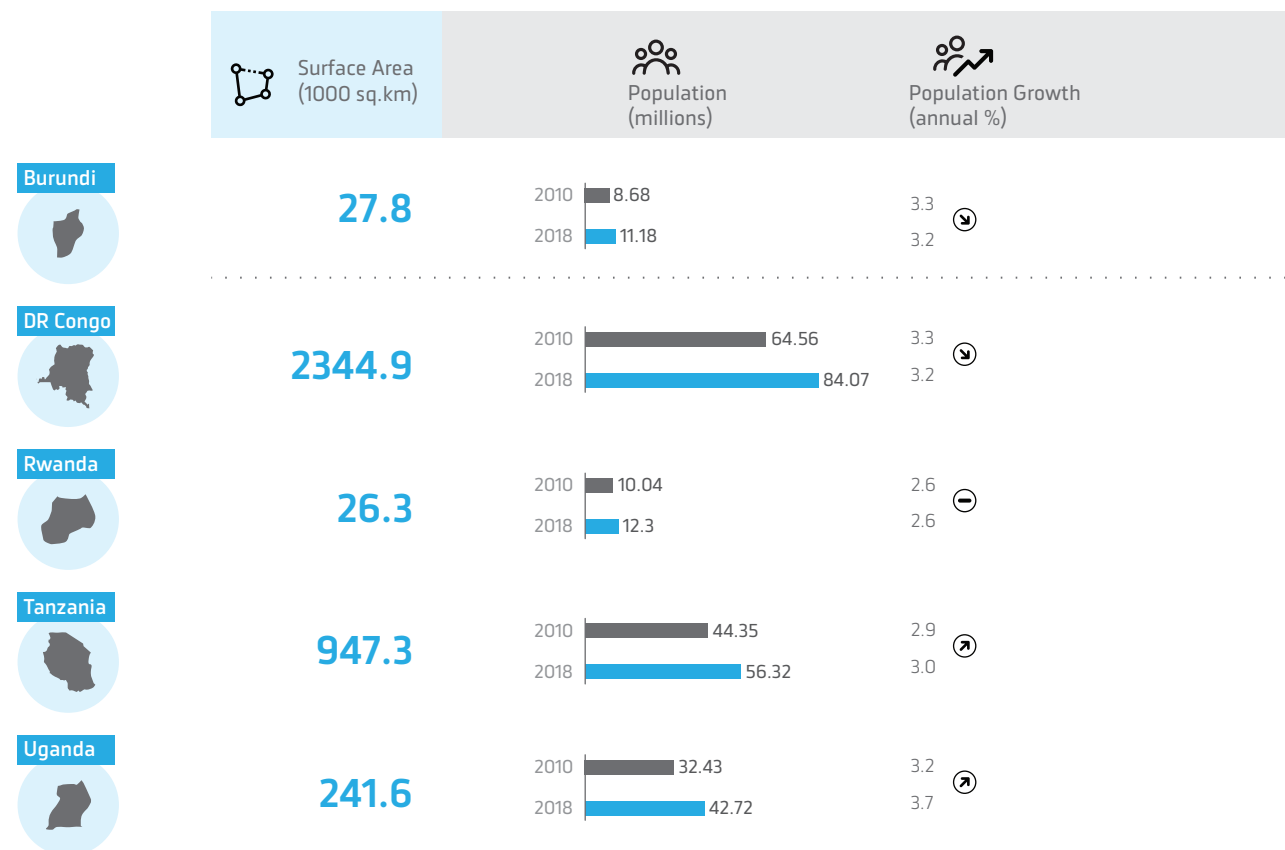
- The Republic of Burundi
- The Democratic Republic of Congo
- The Republic of Rwanda
- The United Republic of Tanzania
- The Republic of Uganda

The territory served by the corridor has a combined population of more than 200 million people and a GDP of around 150 billion US Dollars. With the exception of Tanzania, all the above countries are part of the 16 African landlocked states.












































Some of the regions served by the Corridor are among the remotest regions from the sea on the African Continent.

Landlocked countries in general face greater challenges than other countries not only in terms of higher cost of freight services but also due to a high degree of unpredictability in the transportation time and frequency of shipments.

## Key Information on the Central Corridor Member States and their Economies (2010 and 2018)



The World Bank [Country Profiles]: <https://data.worldbank.org/country>

GDP						 Mobile cellular subscriptions (per 100 people)  = 10	 Individuals using the internet (% of population)
Total (current USD billions)	Growth rate (%)	% Agriculture, forestry & fishing	% Industry (incl. construction)	% Exports of goods & services	% Imports of goods & services		
2.03 	5.1%	 38% 29%	 15% 11%	 10% 9%	 30% 30%	 19.3  56.5	 1% 2.7%
21.57 	7.1% 5.8%	 21% 19%	 39% 44%	 41% 34%	 50% 38%	 18.3  43.4	 0.7% 8.6%
6.15 	7.3% 8.6%	 24% 25%	 16% 17%	 11% 19%	 28% 30%	 35.3  78.9	 8% 21.8%
32.01 	6.3% 5.4%	 26% 29%	 24% 25%	 20% 15%	 28% 17%	 47.3  77.2	 2.9% 25%
26.46 	5.6% 6.2%	 32% 23%	 25% 27%	 14% 15%	 25% 22%	 39.6  57.3	 12.5% 23.7%

## 1.2 CCTTFA AGREEMENT



Burundi



DR Congo



Rwanda



Tanzania



Uganda

CCTTFA is an inter-governmental agency and a Corridor Management Institution [CMI] created through the cooperation arrangements among the five states. It aims at accelerating the development of the Central Corridor and it is governed by the Central Corridor Transit Transport Facilitation Agreement signed by the respective Governments on the 2nd September, 2006.

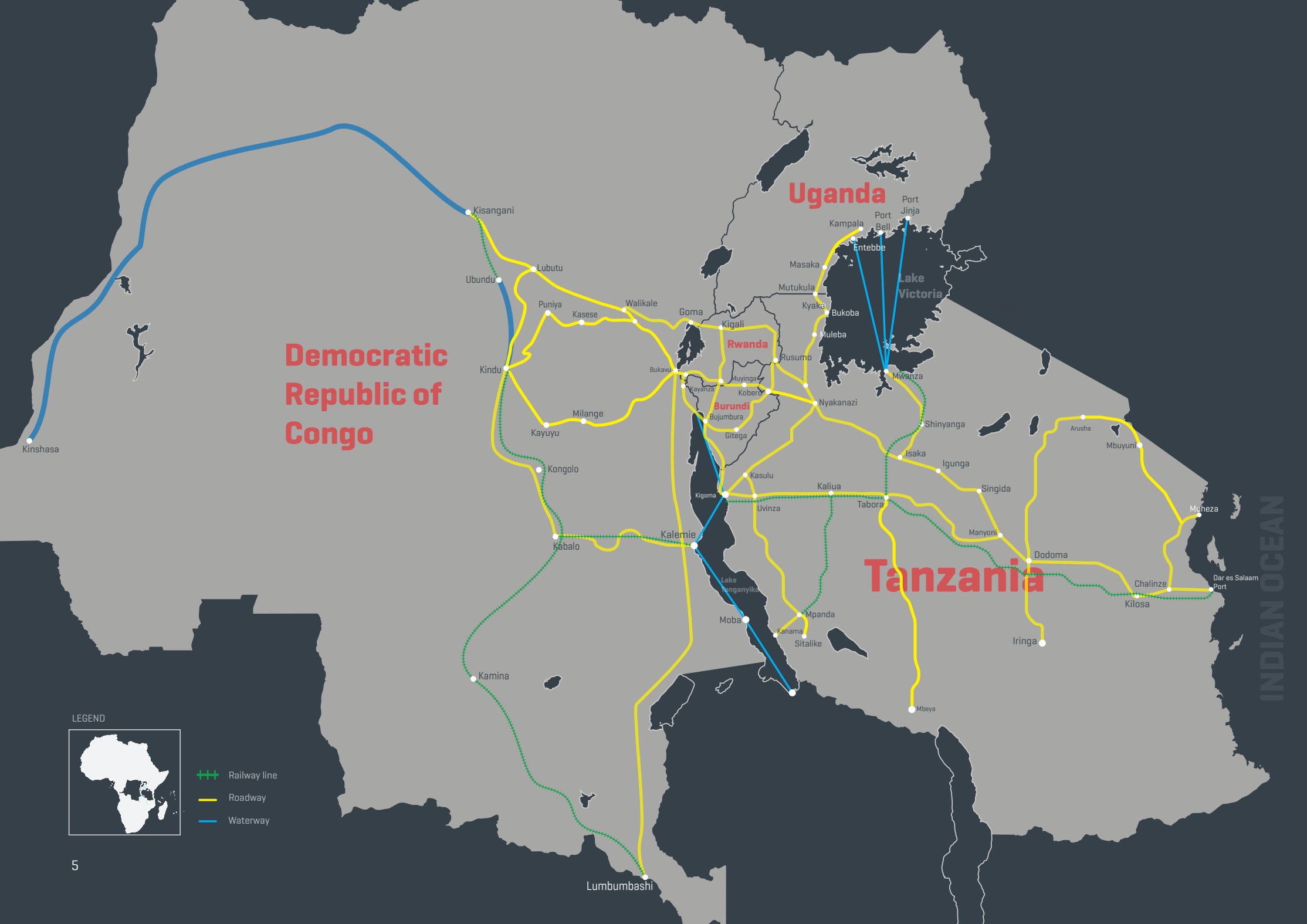
The agency has a mandate to coordinate the Member States' efforts in implementing the corridor's agreement. Under this agreement, the mandate of CCTTFA is spelt out as follows:

- a. To ensure that the Central Corridor is available to importers and exporters from landlocked states of Burundi, DRC, Rwanda, and Uganda as an efficient and economic addition to other trade routes, probably the most cost-effective.
- b. To actively market the corridor with a view to encourage its increased utilization in order to improve international and domestic traffic levels.
- c. To support planning and operations of the Corridor by Member States through proactive collection, processing and dissemination of traffic data, analysis of competitive corridors and business information.
- d. To promote the sustained maintenance of infrastructure and encourage development of the Central Corridor and ensure that such development, in infrastructure and other supporting services, meet the current and anticipated requirements of the users.
- e. To ensure that an open and competitive environment is maintained among corridors.
- f. To facilitate mutually-beneficial business partnerships between Member-States.
- g. To create a strategic, high level partnership between senior government officials and business leaders.
- h. To encourage the upgrading and development of port, rail, lake, road and border post infrastructure.
- i. To encourage cost reduction associated with moving freight along the corridor.
- j. To encourage the implementation of the on-going bilateral projects.
- k. To encourage the implementation of road traffic standards and the implementation of national legal and regulatory harmonization.
- l. To harmonise the existing bilateral transport agreements concluded between the corridor states.
- m. To encourage the implementation of improved customs transit procedures and the implementation of joint customs controls and juxtaposed customs offices at land borders and seaports.
- n. To improve services and facilities along the corridor to encourage commercial and tourist activity as well as increased transport efficiency and traffic.
- o. To cooperate, where appropriate, with other regional bodies that share similar objectives.

## 1.3 CCTFA INSTITUTIONAL STRUCTURE

CCTFA institutional structure is made up of levels of representatives from the Member States and policy organs constituted under the CCTFA Agreement. The flow chart alongside is a summary of the various organs and their roles and responsibilities:





LEGEND



## 1.4 MAP AND GEOGRAPHY OF CENTRAL CORRIDOR

### 1. Lake Tanganyika Route:

The Lake Tanganyika route comprises rail, road and inland waterway links. The main transport infrastructure network on this route extends from the Dar es Salaam Port with parallel rail and road links to Morogoro, Dodoma, and Tabora in Central Tanzania. It extends further westwards up to the port of Kigoma on Lake Tanganyika. There are a satellite of ports on the lake – port of Bujumbura in Burundi; the ports of Kalemie and Kalundu on the DRC side of the lake. Through L. Tanganyika, the route provides road, rail and rail/river (Congo) connections to Lubumbashi, Bukavu, Goma, Kindu, Kisangani and other destinations in DRC. The route also provides access to Eastern DRC can as well be accessed through the Gatumba/Kavimvira border (Burundi/DRC) as the land link with the lake. Additional accesses along this route are provided through the Luhwa One Stop Border Post (OSBP) (Burundi/Rwanda), which leads to DRC through the Bukavu and Goma (Rwanda/DRC) border posts.

### 2. The Overland Route

The Overland Route consists of all-road links with rail/road options. From Dar es Salaam, it follows the same alignment and uses the same infrastructure of the Lake Tanganyika Route up to Tabora, Central Tanzania. At the Tabora junction, the route extends northward to Isaka with parallel road and rail links. In Isaka, the railway line stops and the all-road link extends westward to Nyakanazi, Lusahunga and Nyakahura onward to the Rusumo Falls OSBP (Tanzania/Rwanda) and the Kobero OSBP (Tanzania/Burundi). From Lusahunga, an extension of this route turns northward (along the western shore of Lake Victoria) to connect Uganda at the Mutukula OSBP. From Rusumo Falls, the Overland Route extends by an all-road link to Kigali (and other destinations in Rwanda) and onward to Eastern DRC through Bukavu border post and Goma OSBP. From the Kobero border post, the Overland Route extends by road to Bujumbura (and other destinations in Burundi) either through Kayanza in Northern Burundi or through Gitega in Central Burundi. The route then connects to Eastern DRC and Western Rwanda. From Mutukula, the Overland Route extends by road to Kampala and other destinations in Uganda, Eastern DRC and South Sudan.

The Overland Route has a supplementary route that is developing rapidly alongside the Lake Tanganyika route. It consists of the Dar es Salaam-Kigoma road up to Kasulu from where it branches off to the Manyovu/Mugina border post (Tanzania/Burundi). From here it connects the major economic centres of Musongati (region rich in nickel mines) and Gitega, the political capital of Burundi. The route then extends further to Bujumbura with the option to feed into the links to Eastern DRC and Western Rwanda.

### 3. The Lake Victoria route

The Lake Victoria route comprises the same rail line and road that is part of the Overland Route from Dar es Salaam up to Isaka. It then extends northward to the lake port of Mwanza with both road and rail links. The Mwanza Port connects to Uganda's Port Bell and Jinja Ports; the former carrying most of the loads as it is situated 9 km from Kampala. From Port Bell and Kampala, the route is connected to various destinations in Uganda, DRC (through Bunagana, Ishasha, Mpondwe, Goli and Aru borders) and South Sudan through the Nimule and Oraba borders.

#### 4. The Tanga Route

This route is not currently operational as a transnational trade system. However it is an emerging corridor that is expected to play an important role in the medium term owing to the planned construction of the 1443 km Hoima-Kampala-Musoma-Tanga crude oil pipeline. Moreover discussions have been going on between Tanzania and Uganda on the possible extension of the road/rail links that would transform this corridor into a competitive transit route for Uganda. Currently this route comprises parallel rail and road links stretching from the port of Tanga (north of Dar es Salaam) to Arusha via Moshi in North-eastern Tanzania.

#### 5. The Spur Route

The three major transit routes as presented above are further extended by a network of spur links. Some of these spurs are major international trade routes that connect the Central Corridor region internally and with other regions.

These spurs make it possible to access almost any destination in the Central Corridor region from the port of Dar es Salaam. The most important spur routes include:

- **The Bujumbura-Kigali-Kampala-Nimule-Juba spur**, which is a major regional trade route that is part of the backbone infrastructure system of the Northern Corridor.

- **The road network in the DRC's eastern border with its neighbours Burundi, Rwanda and Uganda.** On the DRC side, the spur network extends from Lubumbashi to the ports of Kalemie and Kalundu and runs across the entire length of the Great Lakes region up to the Aru border post (DRC/Uganda) near the South Sudan border. This north-south spur connects all major towns in Eastern DRC such as Uvira, Bukavu, Kisangani, Goma, Beni and Bunia to any of the three major routes of the Central Corridor.

On the Burundi/Rwanda/Uganda side, the spur runs from the Manyovu/Mugina border onward to Bujumbura and, through the Luhwa OSBP (Burundi/Rwanda), connects the towns of Kamembe, Karongi and Rubavu on the shore of Lake Kivu in Western Rwanda.

The road then stretches further northward to western Uganda, through the Cyanika border post (Rwanda/Uganda) onward to Kasese near the shore of Lake Albert with access road links to Kampala and other destinations in Uganda.

- **The road network running from South-West Tanzania to L. Victoria.** The main trunk road of this spur route is Mbeya-Kigoma-Kasulu-Nyakanazi-Mwanza. It connects Southern Tanzania and Southern Africa to the Central Corridor.



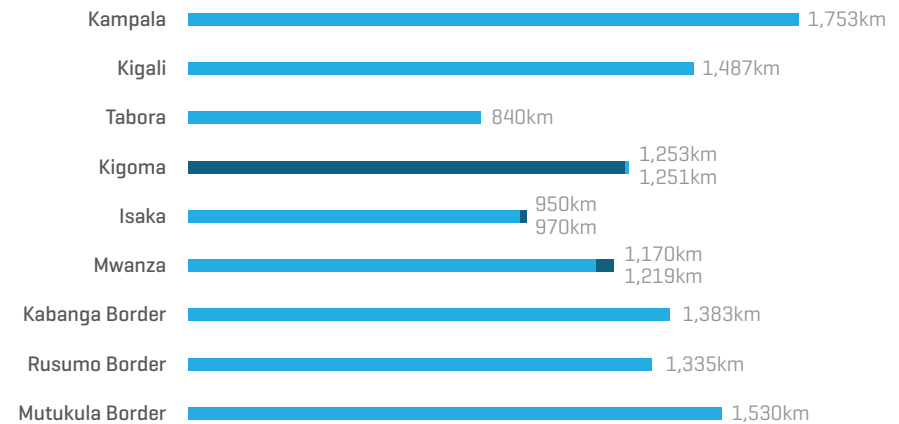


## Summary of the Distances from DAR ES SALAAM PORT TO THE MAIN INLAND DESTINATIONS

### From Dar es Salaam Port



### Inland Destinations From Dar es Salaam Port



# 2.0

## STATUS OF THE CENTRAL CORRIDOR

The Central Corridor still suffers from high transport and logistics costs and slow movement of freight along its major routes. This situation significantly arises from gaps and deficiencies in the capacity and the performance of the corridor's transport and logistics chain.

The main challenges are related to poor infrastructure as well as inefficient cargo logistics systems and practices. They also include restrictive administrative and regulatory requirements, which account for substantial delays mostly at the port of Dar es salaam, border crossings, weighbridges, police and customs checkpoints as well as inland cargo hubs.

These challenges are compounded by the high costs associated with cargo trucking (compared to rail or waterway transport operations) considering that more than 90 % of transit traffic on the Central Corridor is currently carried by road. As a result, the trade logistics costs and the price of goods are high; the reliability in the delivery of shipments is low and the competitiveness of the regional economies in global trade is below par.



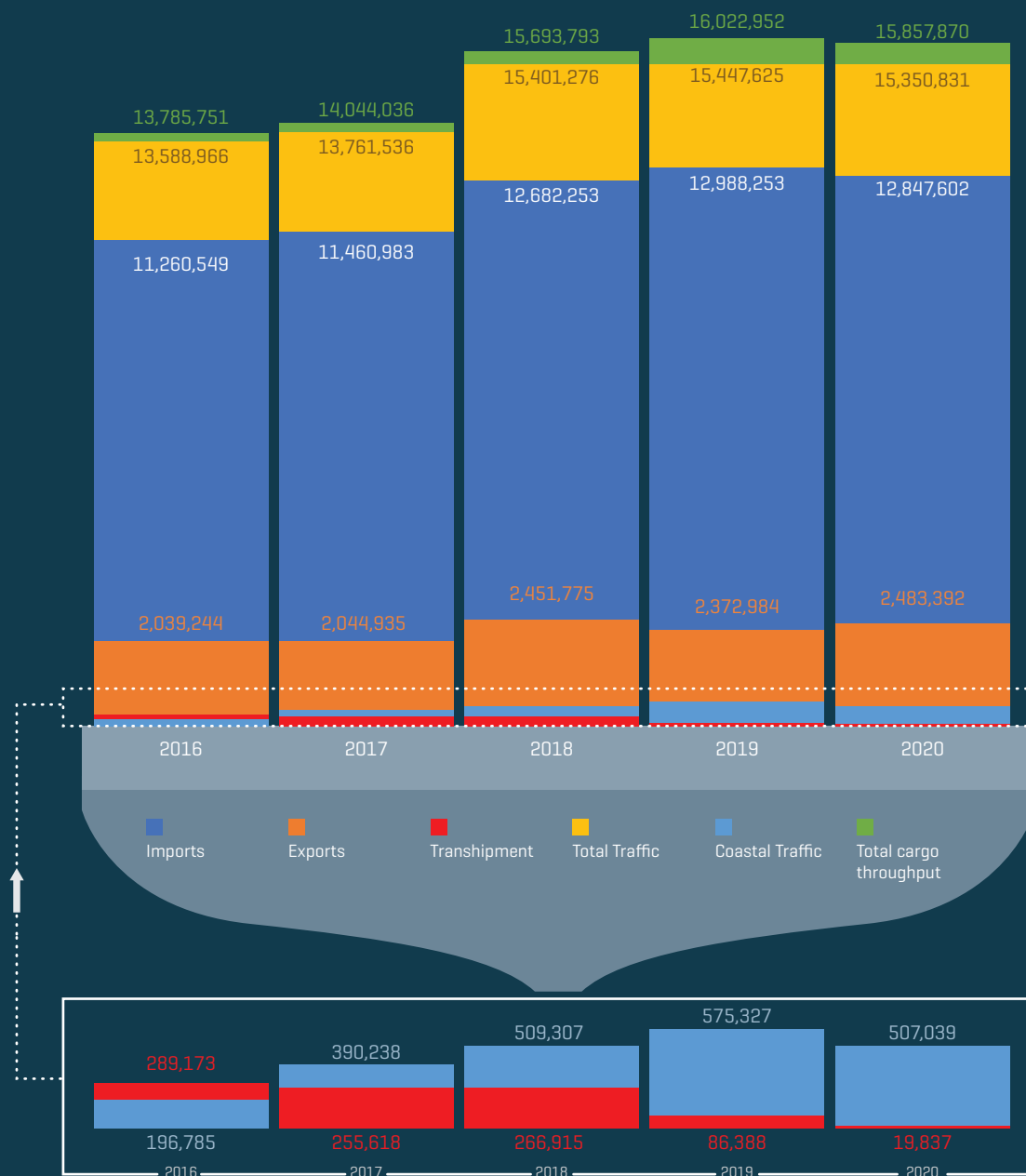
## CURRENT PERFORMANCE

Between 2016 and 2019 the total cargo throughput at the port of Dar es Salaam has gradually increased with cargo volumes having grown by 2.1% between 2018 and 2019.

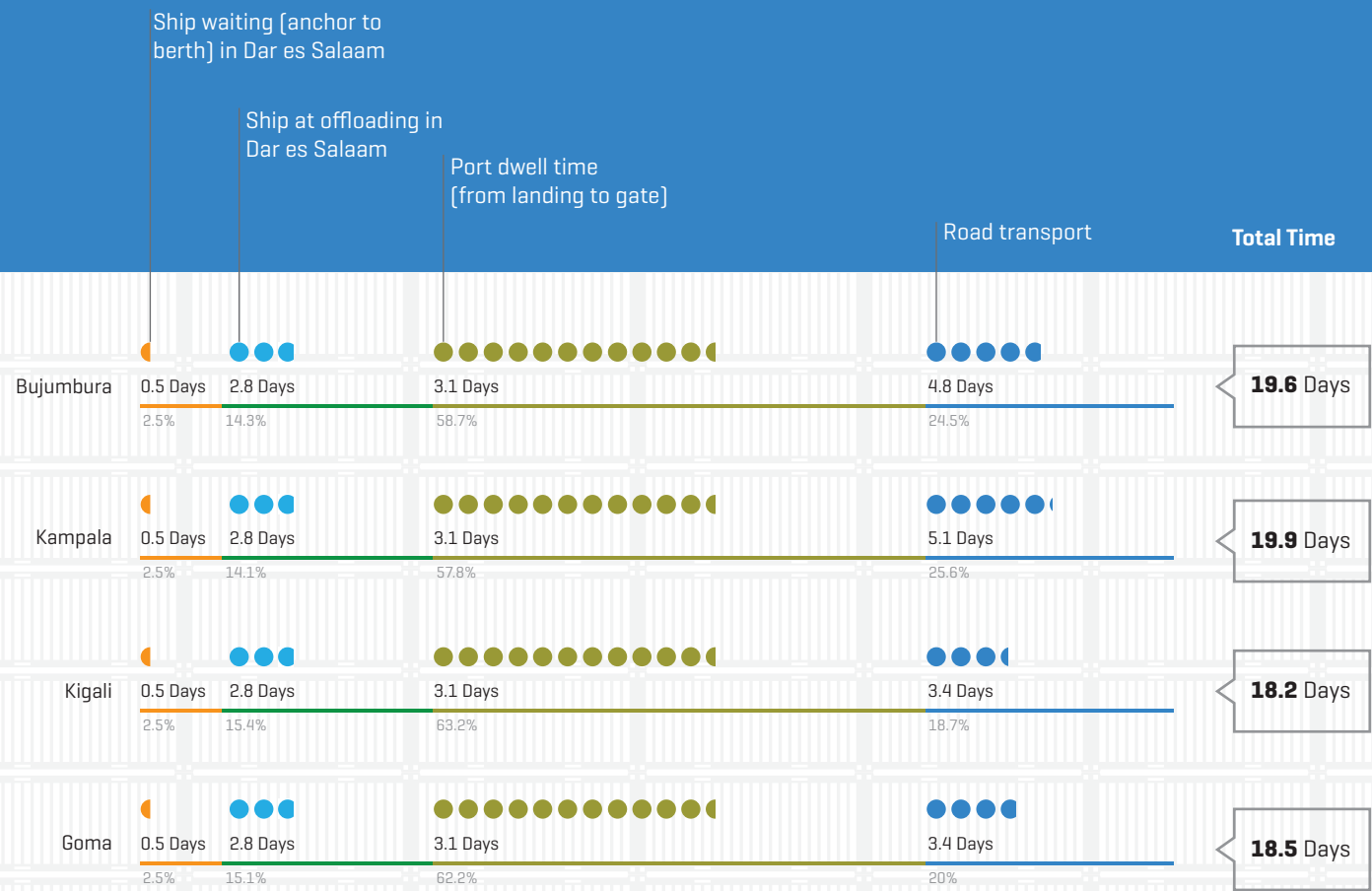
This marked improvement is mainly attributed to enhanced effectiveness and efficiency on cargo handling and operational management.





While there is improvement in the cargo throughput along the corridor, the cost and time to move goods to the landlocked countries has not significantly improved. This has been compounded by the collapse of the rail-lake intermodal transport operations and the general underdevelopment of cargo logistics infrastructure and services along many segments of the Central Corridor.

As a result, the CCTFA Member States incur abnormally high costs of transport and cargo logistics and have to contend with long delays in cargo delivery to/from the Dar es Salaam port. This exerts a heavy burden on production and hinders access of regional exports to global markets thus impacting negatively on the region's economic competitiveness.



Tables 4 and 5 provide a clear picture of the time and cost constraints faced by the shippers and freight operators using the Central Corridor.



	Bujumbura	Kampala	Kigali	Goma	Bukavu
 Shipping Lines' Charges	\$28	\$28	\$28	\$28	\$28
 Port Charges					
Wharfage	\$240	\$240	\$240	\$240	\$240
Handling	\$90	\$90	\$90	\$90	\$90
Storage [Note 1]	\$20	\$20	\$20	\$20	\$20
Removal [Note 2]	\$100	\$100	\$100	\$100	\$100
<b>Total</b>	<b>\$450</b>	<b>\$450</b>	<b>\$450</b>	<b>\$450</b>	<b>\$450</b>
 CFA Charges	\$300	\$258	\$360	\$400	\$400
 Road Transporters Charges	\$3,400	\$2,950	\$3,500	\$4,800	\$4,800
 Indirect Costs [Due to delays]	\$586	\$596	\$577	\$582	\$587
<b>Total</b>	<b>\$4764</b>	<b>\$4282</b>	<b>\$4915</b>	<b>\$6260</b>	<b>\$6265</b>

## 2.2 STATUS OF INFRASTRUCTURE

Due to increased economic activity along the corridor, insufficient investment in infrastructure development and maintenance, resulting in a state of increased infrastructure deficit, the corridor's performance has either stagnated in some sections or decline in other. As a response to this, Member States are making efforts upgrading and expanding infrastructure in a bid to narrow the current deficit.

The key regional integration and corridor development initiatives [completed or ongoing] undertaken or planned by the Central Corridor Member States include:

- i. The rehabilitation and expansion of the cross-border road network, which is at an advanced stage in Burundi, Rwanda, Tanzania and Uganda.
- ii. The rehabilitation of the m-gauge [MGR] railway network ongoing for some sections in Tanzania and in Uganda.
- iii. The construction of a SGR network ongoing along two railway sections in Tanzania and planned in the other Member States.
- iv. The rehabilitation and expansion of the Dar es Salaam port and the lake ports [ongoing for some projects and planned for others] including upgrading of cargo handling equipment as well the dredging, deepening and widening of the approach channels.
- v. The rehabilitation and expansion of international airports which are well advanced.

- vi. The development of roadside stations [planned], one-stop inspection centers [ongoing in Tanzania] as well as health and wellness centers for corridor users [planned].
- vii. The impending development of a crude oil pipeline from Hoima, in Uganda, to the Indian Sea port of Tanga in Tanzania [planned].
- viii. The upgrading of the Uvira-Bukavu [130km] road in DRC; with connections to Burundi, Tanzania and Rwanda

### 2.2.1 WATERWAYS

#### Lake Transport

Majority of the ports along the lakes are in poor condition; with docking facilities and cargo handling equipment at both ports in unusable state. AtoN infrastructure and installations in ports and along waterways are lacking or in bad condition; and some ports require major dredging and installation of modern cargo off-take infrastructure. On the Port Bell/Jinja-Mwanza route, both Port Bell and Mwanza South are in poor condition.

A similar situation prevails on Lakes Tanganyika and Kivu and, deeper into the DRC hinterland, along river Congo. All the ports including Kigoma, Bujumbura, Kalundu, Kalemie, Moba, Bukavu and Goma require rehabilitation and/or expansion of their infrastructure and facilities. The ports on Lake Kivu are particularly more degraded. In addition, there are major gaps in cargo handling equipment and warehousing facilities at all the lake ports.



The river transport infrastructure in DRC is in unusable state. The backbone network of the river Congo waterway [from Kisangani towards Kinshasa] is operational but at a low level of performance as it suffers from lack of regular dredging and gaps in port infrastructure and aids to navigation. Up to the 1980s, the waterway was highly competitive and formed the backbone of freight transportation in DRC. However, over the years, its performance deteriorated to the point that river transport has now become very slow and unsafe. DRC has 25000 km of navigable waterways under RVF management out of which 15000 km are classified in category 1 [minimum draft of 1.5 m].

#### Inland Cargo Terminals

The Central Corridor has a large deficit in inland cargo terminals, which are critical economic infrastructure serving local production as well as regional and international trade. In the context of the Central Corridor, they operate as cargo handling, transshipment, warehousing and distribution terminals as well as customs clearing and forwarding points for imports and exports. In the future, as the region embraces advanced logistics practices, cargo terminals are also expected to operate as goods packaging and value addition centers.



The Member States have made efforts in the development of inland cargo terminals. Apart from the lake ports and airports, the existing major cargo terminals include the MAGERWA Dry Port and the Kigali Logistics Platform in Rwanda, Isaka Dry Port [under rehabilitation] in Tanzania and the Mukono rail/road ICD in Uganda. The ongoing or planned projects include the construction of the Ruvu – Kwala Dry Port [as a way to de-congest the Dar es Salaam Port] and the Katoshu Dry Port in Kigoma, Tanzania. Other projects include the ongoing development of the Gulu Logistics Hub [under construction] in Uganda and the planned construction of a new port in Bukasa.

#### Dar es Salaam Port

The Dar es Salaam port is the Central Corridor's gateway to/from the sea and hence the global markets. It plays a critical role in ensuring the smooth flow of imports and exports to/from the Member States. However the port of Dar es Salaam has over time faced challenges that have undermined its performance. The layout, design, capacity and performance of the port infrastructure have been overtaken by time. Most of the infrastructure requires rehabilitation and expansion. For example, the port's maximum draught is 10.4m in the port basin and 10.5 m in the entrance channel. As a result the port can only handle ships of up to 2,500

TEUs capacity since mega ships [carrying up to 18000 TEUs] require a minimum draught of 15 m. Similarly the current container terminal operated by TICTS [berths 8 to 11] has reached its maximum capacity. Its design capacity is 400,000 TEUs while in 2017/18 the terminal handled 535,515 TEUs. This puts a high pressure on the available resources including container handling equipment and container stacking areas. The port layout does not provide for areas suitable for all-weather loading of bulk cargo especially when it is raining.

## 2.2.2 Railways

### Status of the MGR Network

Historically, the Central Corridor was endowed with a relatively dense railway network that not only linked the region to the main gateway, the port of Dar es Salaam, but also was well connected to the Northern Corridor and the Southern Africa railway networks. This opened up the region to wider trade opportunities. Although the network has deteriorated and large sections are no longer operational, its performance can be revived subject to the required rehabilitation and reconstruction works being undertaken.

In the past, the railways sector accounted for a large share of the regional freight market. This was due to the then railways' high performance, intermodal connections with the inland waterways and the then poor performance of the road transport sector. However, since the last three decades, the condition of the Central Corridor railway network has deteriorated considerably. This has led to low traffic levels as most cargo has shifted to the road network. This situation has been compounded by the remarkable improvements that took place in the road sector. The improved physical condition of the roads coupled with the liberalization of the transport sector has opened the way for the trucking industry to freely and effectively compete with the other

modes of transport. This prompted Tanzania and Uganda to embark on separate railway concession programs as a way to revitalize the sector. However the two programs failed to sustainably improve railway services and had to be terminated with the sector reverting back to full government control.

The railways in DRC are in an even worse situation. DRC has three differently managed rail networks that are not interconnected. The Kinshasa-Matadi line is outside the Central Corridor region and is managed by SCTP. The network that was serving North-Eastern DRC is degraded to the point that it has stopped operating for a long time and would require reconstruction. The network serving South-Eastern DRC has its main hub in Lubumbashi. It is managed by SNCC [Societe Nationale des Chemins de Fer du Congo] and is the one that currently serves the Central Corridor. This network is barely operational due to severe deterioration of rail lines and the rolling stock.

At regional level, there are two key projects, of which some sections are under implementation while others are under preparation. The Dar es Salaam-Isaka-Kigali/Keza-Musongati (Dar Es Salaam-Isaka-Kigali rail project) project started in 2005 with the signing of the associated agreement between Burundi, Rwanda and Tanzania. The other regional project is the Uvinza-Musongati

rail line. It will be 240 km long with the Tanzania side [Uvinza-Malagarasi] accounting for 156.6 km and the Burundi side [Malagarasi-Musongati] accounting for 84 km. The main demand for the rail line's services is expected from the Musongati nickel mines that are expected to generate a traffic volume up to five million tons per year.

At national level, the SGR program in Tanzania will be developed in two phases, The first phase that is being implemented will run from Dar es Salaam to Mwanza, The second phase will cover four sections i.e. Isaka-Rusumo; Tabora – Kigoma; Kaliua – Mpanda – Karema , Keza – Ruvubu . In Rwanda, the Rusumo-Kigali section will be constructed with spur links to the Bugesera International Airport and the Kigali Logistics Hubs. In Burundi, there are plans to extend the Uvinza-Musongati line to Bujumbura and even further to connect with DRC at the Gatumba border. In Uganda, the top priority SGR project is Kampala-Tororo-Malaba with a spur link to the planned Bukasa port. The Kampala-Kasese railway section [due for reconstruction] and onward extensions to DRC and Rwanda will be part of the SGR network. However the project is still at studies level and funding for works is yet to be secured.



### 2.2.3 Roadways

**Burundi** - The size of the road network in Burundi is 11,000 km comprising 4456 km of classified roads and 6150 km of non-classified roads. The classified road network comprises 1952 km of national roads, of which 1524 km are paved and 2504 km of provincial roads, of which 9 km are paved. There are 462 km of urban roads, of which 100 km are paved.

**DRC** - The size of the Central Corridor road network in DRC is 3849 km, of which 2305 km [60 %] are under regular maintenance [long term and performance based contracts] through the Pro-Routes project co-funded by FONER and the World Bank. Most of these roads are gravel roads.

**Rwanda** - Rwanda has 15,000 km of classified roads and 15000 km of unclassified roads. Around 80.3 percent of the population is within 2 km of an all-weather road [subject to all roads being rehabilitated and well maintained].

**Tanzania** - Tanzania has 12,176 km of trunk roads and 24,082 km of regional roads with a total length of 36,258 km of which 9,950 km [27.44%] are paved. Urban, district and feeder roads account for 52,581 km and are under the responsibility of the President's Office/Regional Administration and Local Government. By June 2018, the percentage of the road network in good or fair condition was 85% [37% in good condition and 48% in fair condition].

**Uganda** - The size of the Uganda road network managed under UNRA is 20856 km, of which 4,771 km are paved and 16,085 km are not.

### Major Developments in the Road Sector



Over the last two decades, the Central Corridor Member States have considerably rehabilitated, upgraded and expanded their road networks along the Central Corridor leading to improved road transport services. In DRC, where progress was not at par with the regional trend, some efforts were made in paving road sections along the RN1 [Kinshasa-Lubumbashi] and some urban roads, for example in Goma. Studies on the Kalundu port-Uvira-Bukavu road were also initiated and those related to the Uvira-Ruberizi section have been completed. Additional efforts were made in reopening the existing gravel roads network to keep them motorable all year around.

In the other Member States, the latest trend also includes the widening of targeted road sections in order to align them to the EAC standards and also to cater for fast rising traffic volumes. Near large cities, access roads are being widened into dual carriageways and, for transit traffic, bypasses are being constructed.

The EAC road design standards [7 m of carriageway and 2 m of shoulders on each side] have been embraced across the region particularly for new roads and rehabilitation work. The region has also recorded some initial steps towards the participation of the private sector in the ownership and management of road infrastructure. Uganda for example is preparing to build a dual carriageway from Kampala to Jinja as a PPP

The Central Corridor Member States have made progress in improving the maintenance and management of road assets. Some reforms are being undertaken to improve road maintenance policies and practices. Pilot projects are ongoing whereby the private sector is being enlisted in providing road maintenance services through long term and output-based forms of contract [output and performance based road maintenance contracts - OPRC]. Vehicle overload control practices are being modernized with weigh stations being upgraded to multi-deck weighbridges combined with high-speed WIMs. The regional drive to modernize the road amenities that serve corridor users along major corridors has been embraced. Projects to construct RSS facilities are under preparation and, in the case of Tanzania, the development of One-Stop Inspection Stations [OSIS] is underway.

## 2.3 STATUS OF LOGISTICS SERVICES

### General Logistics Industry Challenges:

The costs of production and trade in the Central Corridor region are high to enable effective and sustainable competitive advantage for logistics service providers and shippers. A key contributing factor to this situation is related to the high costs and lengthy delivery times associated with inland transport and logistics along the Central Corridor.

The reliability of the transport and logistics services and the length and variability of the delivery times means that the shippers have to hold abnormally high levels of inventory. The average inventory levels currently held by shippers to hedge against the logistics chains' reliability risks are 2 to 3 months leading to considerable amounts of capital being tied up. The transport, logistics and inventory costs involved in the production process raise the price of goods, which combine with the high costs of shipping exports to erode the competitiveness of the region on the global markets. The negative impact of these costs is aggravated by other problems such as the security of cargo in transit as well as the scarcity and high costs of third-party inventory and distribution services.

Shippers incur additional trade logistics costs due to unfavorable international commercial terms [INCOTERMS]. Most of the currently used terms are such that the regional shippers have very little control on the logistics of their goods beyond the Dar es Salaam port.

The process of international trade is initiated by the shippers as they are the ones who make orders for imported goods and handle orders from the buyers of export goods. At that stage, one of the issues that have to be discussed and agreed among the parties is the INCOTERMS that will govern that transaction. INCOTERMS determine how the responsibility of organizing international shipments is shared between buyers and suppliers.

The Member States have started a campaign to educate the shippers and their agents on how to get the best of INCOTERMS for the region particularly by securing local or regional cover for marine insurance. This is being done as part of a regional program supported by the Intergovernmental Standing Committee on Shipping [ISCOS] and, during the program's earlier stage, TMEA. ISCOS has gone as far as advising countries in the region to make compulsory the local sourcing of marine insurance cover. Kenya has implemented the directive and the process is ongoing in Tanzania and Uganda. For implementation to be successful, the region is pushing towards INCOTERMS such as EXW or FOB [sea port of departure] for imports and CIF [destination sea port] for exports.



## Waterways Transport Logistics

The inland waterway transport services along the Central Corridor have traditionally relied mostly on ferries operated by the railway companies or other public agencies. However most of these ships are currently grounded due to lack of maintenance. The situation is further complicated by the fact that ship repair facilities and services are in short supply around the Central Corridor particularly around Lakes Tanganyika and Kivu as well as river Congo. The lack or breakdown of the ship repair facilities has resulted in most vessels operating without minimum technical specifications and standards.

Other constraints are related to limited institutional capacity at both public and private levels. Ship operators lack the required financial and human resource capacity. In all the Member States, there is a shortage of specialized skilled labour particularly at the operational level. The legal environment also needs to be updated. The sea-based maritime industry plays a critical role in supporting the performance of the inland transit transport operations. The containers used to carry containerized cargo between Dar es Salaam port and inland freight hubs are owned by shipping lines and their use is subject to strict terms and conditions including returning the empties back to Dar es Salaam. Currently the shippers are granted a 30 days grace period for returning empty containers back to shipping lines, which is lower than the 45 days that were earlier granted.



## Railways Transport Logistics

Only DRC, Tanzania and Uganda currently operate railway transport networks. The railway services are managed and operated by government agencies or government contracted entities – TRC, URC, and SNCC. In the past, the railways combined with waterways to provide the cheapest transit routes to Dar es Salaam through Lakes Tanganyika and Victoria.

Besides these routes, there was a viable intermodal option involving transferring goods by rail to the Isaka Dry Port and then carrying them by road onward to Burundi, DRC, Rwanda or Uganda. However the railway and waterway services have over the years collapsed due to the deterioration of the associated infrastructure and rolling stock.

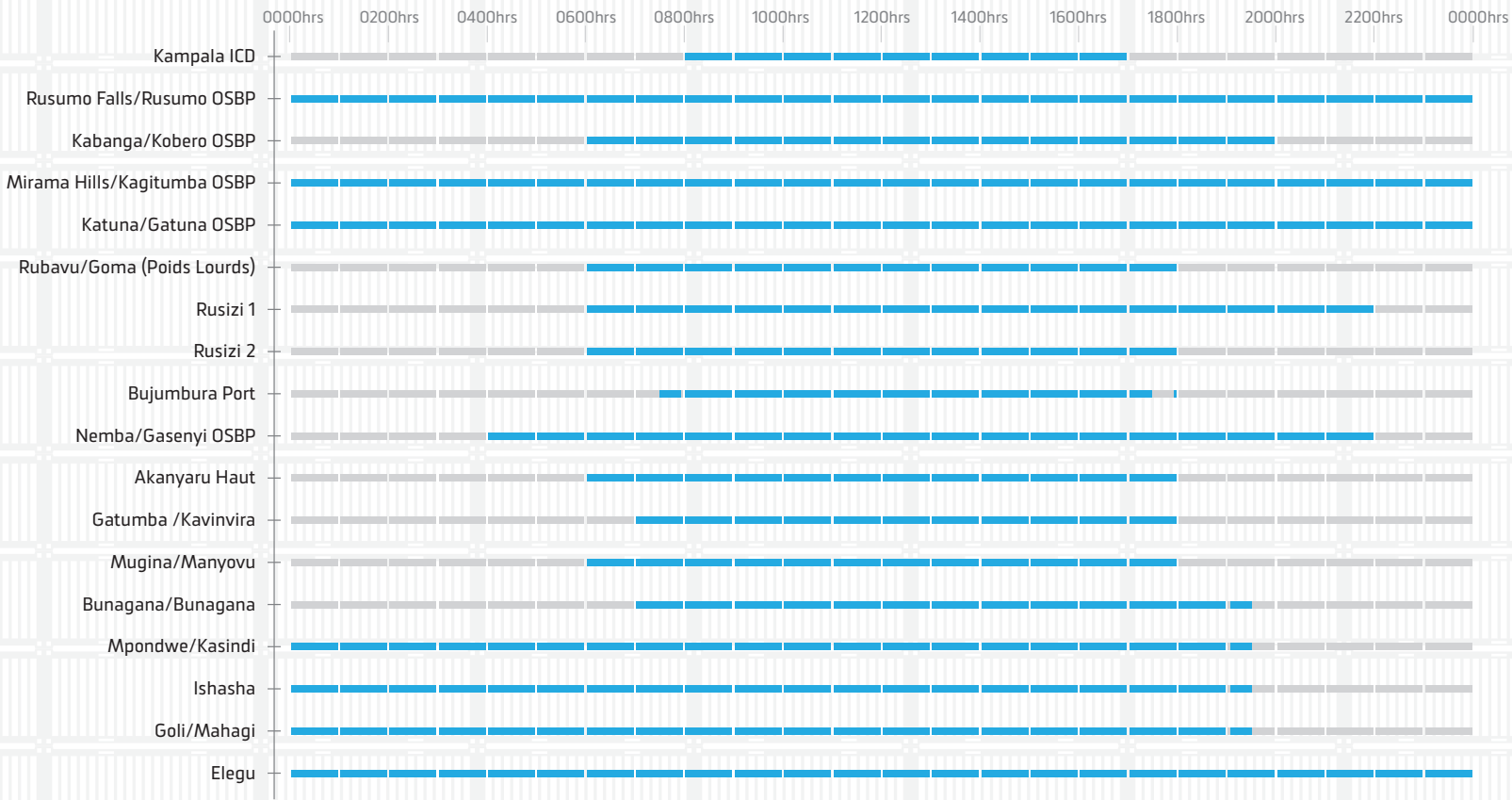


## Roadways Transport Logistics

While road transportation forms the bulk of transport logistics services along Central Corridor, there inadequate capacity to respond to demand as trucks are in short supply. The high cost of trucks and difficulties in accessing finance prevent the predominantly small scale truckers in renewing and expanding their fleets. In addition truckers face the challenge of long truck turnaround times and hence long cargo delivery times to and from Dar es Salaam. The cargo delivery time ranges from 5 to 10 days. The long truck turnaround time is mostly due to delays at the port of Dar es Salaam and at border crossings.

On the regulatory side, trucks engaged in cargo transportation are required to be registered. In some Member States, trucks carrying transit goods are required to be issued with an additional license [transit goods license] from the RA, which is renewable each year and is subject to payment of a fee. Trucks carrying transit cargo must be fitted with a tracking device as part of the regional electronic cargo tracking system [ECTS]. Foreign registered vehicles must have a valid cover for third party insurance arranged locally or have a valid COMESA Yellow Card issued by a National Bureau in a COMESA Member States. Foreign vehicles are also required to pay a road user charge every time they enter the territory of a Member State. The fees are charged according to the number of kilometers to be covered within the territory in line with the Tripartite Agreement [COMESA/EAC/SADC]; which though harmonized are not fully implemented by all the Member States.

Table 11: Major Central Corridor Border Crossings and Opening/Closing Hours



## 2.4 LEGAL REQUIREMENTS AND ADMINISTRATIVE FORMALITIES

Along the Central Corridor importing and exporting goods requires completion of statutory requirements and undergoing administrative and border formalities. There are multiple procedures that cargo is subjected to that involve multiple government agencies and their appointed agents. During transit other formalities include police and customs check points as well as weighbridges. Over time these restrictive administrative and regulatory requirements have turned into NTBs, which translate into considerable additional costs and delays resulting in higher costs of doing business. NTBs include corruption among public officials, frequent breakdowns of the customs systems and high prevalence of network failures. All these are in addition to the many customs controls and police check points along the transit routes.

From a general perspective, the potential areas of intervention include the continuation of the current drive to modernize, streamline and harmonize the cargo clearance and other administrative formalities at the region's ports, borders, airports and other logistics hubs. Equally critical is the strengthening of the monitoring and oversight systems at national level. In this regard, there would be a lead agency in each MS that is responsible for monitoring NTBs and coordinating their removal.

Insecurity along the Central Corridor, particularly around the Great Lakes region in Eastern DRC and borderlands of the Eastern DRC and the other Member States is a matter of concern. Insecurity affects not only the movement of goods and people but also the preparation and execution of road projects as well as resource mobilization.

Road assets management, road maintenance, vehicle load control, road safety and the provision of adequate roadside amenities [e.g. RSS and wellness centres] are other areas with significant constraints to their development. At a corridor level there is need to develop and implement common cross border regulatory and policy instruments and guidelines that will facilitate harmonization and hence ease of compliance by transporters and other logistics service providers.

Road safety remains a challenge across the Central Corridor. A recent road safety audit carried out by the CCTTFA Secretariat across Burundi, Rwanda, Tanzania and Uganda discovered that road safety audits and other interventions are not implemented in a well-planned and regular manner. As a result, there is a high prevalence of practices that erode road safety such as public transport operators running vehicles that are not roadworthy and poorly trained drivers. It was noted that even where actions had been taken to mitigate the road safety

challenges, they were not always effective. These factors have combined to push the region into the bottom half in the ranking of African countries based on road safety performance. The people most affected by poor road safety in the surveyed countries are pedestrians.

The road safety audit identified the following challenges among those affecting the countries audited:

- i. Weak leadership for road safety and weak lead agencies including in some cases lack of technical secretariat;
- ii. Limited or lack of coordination between stakeholders;
- iii. Lack of sustainable funding, manpower and knowledge due to:
  - Declining priority of road safety in resource allocation;
  - Reduced interest of development partners in road safety;
- iv. - Inadequate systems or mechanisms for monitoring and evaluating road safety performance on a regular basis;
- v. Limited research in the road safety area

# 3.0

## THE STRATEGY



## 3.1 VISION, MISSION & GOALS

### **Vision:**

“Central Corridor, The Competitive and Sustainable Trade Route of Choice”

### **Mission:**

“To Facilitate the Development of Integrated Transportation and Trade Networks along Central Corridor”

### **Goals:**

- To promote the use of Central Corridor Transport and Trade Facilities
- To guarantee the reliability of the Central Corridor Infrastructure and its services
- To ensure that Member States grant each other the right of transit in order to facilitate movement of goods through their respective territories
- To ensure that Member States provide all possible facilities for traffic in transit between them
- To take all necessary measures to ensure that Member States enable expeditious movement of traffic and avoid unnecessary delays in the movement of goods in transit through their territories
- To ensure the competitiveness of costs involved in using the corridor by minimizing delays and enhancing the predictability of cost and time involved in moving goods along the corridor
- To coordinate harmonisation of procedures to ease movement of goods and services along the corridor and across borders
- To strategically position the Central Corridor as the most efficient in East and Central Africa so as to contribute positively to poverty alleviation programmes in Member States

### 3.2 THEORY OF CHANGE (TOC)

The Strategic Plan 2021-2025, while building on the achievements and lessons learnt from the previous strategy aims to commence the process of transforming the Central Corridor into Value Corridor based on the Economic Development Corridor model. The under this strategy supported by the new Theory of Change (TOC), the transformation will commence with a paradigm shift related to the function and role of the corridor in facilitating transport and trade.



The corridor operates as a cargo access corridor. A cargo access corridor is characterized by

- a. Dependency on the physical infrastructure and less or minimum digital influence;
- b. An operating model of moving cargo from point-to-point;
- c. Being a system of networks of physical infrastructure and geographical nodes;
- d. Being an import-oriented corridor mainly moving value added goods into regions;
- e. Being an export oriented corridor mainly moving commodities and low value goods out of the region;
- f. Being essentially a transit route for moving goods and services.

Through this strategy and TOC the corridor will commence the shift to a market access corridor. A market access corridor is characterized by

- a. Dependency on virtual digital systems supported by the infrastructure;
- b. An operating model of moving cargo from market-to-market;
- c. Being a system of networks of market and production centres;
- d. Being an imported-oriented corridor mainly for moving value-adding components for assembly;
- e. Being an export-oriented corridor mainly for moving value added goods out of the region;
- f. Being essentially an Economic Development Corridor.

Based on the defined interventions, projects, and programmes in the strategy this expected change [from cargo access to market access corridor] will incrementally happen over the strategy period and beyond. In essence this strategy lays the foundations for this paradigm shift. It is expected that the interventions implemented during the strategy period will result to an enhancement of access to regional and international markets through the corridor. The increased market access will be achieved by, on the one hand increasing the connectivity and integration of the corridor and improving its competitiveness and resilience on the other.

Increasing the connectivity and integration of the corridor will be highly dependent on the transport infrastructure and policy-related interventions; while the improved competitiveness and resilience will be based on supporting reforms in the logistics industry; incorporation of safety and environmental safeguards to transport policy development and logistics industry practices; and adoption of the Economic Corridor Development model in the growth of the corridor.



The monitoring and measurement of the expected changes from the implementation of the New Strategic Plan will be based on Results Frameworks derived from the defined strategy's TOC.

The TOC introduces a new framework of encapsulating the results elements [i.e., activities, outputs, and outcomes] without dismantling the 5 strategic pillar structure. It reorganizes the 5 pillars into 3 strategic objective areas:

- a. Strategic Objective 1: The enhancement of connectivity and integration of central corridor;
- b. Strategic Objective 2: The enhancement of competitiveness and resilience of central corridor;

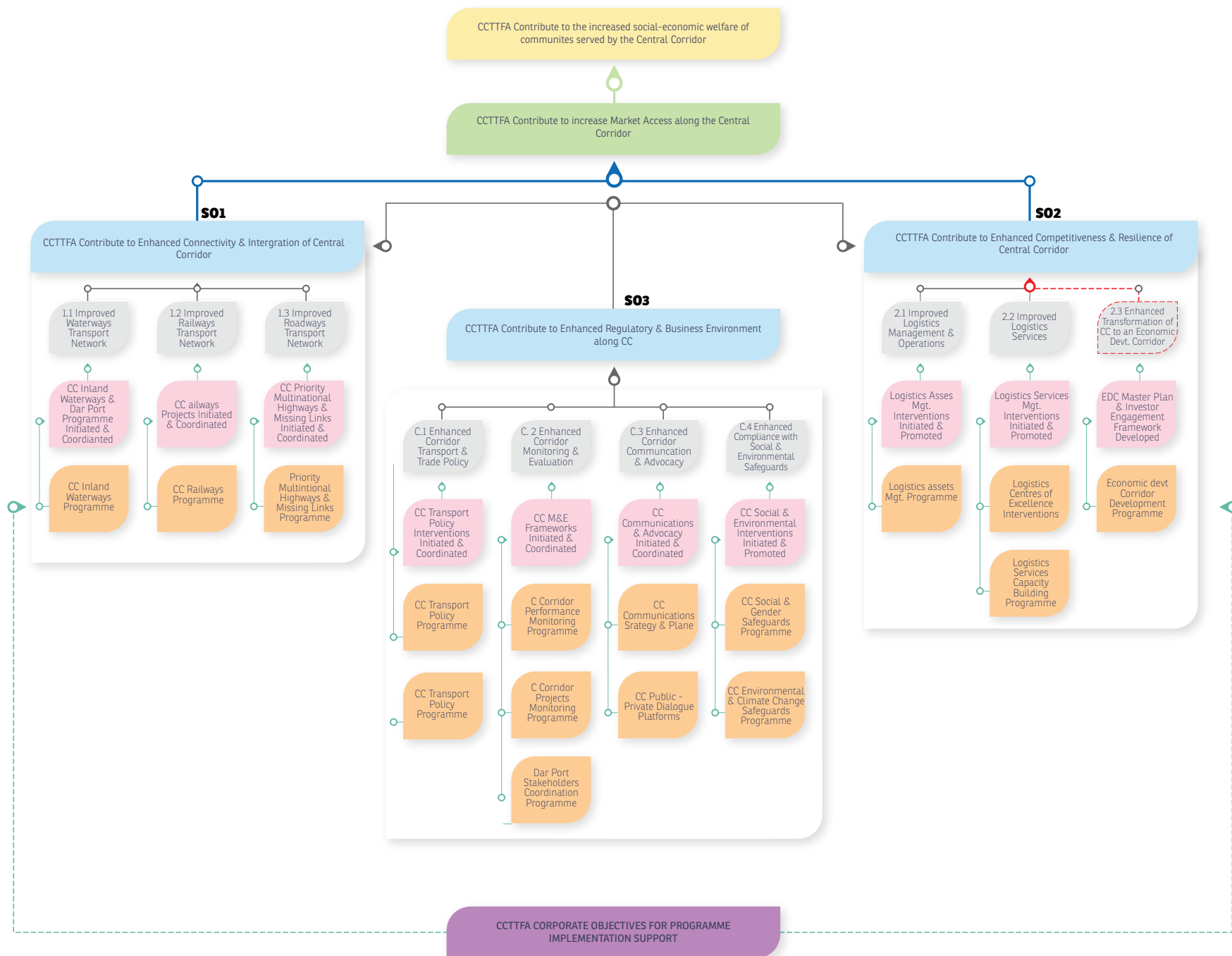
- c. Strategic Objective 3: The enhancement of regulatory and business environment of central corridor – these are cross cutting areas supporting the first two strategic objectives

Under these strategic objectives there are 10 intermediate outcome areas, which are aligned to the strategic objectives defined under the 5 strategic pillars as stated in the strategy.

The proposed TOC also provides for specific programme areas under each strategic outcome area. These are illustrated in more detail in the diagram on the next page [See Annex 3 and 4] : As illustrated in the diagram above, the TOC shows the pathway linking, through a chain, interventions in transport infrastructure for waterways, railways, roadways, and related policies on one hand, and logistics management and operations, logistics services, social and environmental standards on the other. Together, the intermediate outcome results from these interventions are expected to enhance corridor connectivity and integration as well as enhance corridor competitiveness and resilience, articulated as strategic objectives.

At the strategic outcome level, the results logic shows increased market access eventually contributing to increased socio-economic welfare of communities served by the Central Corridor.

Articulating the pillars in the strategic plan in this manner enables a correlation between ambitions of the CCTTFA and its Member States, as demonstrated in the revised vision and mission, and the specific areas that key interventions need to cover to realise these ambitions. The causal relationship between interventions under each pillar and an integrated, high performing corridor that helps create wealth, change lives and boosts competitiveness is thus made clear.



#### LEGEND



IMPACT



INTERMEDIATE IMPACT



STRATEGIC OBJECTIVE/OUTCOME



INTERMEDIATE OUTCOME



STRATEGIC LEVEL OUTPUTS



STRATEGIC OUTPUTS



CORPORATE OBJECTIVES

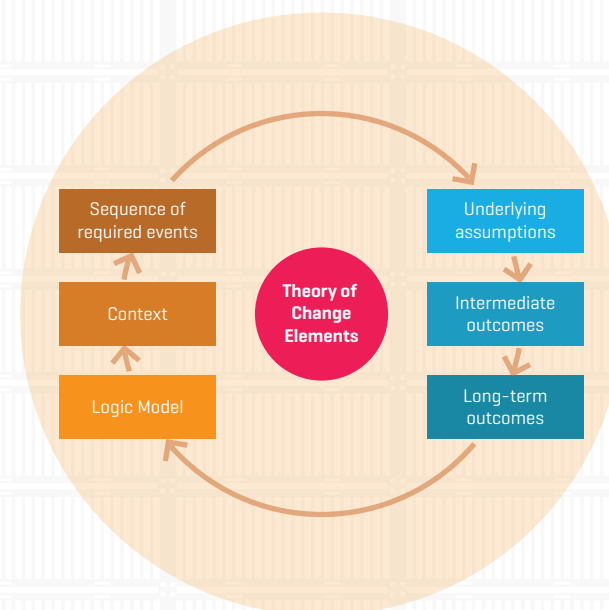
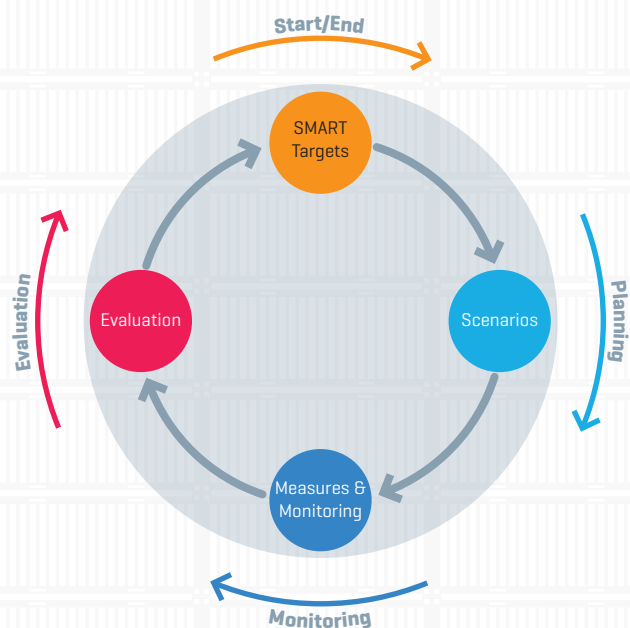
**S01 - STRATEGIC OBJECTIVE 1**  
**S02 - STRATEGIC OBJECTIVE 2**  
**S03 - STRATEGIC OBJECTIVE 3**

Below is a summary illustration of the expected changes at a high level based on the execution of the TOC

Areas of Interventions	Status Quo	Intervention	
		Description	Expected Change
Infrastructure – Waterways Transportation	Poor lake port infrastructure	Upgrading and rehabilitation of ports	Enhanced capacity and throughput of the lake ports in the management of cargo and passengers
	Inefficient lake transport systems	Development of transport systems such as digital vessel management systems	Improved maritime administrative capacity to manage vessels and other related conveyance, boosting efficiency
	Unsafe lake transport	Upgrading, rehabilitation and installation of navigational aids and improving rescue facilities and systems	Increased navigation safety and capacity to respond to emergency needs in lakes and lake ports
	Inefficient Dar Port transport systems	Enhancing coordination and collaboration between port stakeholders	Deepening coordination and collaboration between Dar port stakeholders towards better resolution of port challenges
Infrastructure – Railways Transportation	Mismanagement of railways operational assets	Cross border capacity building for Rail [SGR] operations and management	Improved capacity in the management and maintenance of railways transport network
	Outdated and rundown railways system [MGR]	Upgrading and rehabilitating the rail network, particularly around lake ports	Improved connectivity and efficiency of the railways transport network
	Low capacity of the railway system	Increasing the utility and capacity of the railway transport network	
Infrastructure – Roadways Transportation	Poor links road connectivity	Upgrading and rehabilitation of priority link roads	Improved connectivity and linkage of the corridor roadways transport networks
	Poor maintenance and servicing standards	Adoption of corridor-wide maintenance and servicing standards and practices	Improved quality and sustainability of the road network
Transport Policy – Policy Development; Institutional Frameworks; Corridor Performance Monitoring; Stakeholders Communications Platforms	Lack of harmonized corridor transport policy	Engaging of harmonization of transport policies along the corridor	Seamless movement of cargo and passengers across borders along the corridor

Areas of Interventions	Status Quo	Intervention	
		Description	Expected Change
	Lack of sufficient regulatory and enforcement capacity	Building the capacity and capability of regulatory and enforcement institutions along the corridor	Enhanced compliance with laws and transport regulations along CC
	Inadequate stakeholders' coordination and cooperation frameworks	Developing national and agency specific coordination platforms through working with focal persons	Enhanced stakeholder involvement and resolution of challenges along the corridor
	Lack of sustainable corridor performance and growth monitoring framework	Enhancing the scope and the functional capacity of the Transport Observatories	Enhanced capacity to collect, analyse, report, publish and disseminate information on the corridor performance, growth and emergent challenges and opportunities
	Lack of a robust communications framework	Developing and CC communications strategy and plan	
Logistics Industry – Operations and Management	Low optimization of operating assets	Mainstreaming of methods and practices of enhancing the utility of operating assets	Longevity of operating assets
	High logistics operating costs	Mainstreaming of practices and methods aimed at reducing operating costs	Enhanced efficiency of logistics firms along CC
Logistics Industry – Services Development	Low customer service satisfaction	Mainstreaming of customer centric approaches in logistics service development	Improved customer service satisfaction with LSPs and service experience
	Lack of variety and depth in logistics service provision	Capacity building initiatives for both LSPs and shippers on better understanding on the logistics industry service development and offering	Enhance service offering by LSPs
			Improved access to service variety and cost-effective offering
	Low levels of knowledge and awareness of requirements, regulations and laws governing the logistics industry	Knowledge and awareness programmes targeting managers and users of logistics services	Improved knowledge and awareness of the trends, growths, and other developments in the logistics sector
Corridor Safeguards – Safety and Environmental	Poor road safety record along the corridor	Development and implementation of road safety policy and operation programmes	Reduced incidences of road accidents and fatalities associated with road accidents
	Low levels of hygiene and sanitation along the corridor	Development and implementation of RSS and other sanitation facilities along the corridor	Reduced incidences of LSP actors along the corridor being vectors of infections and diseases
	Risk behaviour along the corridor road exposing LSPs operators and other users to danger	Adoption and mainstreaming risk lowering behavior change initiatives along the corridor	Reduced incidences of LSP actors along the corridor being vectors of infections and diseases

Areas of Interventions	Status Quo	Intervention	
		Description	Expected Change
	Increase GHG emission due to transport and logistics activities and operations along CC	Development and rollout of CC green freight programme	Reduction in GHG emissions associated with LSPs
	Low levels of awareness and knowledge of the impact of poor green	Development and rollout of CC green freight programme communications plan	Enhanced knowledge and awareness of the correlation between transport and logistics and climate change
Corridor Transformation – Value Corridor Initiative	Low optimization of the value of the corridor investment	Development of the VC master plan	Enhancing the pace of transformation process of the corridor to a VC using the Economic Corridor Development model
	Low levels of investment along the corridor due to lack of diversification of the use of the corridor	Identification of anchor project of the VC	Enhancing the pace of transformation process of the corridor to a VC using the Economic Corridor Development model



## 3.3 STRATEGIC PILLARS & RELATED INTERMEDIATE OUTCOMES



### Pillar I

#### Integrated Infrastructure Network

- 1.1 Improved inland waterways transport network
- 1.2 Improved railways transport network
- 1.3 Improved roadways transport network



### Pillar II

#### Enhanced Logistics Industry Business Competitiveness

- 1.1 Improved logistics Mgt. & operations
- 1.2 Improved logistics services



### Pillar III

#### Effective Policy and Institutional Environment

- 1.1 Enhanced corridor transport & trade policy
- 1.2 Enhanced compliance with social & environmental safeguards



### Pillar IV

#### Enhanced Corridor Coordination, Monitoring and Communication

- 1.1 Enhanced corridor monitoring & evaluation
- 1.2 Enhanced corridor communication & advocacy



### Pillar V

#### Central Corridor's Migration to an Economic Development Corridor

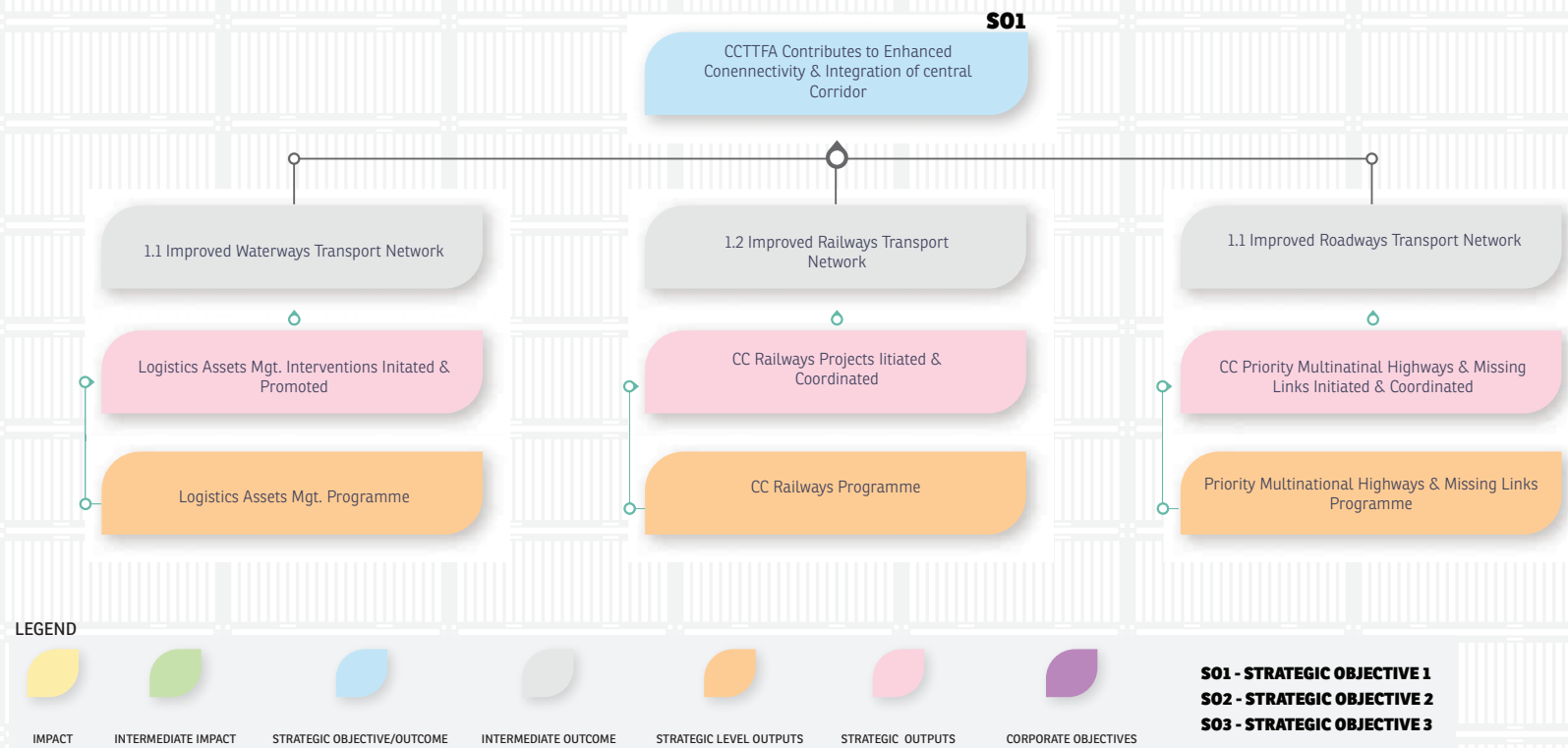
- 1.1 Enhanced transformation of CC to an economic devt. corridor

### 3.3.1 Pillar I

#### Integrated Infrastructure Network

The CCTTFA Strategy Pillar I lays down the pathway that CCTTFA intends to follow in supporting the Member States' infrastructure development objectives. The Member States strategic priorities are aimed at improving the performance of their road, rail, inland waterway and air transport sectors.

They also seek to improve the productivity of the key ports, airports and inland cargo handling terminals. Under this pillar, three intermediate outcomes will be pursued targeting the following areas: major lake/rail/road intermodal routes, regional SGR projects, missing road links, maintenance and management of road infrastructure and inland cargo handling terminals. The intermediate outcomes under this pillar and the associated outputs are presented below while related activities are presented in the macro-level business plan.



### a. Intermediate Outcome 1.1: Improved Inland Waterways Transport Network

In order to boost trade and economic growth in the region, the Central Corridor needs to perform as an integrated door-to-door transport and logistics chain. This means that, in addition to achieving high performance, the individual modes of transport also need to be well interconnected and the interfaces between the modal segments have to be highly efficient. Within this context, the importance of the inland waterways cannot be underestimated; as it forms an integrating role for the other mode of transport particularly around the great lakes region and in particular around L Victoria, L Tanganyika and L Kivu.

The characteristics of various modes of transport respond differently to the regional integration requirements; with the inland waterways with railways links being more competitive in moving large volumes of cargo over long distance. However it is also well documented that roads are more flexible and more adaptable to door-to-door cargo delivery. It is this complementarity that needs to be optimized to deliver the best door-to-door performance particularly considering that the Central Corridor is well endowed with all three transport modes.

It is the inland waterways and railways links through L Tanganyika and L Victoria that made the Central Corridor highly competitive up to the 1980s. This is also why any infrastructure development approach based on addressing missing links or bottlenecks cannot be effective in raising the Central Corridor to the next level. Therefore the reviving of the historical intermodal rail/lake/road trade routes around the great lakes region has to be at the center of any Central Corridor turnaround strategy. This is expected to trigger the reverse modal shift of transit cargo from the roads back to the rail and waterways.

Two high-level stakeholders workshop were held in Kigoma and Bujumbura on 27th July 2017 and 2nd to 3rd November 2019 respectively to discuss the reviving of the rail/lake intermodal services through lakes Tanganyika and Victoria. The two workshops are part of the regional efforts to reverse the earlier modal shift of transit cargo to road-based transit routes, which left the railways and waterways currently underutilised and the more costly road network congested leading not only to considerable economic losses but also to negative social and environmental impact. The on-going efforts have led to three projects, the Lake Tanganyika Integrated transport Project, Lake Victoria Integrated transport Project, Lake Kivu Integrated Transport Project, which are under implementation with the financial assistance of development partners. The outcome of these and other on-going efforts will be critical to the turning around of the current performance of the CC.

The CCTTFA Secretariat is already playing a leading role in facilitating resource mobilisation and the regional coordination of the above programs and projects working with the Member States and the DPs. Under the strategic plan, the role of the CCTTFA secretariat is expected to be consolidated and expanded.

The outputs that will serve as building blocks to achieve this intermediate outcome will be structured around specific programs or projects, which have been or will be determined through consultations between CCTTFA, Member States and DPs. The outputs are presented below:

**i. Output 1.1.1: Central Corridor Inland Waterways Programme Initiated and Coordinated [by CCTTFA]**

**b. Intermediate Outcome 1.2: Improved Railways Transport Network**

Under this intermediate outcome, the CCTTFA Secretariat will aim at consolidating and refining its current support to the ongoing efforts aimed at developing an SGR network along the CC. Initially CCTTFA will continue to facilitate the coordination of the Dar es Salaam-Isaka-Kigali-Keza-Musongati [Dar Es Salaam-Isaka-Kigali rail project] SGR project and the Uvinza-Musongati project. Other SGR projects will come onboard as they take shape.

The CCTTFA Secretariat will engage the Member States to discuss their current plans in terms of SGR network development. Special attention will be paid to rail links that are of critical interest to the CC. These consultations will inform the CCTTFA Secretariat on what other projects could be prioritized so that their implementation would be facilitated. Where this has not yet been done, a regional steering committee and national steering

committees will be established for each project.

The existing coordination unit at the CCTTFA Secretariat would be sufficient to support the coordination of the projects subject to its capacity being enhanced and adequate funding being mobilised.

In order to add to the current momentum around railways in the region, CCTTFA will convene a major conference to discuss the challenges and prospects of the development of the railways sector in the Central Corridor region. The output under this intermediate outcome shall be:

**i. Output 1.2.1: Central Corridor Railways Projects Initiated and Coordinated [SGR] – [by CCTTFA]**

**c. Intermediate Outcome 1.3: Improved Roadways Transport Network**

Over the last two decades, the Central Corridor Member States have considerably rehabilitated, upgraded and expanded their road networks over a large part of the Central Corridor leading to improved road transport services. The EAC road design standards [7.0 m of carriageway and 2.0 m of shoulders] have been embraced across the region. The region has also recorded some initial steps towards the participation of the private sector in the ownership and management of road infrastructure. In parallel, the Central Corridor Member States have

made good progress in improving the maintenance and management of road assets. Major reforms are being undertaken to improve road maintenance policies and practices. The private sector is being gradually enlisted in providing road maintenance services. Vehicle overload control practices are being modernized.

The regional drive to modernize the roadside amenities that serve corridor users along the Central Corridor has been embraced and projects to construct RSS facilities or OSISs are underway or under preparation. Other major initiatives that are gaining track among the Member States include the construction on bypasses and the expansion of access roads to major cities. The improvement of feeder roads is also being mainstreamed in the broader corridor development agenda. The work under this intermediate objective will seek to identify and address the remaining gaps. With regard to the maintenance and management of transport infrastructure, one of the envisaged key interventions is the development of a framework to promote and support reforms in the maintenance and management of transport infrastructure. Based on the CCTTFA agreement and policy organs resolutions, the framework will set standards, benchmarks and practices against which infrastructure maintenance and management will be assessed.

The CCTTFA will determine a priority list of areas to be regularly monitored, which indicatively will include the following:

- Condition of road infrastructure and facilities;
- Compliance with the EAC road design standards;
- Participation of the private sector in the ownership and management of road infrastructure;
- Implementation of output and performance based road maintenance contracts (OPRC);
- Vehicle overload control practices;
- Availability of modern roadside facilities;
- Corridor connections to major cities (e.g. bypasses and access roads).

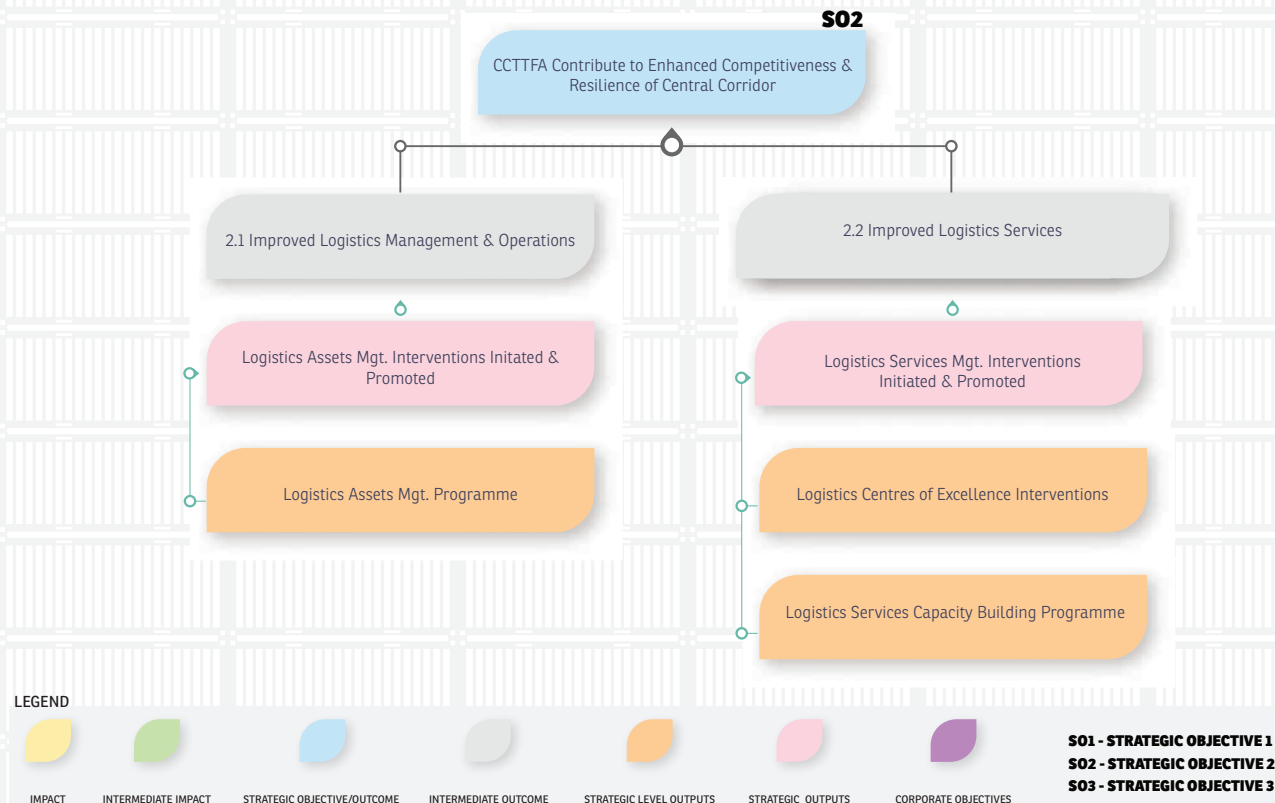
Despite having a potentially very large economy, DRC has a big infrastructure deficit, which significantly alters the economic outlook of the Central Corridor region. Under this intervention, CCTTFA secretariat will advise and assist the Government of DRC in preparing, mobilizing resources and implementing an integrated transport development program [DRC ITDP]. The program will focus on selected projects of critical interest for the CC paying due attention to all modes of transport and taking into account the Government's strategic priorities.

In the road sector, DRC's strategy in the development of road infrastructure has so far been to maintain gravel roads to keep them open to traffic all year round. The upgrading of roads to bitumen has been limited to few road sections along the RN1 that runs from Kinshasa to Lubumbashi. However, such a practice may not be sustainable as the works undertaken on gravel roads are quickly destroyed by rain. Therefore the DRC ITDP will seek to strike the right balance between progressively upgrading the road network and the continuation of the maintenance and reopening of gravel roads.

Currently, feasibility studies are ongoing for the section Kalundu Port-Ruberizi along the Kalundu-Bukavu road with CCTTFA and TMEA assistance. It could make sense to start by consolidating the work being done by mobilizing resources for Kalundu-Ruberizi road works as well as studies and works for the rehabilitation of the Ruberizi-Bukavu road section. Then the network under the project could incrementally be expanded by adding other road sections such as Bukavu-Goma, Bukavu-Kisangani, Bukavu Kindu or Goma-Kisangani.

In seeking to achieve this intermediate outcome, the CCTTFA will focus on delivering the output below:

**i. Output 1.3.1: Central Corridor Priority Multinational Highways and Missing Links Roads Initiated and Coordinated [by CCTTFA]**



### 3.3.2 Pillar II

#### Enhanced Logistics Industry Business Competitiveness

The CCTFA Strategy's Pillar II lays down the pathway that CCTFA intends to follow in supporting the Member States' objectives as they seek to boost business competitiveness in the transport and logistics sector. The Member States strategic priorities are aimed at improving the standard, affordability and availability of freight logistics services in the region as a way of reducing the cost of doing business and promoting exports. The intermediate outcomes (IOs) that will be pursued under this pillar and the associated outputs are reviewed in this section while related activities are presented in the macro-level business plan.

#### a. Intermediate Outcome 2.1: Improved Logistics Management and Operations

Under this intermediate outcome, the CCTFA will first of all analyze the dynamics that underpin the current reliance by freight operators, particularly in the road sector, on old used trucks. Such trucks are highly inefficient and pollute the environment. Thereafter the Secretariat will seek to stimulate a conducive environment for the freight operators in the Central Corridor to appreciate the need and be able to acquire high-performance assets. Adequate performance of operating assets is required for the Central Corridor region to compete effectively in the regional and global markets. The change is expected to be gradual and to take time as this is a specialized economic sector.

Acquiring modern transport assets requires a large amount of capital and operating them efficiently requires expertise, technology and the right business environment. The Secretariat will look into all these areas and, working with like-minded partners, will seek to stimulate accelerated and steady transformation in that particular segment of the transport and logistics sector.

CCTFA will aim at achieving this intermediate outcome through the output presented below:

**i. Output 2.1.1: Logistics [Operating] Assets Management Interventions Initiated and Promoted [by CCTFA]**

#### b. Intermediate Outcome 2.2: Improved Logistics Services Management Interventions Initiated and Promoted

Modern logistics require capital, skills, specialized expertise, technology and the right business environment. Under this intermediate outcome, the CCTFA Secretariat will aim at stimulating:

Accelerated technology transfer by promoting acquisition of IT solutions and specialized expertise;

- Greater human resource capacity by promoting high professional standards and facilitating training and/or accreditation;
- Mitigation of market fragmentation by promoting an attractive environment for larger and more productive operators to enter the market.

CCTFA will seek to achieve this intermediate outcome through the output presented below:

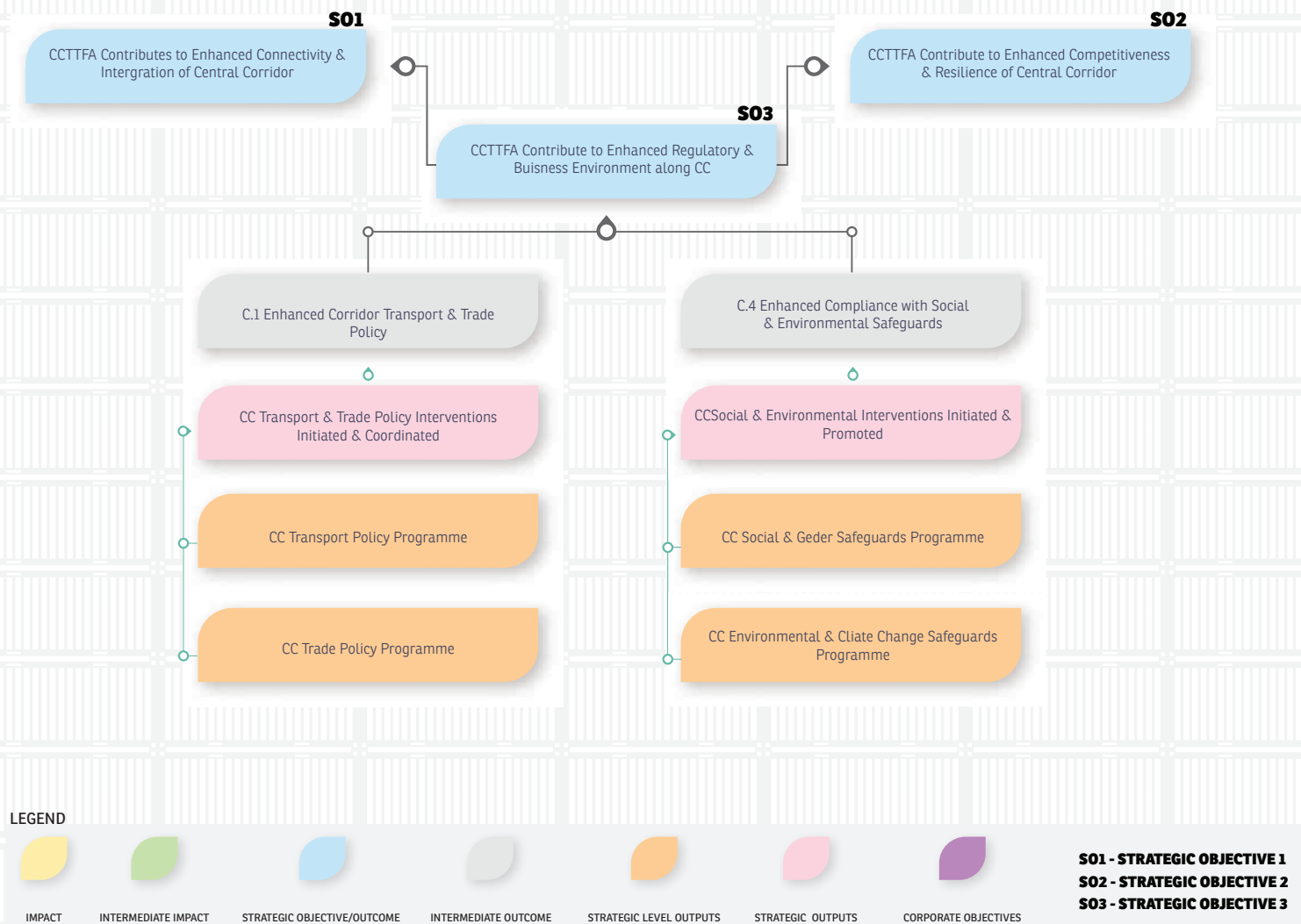
i. Output 2.2.1: Logistics Services Management Interventions Initiated and Promoted [by CCTFA]

### 3.3.3 Pillar III

#### Effective Policy and Institutional Environment

Under the CCTFA Strategy Pillar III, the CCTFA Secretariat will aim at technically advising and supporting the Member States in their efforts to reform the current legal and institutional frameworks as a way to catalyze increased business competitiveness within the regional trade logistics industry and market.

Such reforms will also be geared towards faster clearance of cargo in ports, border posts and along transit routes. This section presents the intermediate outcome that will need to be achieved in order to translate Pillar III into reality. Also indicated is the associated output while the corresponding activities are presented in the macro-level business plan.



#### **a. Intermediate Outcome C.1: Enhanced Corridor Transport and Trade Policy**

This intermediate outcome reflects the Central Corridor Member States' desire to see a predictable and harmonised legal environment at both national and regional level. Currently new NTBs keep cropping back in an unpredictable fashion. The existing trade facilitation mechanisms and systems at national and regional level [e.g. CCTTFA, EAC and Tripartite] are not fully implemented because in some cases they lack proper monitoring and enforcement. Moreover implementation is bogged down by inadequate frameworks or limited capacity at various public agencies and private stakeholders. The reforms envisaged under the strategic plan will seek to remedy current gaps in the policy and legal environment such as the regulations not being specific enough to guarantee the intended outcomes [e.g. lack of guidelines, rules and procedures]; ineffective or discriminatory enforcement, policy reversal or poor market oversight; red tape/corruption, and overlapping regional trade facilitation instruments.

The CCTTFA work under this intermediate objective aims at enhancing the day-to-day oversight and enforcement of the trade facilitation arrangements put in place under the CCTTFA agreement. This will be achieved through the designation of a lead

agency and the development and operationalization of an information corridor.

The envisaged enhanced oversight mechanism will entail a lead agency to be designated in each member state with the responsibility of tracking and following up on the implementation of the priority reforms. At regional level, the CCTTFA Secretariat will set up and update regularly an action matrix capturing the progress made by each key stakeholder in implementing the adopted legal and administrative reforms. The updated matrix will be reviewed by the CCTTFA policy organs' during their regular meetings for direction where needed. In addition, CCTTFA will promote and facilitate the scaling up of the existing tools for monitoring and reporting of NTBs along the CC [e.g. hotlines and sms-based systems] incidences.

In order to establish an information corridor, the Member States will work on further integrating, automating and interconnecting their cargo handling, transportation, customs clearance and transit traffic control systems. The aim will be to create a fully-fledged information corridor along the Central Corridor. The systems that are currently computerised and interconnected or ready for interconnectivity such as the customs systems, eSWs, ECTSs and TO will form the initial backbone of the information corridor. Other systems will

gradually be connected to the information corridor as they get ready. The CCTTFA will undertake a study on the detailed designs and modalities for accelerating the development of the information corridor.

This intermediate outcome also reflects CCTTFA focus to promote the emergence of viable institutions and optimal institutional mechanisms in the Central Corridor. This particular area needs to be accorded the same attention than investment in infrastructure. Currently many institutions fall short of the required resources, expertise/training and IT systems to fulfill their mandate. The CCTTFA will aim at stimulating enhanced institutional capacity. This will entail promoting institutional reforms, which may include the restructuring of key public agencies such as regulatory agencies, program/project implementing agencies and service providers. This work stream will also include facilitating resource mobilization by the same agencies for capacity building.

The key output that will be targeted in order to achieve this intermediate outcome is as follows:

##### **i. Output C.1.1: Central Corridor Transport and Trade Policy Interventions Initiated and Coordinated**

#### **b. Intermediate Objective C.4: Enhanced Compliance with Social (Including Gender) and Environmental Safeguards (Including Climate Change)**

Under this intermediate outcome, the CCTFA Secretariat will work with the Member States and partners to make a significant contribution in achieving the following:

Enhanced road safety through regular monitoring and reporting as well as advocating road accident prevention measures;

- Health services available to truck drivers and turn men along the Central Corridor through increased investment into wellness centers along the CC and enhanced efforts to keep the propagation of HIV/AIDS under control;
- Enhanced linkages with the local communities along the Central Corridor through the development of RSS along the Central Corridor;
- Green freight transport well understood and mainstreamed in development of the Central Corridor;
- Better understanding by freight operators of the impact of transport and logistics operations on the environment and climate change

CCTFA will seek to achieve this intermediate outcome through the following outputs:

##### **i. Output C.4.1: Central Corridor Social (Including Gender) and Environmental (including Climate Change) Safeguards Interventions Initiated and Promoted**

#### **3.3.4 Pillar IV**

##### **Enhanced Corridor Coordination, Monitoring and Communication**

Under this pillar, the CCTFA Secretariat seeks to catalyse heightened momentum and aggressive regional cooperation efforts for more effective implementation of the provisions of the CCTFA agreement and related directives of the CCTFA policy organs. This will be done through enhancing monitoring and reporting on implementation of projects and performance of corridor; and will also include a robust communications and advocacy programme with the private sector.

This section presents the intermediate outcomes that will be pursued under this pillar together with the respective outputs while the activities are detailed in the macro-level business plan.

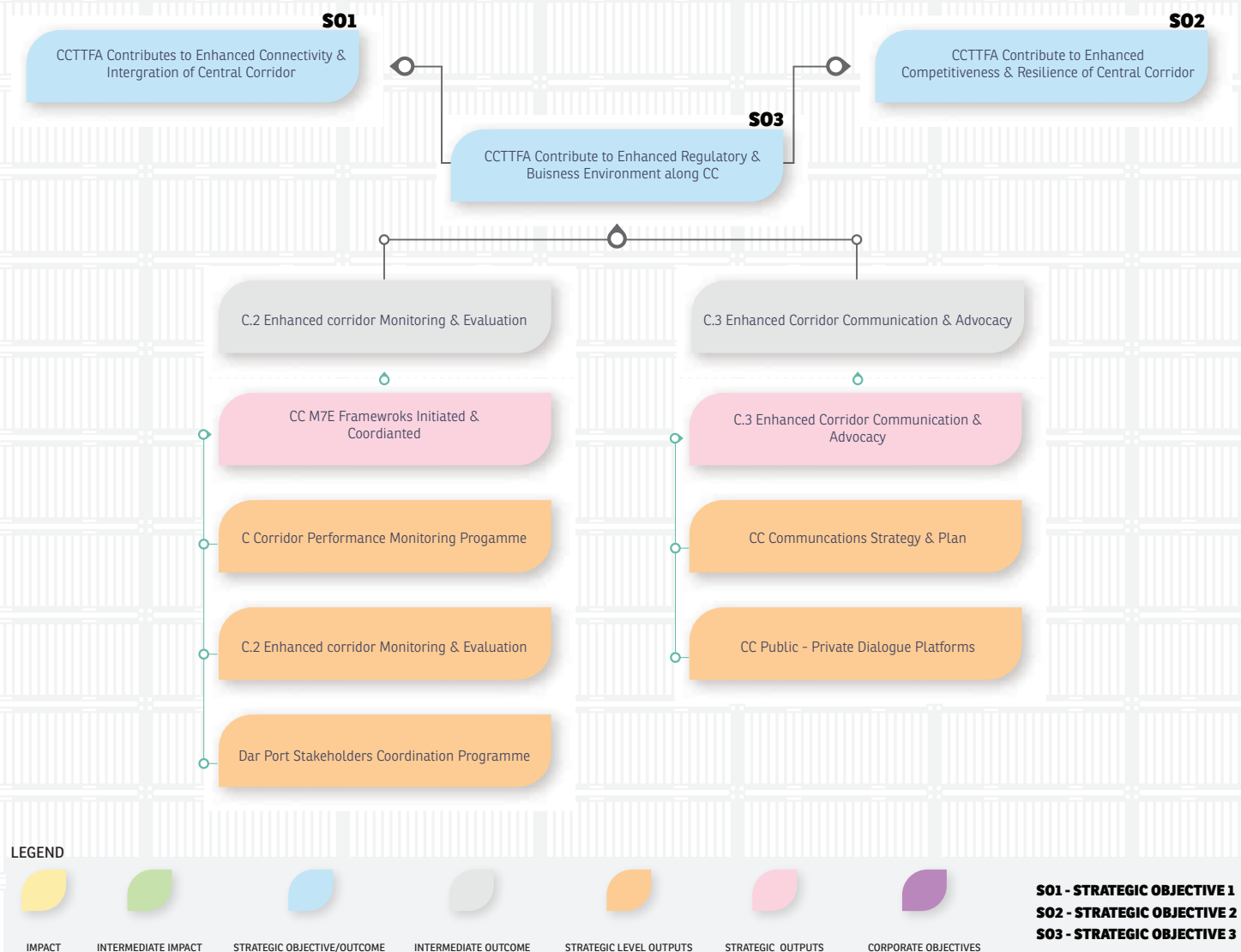
#### **a. Intermediate Objective C.2: Enhanced Corridor Monitoring and Evaluation**

The interventions to be implemented under this intermediate objective will entail consolidating the implementation of the Transport Observatory (systems, IT infrastructure and operations) and expanding its scope to make it the knowledge centre of the Central Corridor region.

In addition, the CCTFA secretariat will monitor and, where needed, provide advisory support for the development and implementation of the Dar es Salaam port community system.

Particular attention will be paid to the opportunity of extending the 'community system' concept to the whole Central Corridor. In this context, the CCTFA secretariat will advocate and will be ready to monitor and facilitate the development and implementation of the Central Corridor Charter. Under the Charter, the key service providers and regulatory agencies will be committed to specific corridor service levels and standards in order to enhance performance along the Central Corridor.

The third critical area of focus will entail designing and establish a GIS-supported online information portal that will serve as the main source of data and information on the Central Corridor Infrastructure including type, geographical location, capacity, technical condition and performance.



In addition, to facilitate better coordination and implementation reporting on corridor interventions and priority projects, CCTFA will implement and rollout the Results Monitoring Tool – a digital platform to facilitate better coordination, monitoring and reporting of priority projects along the corridor to keep all stakeholders and the CCTFA administrative and strategic organs appraised and well informed on the status and condition of the implementation of projects and related activities along the corridor. CCTFA will continue to catalyse aggressive regional dialogue, cooperation and coordination efforts among Member States and between them and other key regional players.

At national level, national working groups will be established as vehicles for enhanced national consultations. CCTFA will facilitate the meetings of the national working groups as well as, subject to resource availability, some of their other activities. Such activities may include joint site visits or surveys of transport and logistics facilities and services along key Central Corridor trade routes or sections thereof [where such visits/surveys would be critical in resolving the matters at hand].

CCTFA will seek to achieve this intermediate outcome through the output below:

i. Output C.2.1: Central Corridor Monitoring and Evaluation Framework Initiated and Coordinated [by CCTFA]

### **b. Intermediate Objective C.3: Enhanced Corridor Communications and Advocacy**

Achieving this output will entail maintaining a high level of information and communication around the CCTTFA agreement, stakeholders' roles and benefits, past achievements, current plans and programs as well as the success stories. In this context, the CCTTFA will review its information and communication strategy and strengthen its partnership with the media. The CCTTFA will continue the current publicity and branding campaign and further intensify efforts where needed.

In addition, the CCTTFA Secretariat will organise a major regional freight conference with a larger and more diversified audience in order to open the debate on the development of the Central Corridor to all key interest groups.

CCTTFA will also aim at catalyzing optimal institutional frameworks for more effective dialogue, coordination and collaboration among stakeholders. In this regard, efforts will focus on supporting the establishment of partnerships and collaborative working arrangements among various public entities and players. Efforts will also focus on harmonizing and enhancing the effectiveness of existing public-private dialogue (PPD) mechanisms at both national and regional level. CCTTFA will promote and facilitate the development of well-

designed national PPD strategies building upon existing mechanisms. This will enable the private sector to play a greater role in resolving the issues hindering the smooth movement of goods along the Central Corridor.

CCTTFA will seek to achieve this intermediate outcome through the following output:

#### **i. Output C.3.1: Central Corridor Communications and Advocacy Interventions Initiated and Coordinated [by CCTTFA]**

### **3.3.5 Pillar V**

#### **Central Corridor's Migration to an Economic Development Corridor**

The CCTTFA policy organs have resolved that the Central Corridor will migrate from a trade/transport corridor to an economic/value corridor. The intended migration means that CCTTFA will shift from only moving goods and people to also stimulating investment in economic activities, creating jobs, generating income and hence reducing poverty within the Central Corridor region. Under this strategy pillar, CCTTFA will aim at catalysing and fostering the migration process, focusing on three key intermediate outcomes. The intermediate outcomes are presented in this section together with related outputs while the activities are presented in the macro-level business plan.

### **a. Intermediate Outcome 2.3: Enhanced Transformation of Central Corridor to an Economic Development Corridor**

Under this intermediate outcome, CCTTFA will seek to fast-track the migration of the Central Corridor to a value corridor by improving the connectivity of the existing production hubs across the region to the Central Corridor infrastructure and cargo logistics services.

This will involve identifying the existing major production activities, industries and value chains; assessing their infrastructure and freight logistics needs and designing ways of improving their connectivity to the Central Corridor.

CCTTFA will also aim at scaling up the work done during the pilot stage. This stage will entail a more complex process of screening the Central Corridor region for new investment opportunities, prioritising them; translating the selected ones into bankable projects (anchor projects) and marketing them to potential investors. The enabling environment that will be necessary for the successful development

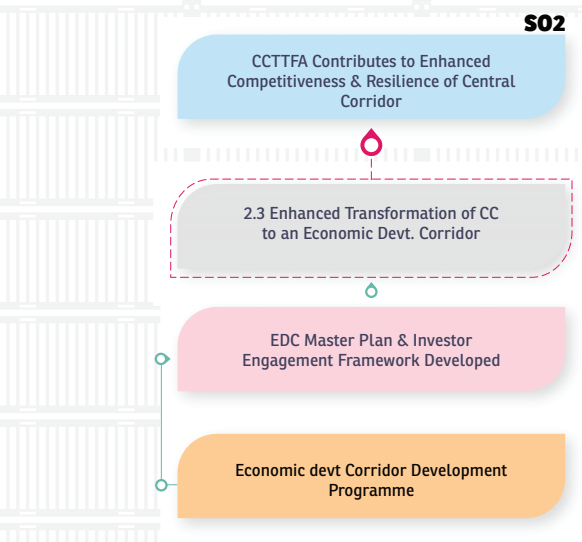
of the anchor projects including the required infrastructure will also be assessed and, where necessary, further policy and institutional reforms will be recommended.

The migration of the Central Corridor to a value corridor will entail CCTTFA being engaged in areas that have been so far outside its mandate or, even

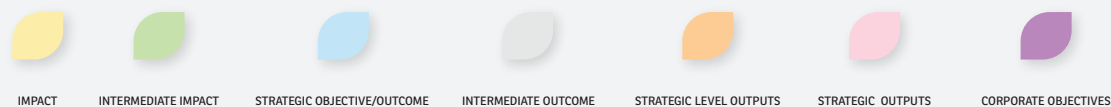
within the traditional mandate, being required to do business in a different way. Such areas include bringing on-board the productive sectors, increased role of the private sector; mainstreaming job creation, inclusiveness and income generation ; required changes in national and regional coordination structures; and corridor monitoring and coordination.

More specifically, CCTTFA envisages achieving this intermediate outcome through the output below:

[i. Output 2.3.1: Economic Development Corridor Master Plan and Investors Engagement Framework Developed](#)



#### LEGEND



**S01 - STRATEGIC OBJECTIVE 1**  
**S02 - STRATEGIC OBJECTIVE 2**  
**S03 - STRATEGIC OBJECTIVE 3**

# 4.0

## CCTTFA MACRO-LEVEL BUSINESS PLAN SUMMARY

The CCTTFA Strategic Plan will be implemented through five annual business plans. The macro-level business plan provides a broader and longer term framework from which the annual business plans will be extracted subject to the updates and adjustments that may be required. The macro-level plan is based on the same priority interventions identified in the CCTTFA strategy under the respective pillars and objectives. The proposed interventions were selected taking into account the Member States priorities and based on the ongoing programs, the views expressed by the Member States during the stakeholders' consultations, and the discussions with the secretariat's senior officials. The macro-level plan proposes a broad schedule of implementation for all the interventions and activities. It also provides the indicative cost estimates for each intervention

REPUBLIQUE DEMOCRATIQUE DU CONGO  
POSTE FRONTALIER A ARRET UNIQUE  
GRANDE BARRIERE



CODE	RESULT/ ACTIVITIES	DESCRIPTION	COST [\$X1000]	
			INTERNAL RESOURCES	EXTERNAL RESOURCES
	<b>Pillar I</b>	<b>Integrated Infrastructure Network</b>		
1.1	IO	Improved Inland Waterways Transport Network		
1.1.1	Output	CC Inland Waterways Programme Initiated & Coordinated		
1.1.1.1	Programme	CC Inland Waterways Programme		
	Core Projects	L Tanganyika Inland Waterways Projects:	900	500
		L Victoria Inland Waterways Projects:	1000	1100
		L Kivu Inland Waterways Projects:	400	500
1.2	IO	Improved Railways Transport Network		
1.2.1	Output	CC Railways Projects Initiated & Coordinated		
1.2.1.1	Programme	CC Railways Programme		
		Support for SGR Implementation	400	500
		- Monitoring		
		- Reporting		
		SGR Projects Stakeholder Engagements	900	1650
		Railways Management and Operations Capacity Building	400	1300
1.3	IO	Improved Roadways Transport Network		
1.3.1	Output	CC Priority Multinational Highways & Missing Link Roads initiated & Coordinated		
1.3.1.1	Programme	Priority Multinational Highways & Missing Link Roads Programme		
		Monitoring and Coordination of Roadways Projects	1300	1600
		- Monitoring		
		-Reporting		
		-Fundraising		
		Road Infrastructure Information Systems	300	570
		Monitoring & Coordination of Road Safety Interventions	400	500
		DRC ITDP	600	1500
	<b>Pillar II</b>	<b>Enhanced Logistics Industry Business Competitiveness</b>		
2.1	IO	Improved Logistics Management & Operations		
2.1.1	Output	Logistics Assets Management Interventions Initiated & Promoted		

CODE	RESULT/ ACTIVITIES	DESCRIPTION	COST (\$X1000)	
			INTERNAL RESOURCES	EXTERNAL RESOURCES
2.1.1.1	Programme	Logistics Assets Management Programme		
		Road Transport Logistics Operations & Management	750	1100
		Inland Waterways Transport Logistics Operations & Management	500	800
		Railways Transport Logistics Operations & Management	450	900
2.2	IO	Improved Logistics Services		
2.2.1	Output	Logistics Services Management Interventions Initiated & Promoted		
2.2.1.1	Programme	Logistics Centre of Excellence Interventions		
		Inland Waterways Transport Logistics Services	400	0
		Railways Transport Logistics Services	300	150
		Airways Transport Logistics Services	100	300
		Roadways Transport Logistics Services	350	500
2.2.1.2	Programme	Logistics Services Capacity Building Programme		
		Logistics Services Capacity Building Programme	400	1700
<b>Pillar III</b>		<b>Effective Policy and Institutional Environment</b>		
C.1	IO	Enhanced Corridor Transport & Trade Policy		
C.1.1	Output	CC Transport & Trade Policy Interventions Initiated & Coordinated		
C.1.1.1	Programme	CC Transport Policy Programme		
		Transport Policy Programme	400	600
C.1.1.2	Programme	CC Trade Policy Programme		
	Core Activities	Trade Policy Programme	450	650
C.4	IO	Enhanced Compliance with Social & Environmental Safeguards		
C.4.1	Output	CC Social & Environmental Interventions Initiated & Promoted		
C.4.1.1	Programme	CC Social & Gender Safeguards Programme		
		Social & Gender Safeguards Programme	500	500
C.4.1.2	Programme	CC Environmental & Climate Change Safeguards Programme		
	Core Activities	Environmental & Climate Change Safeguards Programme	400	950

CODE	RESULT/ ACTIVITIES	DESCRIPTION	COST [\$X1000]	
			INTERNAL RESOURCES	EXTERNAL RESOURCES
	<b>Pillar IV</b>	<b>Enhanced Corridor Coordination, Monitoring &amp; Communications</b>		
C.2	IO	Enhanced Corridor Monitoring & Evaluation		
C.2.1	Output	CC M&E Framework Initiated & Coordinated		
C.2.1.1	Programme	CC Performance Monitoring Programme		
		CC Performance Monitoring Programme	400	1350
C.2.1.2	Programme	CC Projects Monitoring Programme		
		CC Projects Monitoring Programme	950	450
C.2.1.3	Programme	Dar Port Stakeholders Coordination Programme		
		Dar Port Stakeholders Coordination Programme	1750	550
C.3.1	Output	CC Communications & Advocacy Initiated & Coordinated		
C.3.1.1	Programme	CC Communications Strategy & Plan		
	Core Activities	CC Communications Strategy & Plan	1950	325
C.3.1.2	Programme	CC Public-Private Dialogue Platform		
		CC Public-Private Dialogue Platform	650	425
	<b>Pillar V</b>	<b>Central Corridor's Migration to an Economic Development Corridor</b>		
2.3	IO	Enhanced Transformation of CC to an Economic Development Corridor		
2.3.1	Output	EDC Master Plan & Investor Engagement Framework Developed		
2.3.1.1	Programme	Economic Development Corridor Programme		
		Economic Development Corridor Programme	900	1700
<b>Budget Total</b>			<b>18200</b>	<b>22670</b>

# 5.0

## LIST OF COMPLETED AND/ OR ONGOING PROGRAMMES AND PROJECTS - 2014-2019 STRATEGIC PERIOD



## KEY COMPLETED OR ONGOING PROGRAMMES AND PROJECTS

PROJECT NAME	PLANNED CCTTFA ACTIVITIES	STATUS OF PROJECT IMPLEMENTATION
Project Information Database [PID]	Fund and implement the upgrading of the PID and interface it the Virtual PIDA Information Centre [VPIC] web portal of the NEPAD Agency, the African Infrastructure Database [AID] systems and other PIDA implementing institutions	Ongoing
<b>TRANSPORT POLICY AND PLANNING</b>		
Value Corridor	Identify renewable energy and energy efficiency priority projects. Facilitate financing	Project identification mission in Rwanda and Tanzania. Request to AUDA [NEPAD]
CCTTFA strategic Plan	Commission a study for the preparation of the strategic plan	Ongoing
Support to DMI Training Program (2 students from each country; 3 year program)	Fund and implement training of marine personnel from Member States at DMI.	Training of the first batch ongoing. Students will graduate as Class 3 Officers of Navigation & Engineering
TTFA Sustainable Freight Transport Strategy	Commission a study for the preparation of the strategy	Completed
Analytical Comparative Transport Cost Study along the Central Corridor	Facilitate financing [by World Bank]. Participated in technical oversight.	Completed in May 2019:
<b>INFRASTRUCTURE</b>		
CCTTFA PIDA Capacity Building Early Project Preparation	Facilitate financing of project identification and preparation [PIDA-PAP] for Member States. Secure funding and hire a railway specialist to advise Member States on railway programs	Missions to AfDB and AUDA. Funding mobilization for railway specialist ongoing. Funding secured for Uvira-Ruberizi road.
Kalundu Port – Uvira – Ruberizi Road [Feasibility studies and detailed designs]	Facilitate financing from AfDB and AUDA	Financing secured. Study ongoing.
One Stop Inspection Stations [OSIS] at Manyoni and Nyakanazi [in order to reduce check points for transit trucks to only 3; the 3rd OSIS will be at Kibaha]	Facilitate TMEA funding for studies and works supervision; monitor implementation	Works ongoing
Isaka – Kigali Standard Gauge Railway [Updating the feasibility study and review of alignment and engineering designs]. Tanzania/Rwanda project.	Facilitate the meetings of the Joint Technical Monitoring Committee. Participate in the funding for leveraging purpose [seed money: 15% of cost]	Feasibility study and Designs Completed.
Uvinza – Musongati Standard Gauge Railway [Tanzania/Burundi project]	Facilitate meetings of technical experts Tanzania and Burundi	Feasibility study and Designs ongoing

PROJECT NAME	PLANNED CCTFA ACTIVITIES	STATUS OF PROJECT IMPLEMENTATION
<b>DRC PORTS SUPPORT</b>		
Dredging for the port of Kalundu	Facilitate TMEA financing. Monitor implementation and advise accordingly.	Completed
Rehabilitation and modernization of Kalundu port (estimated cost: \$2,5m)	Facilitate resource mobilization. Monitor implementation and advise accordingly.	Discussions with DRC and TMEA are ongoing on implementation modalities and possible funding [by TMEA]
Capacity support for CEPCOR	Facilitate financing	Financing secured from TMEA [Under Kalundu port project]. Project completed.
Lake Kivu integrated Transport program: hydrographic surveys; navigation charts; aids to navigation; strategy for Rescue Centers; dredging quantities for selected ports.	Provide funding for preparation of concept and TORs; facilitate TMEA funding; facilitate project coordination	Completed
Lake Kivu Integrated Transport Program: Preparation of DRC/Rwanda Joint Priority Action Plan (PAP) and ToRs for the Joint Steering Committee	Facilitate bilateral engagements for drawing up the PAP and ToRs. Facilitate funding mobilization for implementation of the PAP	Discussions ongoing with TMEA and AfDB for funding.
Lake Victoria Integrated Transport program: reopening of the Dar es Salaam-Mwanza-Port Bell -Kampala route	Facilitate bilateral meetings (Tanzania and Uganda); Monitor the performance of the reopened route	Route reopened by Mid-June 2018. However the shortage of wagons on the Tanzania side is a challenge.
Lake Victoria Integrated Transport program [Vessel/Boat Census on Lake Victoria]	Facilitate the conduct of the census	Completed
Lake Tanganyika Integrated Transport Program: upgrade of the Kasulu Manyovu/ Mugina-Gitaza Road to Bitumen standard.	Facilitated preparation of a MOU between Tanzania and Burundi. Facilitate funding mobilization for the project [jointly with EAC]	MOU signed. Funding secured from AfDB. Project implementation ongoing
Lake Tanganyika Integrated Transport Program (Burundi, DRC and Tanzania)	<ul style="list-style-type: none"> <li>- Facilitate resource mobilization.</li> <li>-Facilitate the July 2017 Kigoma meetings (Ministers, experts and Permanent Secretaries); Bujumbura meeting (November 2017), and subsequent follow up meetings (April, August, November 2018).</li> </ul>	Joint matrix of priority projects adopted. Coordination arrangements, roadmap and the respective responsibilities adopted. Implementation ongoing.
Rusizi River navigability	Facilitate joint assessment. Facilitate MOU signing.	Joint assessment mission facilitated in June 2019
<b>LOGISTICS AND TRANSIT FACILITATION</b>		
Transport Observatory: routine processes	Conduct regular data collection, processing and analysis.	Regular data collection and updating of online and dashboard reports. Monthly, quarterly and annual reports produced. Data exchange MOU signed with URA and similar process ongoing with DGDA.

PROJECT NAME	PLANNED CCTTFA ACTIVITIES	STATUS OF PROJECT IMPLEMENTATION
Transport Observatory: enhancements	Carry out system enhancements and operational improvements	-System enhancements carried out: automated data collection; SMS reporting system for road users;  Ongoing: interfacing of stakeholders systems; Backup and recovery equipment installed
Central Corridor Road Safety and Security Audit [Tanzania, Burundi and Rwanda]: black spots, development of a safe corridor strategy for the CC; priority interventions; safety management capacity	Facilitate funding. Oversee implementation.	Road safety and security audit completed
Gatumba SEZ/Logistics Platform [GLP]	Facilitate program design	Program design including Action Plan completed with CCTTFA funding
Capacity building in the air transport sector	Facilitate funding mobilization	Funding request submitted to AfDB
Lake Tanganyika Integrated Transport Program: Fleet renewal; SAR; Ports Access	Facilitate funding mobilization. Facilitate project coordination and monitoring	Funding mobilized [World Bank]. Feasibility studies for the three components ongoing
<b>CUSTOMS</b>		
SCT [capacity building; awareness campaign]	Facilitate training of CFAs in SCT cargo clearing procedures.	Training of CFAs from Burundi and Rwanda conducted. Trained agents to access the TRA system [TANCIS]
Implementation status of WTO-TFA in the CCTTFA Member States [cooperation between National Trade Facilitation Committees and CCTTFA]	Conduct a study on status of implementation. Facilitate search for funding for implementation of the recommendations	Assessment Study conducted in 2018.
<b>COMMUNICATIONS AND ADVOCACY</b>		
Media partnership Program	Facilitate and monitor selected media houses in incorporating Central Corridor branding content in their TV programs. Produce and disseminate branding materials. Facilitate targeted journalists in publishing stories with Central Corridor branding content in newspapers.	Completed
Production of CCTTFA Documentary Film	Fund and implement activity	Activity completed

# 6.0

## **MEMBER STATES LIST OF PRIORITY PROGRAMMES AND PROJECTS (2021-2025 STRATEGY PERIOD)**





# BURUNDI

S/N	PROJECT NAME	PROJECT DESCRIPTION	ESTIMATED VALUE/ COST (USD) IN MILLION	IMPLEMENTATION STAGE	ESTIMATED TIME FRAME FOR IMPLEMENTATION	SOURCE OF FUNDS	FINANCIAL MODEL	PROPOSED PROJECTS FOR CLIMATE FINANCE
1. RAILWAY PROJECTS/BURUNDI								
1.1	Construction of Uvinza-Musongati [240km] and extension from Mpanda-Karema [150km] standard gauge railway line.	The proposed line will run from Uvinza-Musongati [240km] in order to connect Tanzania with Burundi with an extension to DRC. The line will be Standard gauge with 120 pounds rails and concrete sleepers with a design speed of 160km/h for passenger, 120km/h for freight train, 35-axle load and electrified.	\$900,000.00	Mobilization of funds for construction.	2025	TBA	PPP	✓
1.2	Railway-related safety, capacity building and operational regulations	Burundi seeks to commence preparation for establishing railway-related safety, capacity building and operational regulations to assist in governing new railway policies.	\$5m	Funds for implementation	2021-2025	GoB & DPs	TBA	✓
2. PORTS PROJECTS/BURUNDI								
2.1	Upgrading of Bujumbura Port	Rehabilitation of port facilities; construction of a shipyard; construction of a container terminal and waste water management	\$31.00	Construction	2025	Funds available-JICA	DPs & Gov	✓
		Construction of Breakwater; construction of an oil terminal; construction of a passenger terminal	\$50.00	Construction	2025	Funds available-AfDB & EU	DPs & Gov	
		Institutional support	\$5m		2021-2025	DPs & Gov	DPs & Gov	
	Construction of Vessels	Construction of 5 Vessels with a total capacity of 10,000tonnes	\$30.00	Mobilization of funds for DED and construction.	2025	TBA	PPP	
2.2	Construction of Rumonge Port	Construction of a Jetty; Container terminal and Warehouses	\$10.00	Fundraising	TBA	TBA	TBA	✓
2.3	Construction of Kabonga Port	Construction of a Jetty; Container terminal and Warehouses	\$10.00	DED	TBA	TBA	TBA	✓
3. ROADS PROJECTS/BURUNDI								
3.1	RN1: BUJUMBURA-BUGARA-MA-KAYANZA[101km]	Rehabilitation and upgrading to EAC standard	\$121.20	Mobilization of funds for DED and construction.	TBA	TBA	TBA	✓

S/N	PROJECT NAME	PROJECT DESCRIPTION	ESTIMATED VALUE/ COST (USD) IN MILLION	IMPLEMENTATION STAGE	ESTIMATED TIME FRAME FOR IMPLEMENTATION	SOURCE OF FUNDS	FINANCIAL MODEL	PROPOSED PROJECTS FOR CLIMATE FINANCE
3.2	RN2: Bugarama-Gitega-Makebuko[88km]	Rehabilitation and upgrading to EAC standard	\$108.00	Mobilization of funds for construction.	TBA	TBA	TBA	✓
3.3	RN3: Bujumbura-Mabanda-Mugina[189km]							
3.3.1	Road Section Bujumbura-Gitaza [35km]	Rehabilitation and upgrading to EAC standard	\$50.00	Mobilization of funds for FS; DED and construction.	TBA	TBA	DPs & Gov	✓
3.3.2	Road Section Gitaza-Rumonge [45km]	Rehabilitation and upgrading to EAC standard	\$60.00	DED and Construction	2022	Funds Available AfDB	DPs & Gov	
3.3.3	Road Section Rumonge-Nyanza Lac [52km]	Rehabilitation and upgrading to EAC standard	\$68.00	DED and Construction	2025	Funds available BADEA, Saudi and Koweit funds	DPs & Gov	
3.3.4	Road Section Nyanza Lac-Mabanda-Mugina [45km]	Completed	\$60.00			AfDB	DPs & Gov	
3.3.5	Mugina/Manyovu OSBP	Construction	\$12.00	DED and Construction	2022	Funds Available AfDB	DPs & Gov	
3.4	RN4: BUJUMBURA-GATUMBA [15km]	Completed	\$20.00			EU	DPs & Gov	
3.4.1	Gatumba-Kavimvira OSBP	Construction	\$12.00	Mobilization of funds for DED and construction.	TBA	TBA	DPs & Gov	✓
3.5	RN6: Kayanza-Ngozi-Muyinga-kobero[124km]	Rehabilitation and upgrading to EAC standard	\$148.80	Mobilization of funds for DED and construction.	TBA	TBA	DPs & Gov	✓
3.6	RN7:Bujumbura-Jenda-Gitaba [132km]	Rehabilitation and upgrading to EAC standard	\$158.40	Mobilization of funds for DED and construction.	TBA	TBA	DPs & Gov	✓
3.7	RN8: Makebuko-Rutana-SO-SUMO [60km]	Rehabilitation and upgrading to EAC standard	\$112.80	Mobilization of funds for DED and construction.	TBA	TBA	DPs & Gov	✓
3.8	RN11: Mabanda-Gihofi-Can-kuzo [120km]	Construction	\$144.00	Mobilization of funds for DED and construction.	TBA	TBA	DPs & Gov	✓

S/N	PROJECT NAME	PROJECT DESCRIPTION	ESTIMATED VALUE/ COST (USD) IN MILLION	IMPLEMENTATION STAGE	ESTIMATED TIME FRAME FOR IMPLEMENTATION	SOURCE OF FUNDS	FINANCIAL MODEL	PROPOSED PROJECTS FOR CLIMATE FINANCE
3.9	RN13: Makebuko-Ruyigi-Cankuzo-Gahumo [144km]							
3.9.1	Road Section Makebuko-Ruyigi-Cankuzo [91km]	Completed	\$109.20					
3.9.2	Road Section Cankuzo-Gahumo [53km]	Construction	\$64.80	Mobilization of funds for DED and construction.	TBA	TBA	DPs & Gov	✓
3.9.3	Road Section Gisuru-Rusengo [37km]	Construction	\$50.00	Mobilization of funds for construction.	TBA	TBA	DPs & Gov	✓
3.9.4	Gahumo/Murusagamba OSBP	Construction	\$12.00	Mobilization of funds for DED and construction.	TBA	TBA	DPs & Gov	✓
3.9.5	Gisuru/Mabamba OSBP	Construction	\$12.00	Mobilization of funds for DED and construction.	TBA	TBA	DPs & Gov	✓
	TOT/Burundi	Funded and/or completed	\$398.20					
		Funds to be mobilised for construction/works	\$2,197,720.00					
		Funds to be mobilised for construction/FS; DED	\$30m					
		Funds to be mobilised for Institutional support and Capacity building	\$10m					

## DR CONGO

S/N	PROJECT NAME	PROJECT DESCRIPTION	ESTIMATED VALUE/ COST (USD) IN MILLION	IMPLEMENTATION STAGE	ESTIMATED TIME FRAME FOR IMPLEMENTATION	SOURCE OF FUNDS	FINANCIAL MODEL	PROPOSED PROJECTS FOR CLIMATE FINANCE
ROADS PROJECTS/DRC								
1.1	Uvira-Bukavu Road [130km]	Funds required for Project construction. The project will run from Uvira to Bukavu with a total length of 130 km. FS and DED for lot 1 (50km) done. FS and DED for Lot2 ongoing. Funds are required for construction	\$200	FS and DED for lot 1 (50km) done. FS and DED for Lot2 ongoing. Funds are required for construction	2021-2025	Not yet secured	PPP	✓
1.2	Upgrading of the Uvira - Kalemie - Lubumbashi road [RN5] 1450 Km	The proposed line will run from Uvira-Kalemie in order to connect with Lubumbashi.	\$29m	Funds are required for Feasibility Study, Detailed Engineering Design and ESIA.	2020-2024	Not secured	To be determined	✓
1.3	Upgrading of the Bukavu -Kindu road 673 Km	The proposed line will run from Bukavu to Kindu.	\$13m	Funds are required for Feasibility Study, Detailed Engineering Design and ESIA.	2020-2024	Not secured	To be determined	✓
1.4	Upgrading of the Kalemie - Kindu road [via Fizi] 1,314 km	The project entails rehabilitation of 1,314 Km road from Uvira to Kindu via Fizi in order to connect Bujumbura-Dar es Salaam port.	\$26m	Funds are required for Feasibility Study, Detailed Engineering Design and ESIA.	2020-2024	Not secured	To be determined	✓
1.5	Rehabilitation / Upgrading of the Bukavu - Miti - Hombo - Walikale - Kisangani road [665km]	Rehabilitation and upgrading of the Bukavu-Miti-Hombo-Walikale-Kisangani road.	\$13m	Funds are required for Feasibility Study, Detailed Engineering Design and ESIA.	2020-2024	Not secured	To be determined	✓
1.6	Upgrading of the Goma - Rutshuru - Beni road [357km]	Upgrading of the Goma-Rutshuru-Beni road.	\$7m	Funds are required for Feasibility Study, Detailed Engineering Design and ESIA.	2020-2024	Not secured	To be determined	✓
1.7	Upgrading of the Goma - Rutshuru - Bunagana road [88km]	Upgrading of the Goma-Rutshuru-Bunagana road.	\$1.7m	Funds are required for Feasibility Study, Detailed Engineering Design and ESIA.	2020-2024	Not secured	To be determined	✓
1.8	Construction of access roads to Ruzizi 1 and 2 [5km]	The proposed construction of access road to Ruzizi 1 and 2 to facilitate trade between DRC and Rwanda to Dar es Salaam port.	\$0.1m	Funds are required for Feasibility Study, Detailed Engineering Design and ESIA.	2020-2024	Not secured	To be determined	✓

S/N	PROJECT NAME	PROJECT DESCRIPTION	ESTIMATED VALUE/ COST (USD) IN MILLION	IMPLEMENTATION STAGE	ESTIMATED TIME FRAME FOR IMPLEMENTATION	SOURCE OF FUNDS	FINANCIAL MODEL	PROPOSED PROJECTS FOR CLIMATE FINANCE
1.9	Construction of stop and rest stations [Bukavu-Goma-Rutshuru-Baraka]	The proposed construction of stop and rest stations[Bukavu-Goma-Rutshuru-Baraka].	\$0.2m	Funds are required for Feasibility Study, Detailed Engineering Design and ESIA.	2020-2024	Not secured	To be determined	✓
1.1	Bitumening of the Sake - Masisi - Burhora - Walikale road [213km]	Bitumening of the Sake-Masisi-Buho-ra-Walikale road 213 Km.	\$4m	Funds are required for Feasibility Study, Detailed Engineering Design and ESIA.	2020-2024	Not secured	To be determined	✓
1.11	Rutshuru - Kiwandja - Butembo - Beni road asphaltting [315 km]	The project entails asphaltting Rutshuru-Kiwandja-Butembo-Beni road 315 Km.	\$6m	Funds are required for Feasibility Study, Detailed Engineering Design and ESIA.	2020-2024	Not secured	To be determined	✓
1.12	Bitumening of the Kiwandja - Ishasha road [63km]	The project entails bitumeningnof Kiwandja-Ishasha road 65 Km.	\$1.3m	Funds are required for Feasibility Study, Detailed Engineering Design and ESIA.	2020-2024	Not secured	To be determined	✓
1.13	Bitumening of the Uvira - Baraka - Itombwe - Kalole - Kindu road [969km]	The project entails bitumening of the Uvira-Baraka- Itombwe-Kalole-Kindu roa 969 Km.	\$19m	Funds are required for Feasibility Study, Detailed Engineering Design and ESIA.	2020-2024	Not secured	To be determined	✓
1.14	Bitumening of the road Kisangani - Ubundu road [129km]	The project entails rehabilitation of a 139 Km road	\$2.7m	Funds are required for Feasibility Study, Detailed Engineering Design and ESIA.	2020-2024	Not secured	To be determined	✓
1.15	Upgrading of the Goma - Bukavu road	Upgrading of Goma-Bukavu road.	\$3m	Funds are required for Feasibility Study, Detailed Engineering Design and ESIA.	2020-2024	Not secured	To be determined	✓

S/N	PROJECT NAME	PROJECT DESCRIPTION	ESTIMATED VALUE/ COST (USD) IN MILLION	IMPLEMENTATION STAGE	ESTIMATED TIME FRAME FOR IMPLEMENTATION	SOURCE OF FUNDS	FINANCIAL MODEL	PROPOSED PROJECTS FOR CLIMATE FINANCE
2. PORTS PROJECTS/DRC								
2.1	Rehabilitation / Upgrading [Development and extension of storage areas] and Equip- ment of Kalundu Port	Dredging, rehabilitation and moderni- zation of Kalundu port infrastructures to facilitate trade between Uvira in DRC-Burundi-Tanzania and Zambia. Dredging carried out, Recrutement of the supervision Consultant for rehabiliattion work is on final stage.Additional funds are required for port modernisation and accss roads	\$ 20m	.Additional funds are required for port modernisation and accss roads	2020-2024	DRC&DPs	To be deter- mined	✓
2.2	Rehabilitation / Upgrading [Development and extension of the port's storage areas] and Equipment of the port of Kalemie	Dredging, rehabilitation and moderni- zation of Kalundu port infrastructures to facilitate trade between Kalemie in DRC-Burundi-Tanzania and Zambia.	\$ 126m	Feasibility study for rehabilitation of Kalemie port com- pleted, Contract signed between DRC Government and Consultant for works.	2020-2024	Not yet secured	To be deter- mined	✓
2.3	Rehabilitation / Upgrading of the port of Bukavu	Dredging, rehabilitation and moderni- zation of Bukavu port infrastructures to facilitate trade between Bukavu in DRC-Rwanda.	\$ 2m	Funds are required for Feasibility Study, Detailed Engineer- ing Design and ESIA.	2020-2024	Not yet secured	To be deter- mined	✓
2.4	Rehabilitation / Upgrading of the Port of Goma	Dredging, rehabilitation and modern- ization of Goma port infrastructures to facilitate trade between Goma in DRC-Rwanda.	\$ 1m	Funds are required for Feasibility Study, Detailed Engineer- ing Design and ESIA.	2020-2024	Not yet secured	To be deter- mined	✓
2.5	Rehabilitation / Upgrading of the port of Mushimbake/ Baraka	Dredging, rehabilitation and moderni- zation of Baraka port infrastructures to facilitate trade between Baraka in DRC-Burundi-Tanzania and Zambia.	\$1m	Funds are required for Feasibility Study, Detailed Engineer- ing Design and ESIA.	2020-2024	Not yet secured	To be deter- mined	✓
2.6	Rehabilitation / Upgrading of the Port of Moba	Dredging, rehabilitation and moderni- zation of Moba port infrastructures to facilitate trade between Moba in DRC-Bu- rundi-Tanzania and Zambia.	\$1m	Funds are required for Feasibility Study, Detailed Engineer- ing Design and ESIA.	2020-2024	Not yet secured	To be deter- mined	✓
2.7	Rehabilitation / Upgrading of the port of Kisangani	Dredging, rehabilitation and moderniza- tion of Kisangani port infrastructures to facilitate trade between Kisangani-Kin- du-Kinshasa in DRC.	\$2m	Funds are required for Feasibility Study, Detailed Engineer- ing Design and ESIA.	2020-2024	Not yet secured	To be deter- mined	✓

S/N	PROJECT NAME	PROJECT DESCRIPTION	ESTIMATED VALUE/ COST (USD) IN MILLION	IMPLEMENTATION STAGE	ESTIMATED TIME FRAME FOR IMPLEMENTATION	SOURCE OF FUNDS	FINANCIAL MODEL	PROPOSED PROJECTS FOR CLIMATE FINANCE
2.8	Rehabilitation / Upgrading of the port of Ubundu	Dredging, rehabilitation and modernization of Ubundu port infrastructures to facilitate trade between Ubundu-Kindu-ports in DRC.	\$1m	Funds are required for Feasibility Study, Detailed Engineering Design and ESIA.	2020-2024	Not yet secured	To be determined	✓
2.9	Development of a container terminal with 2 gantry cranes for Kalemie and Kalundu	Dredging, rehabilitation and modernization of Kalundu port infrastructures to facilitate trade between Kalemie in DRC-Burundi-Tanzania and Zambia.	\$1m	Funds are required for Feasibility Study, Detailed Engineering Design and ESIA.	2020-2024	Not yet secured	To be determined	✓
2.10	Institutional support	Institutional support; Regulatory Framework Harmonisation and Capacity building	\$10m		2021-2025	DPs & Gov	DPs & Gov	✓
2.11	Acquisition of 2 Tug boats	Dredging, rehabilitation and modernization of Kalundu port infrastructures to facilitate trade between Kalemie in DRC-Burundi-Tanzania and Zambia.	\$10m	Funds are required for Feasibility Study, Detailed Engineering Design and ESIA.	2020-2024	Not yet secured	To be determined	✓
3. MARINETRANSPORT PROJECTS/DRC								
3.1	Bathymetric studies and production of navigation charts	The project will cover bathymetric studies and produced the navigation chart in DRC.	\$0.5m	Funds are required for Feasibility Study, Detailed Engineering Design and ESIA.	2020-2024	Not secured	To be determined	✓
3.2	Acquisition of navigational aids	The proposed project will cover logistic facilities for buying navigational aids to DRC.	\$2m	Funds are required for Feasibility Study, Detailed Engineering Design and ESIA.	2020-2024	Not secured	To be determined	✓
3.3	Marking and dredging on Lakes Kivu and Tanganyika	Marking and dredging on Lakes Kivu and Tanganyika.	\$2m	Funds are required for Feasibility Study, Detailed Engineering Design and ESIA.	2020-2024	Not secured	To be determined	✓
3.4	Acquisition of a drag line dredger for the port of Kalemie	The proposed project will procure drag line dredger for Kalemie port.	\$5m	Funds are required for Feasibility Study, Detailed Engineering Design and ESIA.	2020-2024	Not secured	To be determined	✓

S/N	PROJECT NAME	PROJECT DESCRIPTION	ESTIMATED VALUE/ COST (USD) IN MILLION	IMPLEMENTATION STAGE	ESTIMATED TIME FRAME FOR IMPLEMENTATION	SOURCE OF FUNDS	FINANCIAL MODEL	PROPOSED PROJECTS FOR CLIMATE FINANCE
3.5	Acquisition of a dredger for the Kalundu port	Procurement of a dredger for the Kalundu port.	\$2m	Funds are required for Feasibility Study, Detailed Engineering Design and ESIA.	2020-2024	Not secured	To be determined	✓
3.6	Acquisition of a multifunctional dredger for the port of Bukavu	Procurement of a multifunctional dredger for Bukavu port.	\$2m	Funds are required for Feasibility Study, Detailed Engineering Design and ESIA.	2020-2024	Not secured	To be determined	✓
3.7	Acquisition of a slip way in Bukavu	Procurement of a slip way in Bukavu.	\$3m	Funds are required for Feasibility Study, Detailed Engineering Design and ESIA.	2020-2024	Not secured	To be determined	✓
3.8	Acquisition of the 2 multifunction buoy tenders and 3 hydrographic canoes	Procurement of 2 multifunctional buoy tenders and 3 hydrographic canoes.	\$1m	Funds are required for Feasibility Study, Detailed Engineering Design and ESIA.	2020-2024	Not secured	To be determined	✓
3.9	Capacity building for ship-owners and crews of floating units	Capacity building for ship-owners and crews of floating units.	\$1m	Funds are required for Feasibility Study, Detailed Engineering Design and ESIA.	2020-2024	Not secured	To be determined	✓
3.1	Harmonization of legal and regulatory texts related to navigation on Lakes Kivu and Tanganyika	Harmonization of legal and regulatory texts related to navigation on Lakes Kivu and Tanganyika.	\$0.5m	Funds are required for Feasibility Study, Detailed Engineering Design and ESIA.	2020-2024	Not secured	To be determined	✓
4. RAILWAY PROJECTS/DRC								
4.1	Reconstruction of the Kalemie - Kabalo - Kindu railway line [714 km]	The project will run from Kalemie port to Kindu port via Kabalo city with a total length of 714 km.	\$7m	Funds are required for Feasibility Study, Detailed Engineering Design and ESIA.	2020-2024	Not secured	To be determined	✓
4.2	Reconstruction of the Kabalo - Kamina railway line [447 km]	The project involves rehabilitation of old meters gauge railway from Kabalo-Kamina with a total length of 447 Km.	\$4m	Funds are required for Feasibility Study, Detailed Engineering Design and ESIA.	2020-2024	Not secured	To be determined	✓

S/N	PROJECT NAME	PROJECT DESCRIPTION	ESTIMATED VALUE/ COST (USD) IN MILLION	IMPLEMENTATION STAGE	ESTIMATED TIME FRAME FOR IMPLEMENTATION	SOURCE OF FUNDS	FINANCIAL MODEL	PROPOSED PROJECTS FOR CLIMATE FINANCE
4.3	Reconstruction of the Ubundu - Kisangani railway line [125km]	Rehabilitation of the Ubundu-Kisangani railway for a total length of 125 Km	\$2m	Funds are required for Feasibility Study, Detailed Engineering Design and ESIA.	2020-2024	Not secured	To be determined	✓
4.4	Reconstruction of the Kamina - Lubumbashi railway line [600km]	Rehabilitation of the Kamina-Lubumbashi route a total length of 600 Km.	\$6m	Funds are required for Feasibility Study, Detailed Engineering Design and ESIA.	2020-2024	Not secured	To be determined	✓
4.5	Reconstruction of the Kindu - Ubundu - Kisangani railway [575km]	Rehabilitation of the Kamina-Lubumbashi route a total length of 600 Km.	\$6m	Funds are required for Feasibility Study, Detailed Engineering Design and ESIA.	2020-2024	Not secured	To be determined	✓
4.6	Construction of Standard gauge railway from Kindu-Bukavu-Uvira-Bujumbura	The proposed line will run from Kindu-Bukavu in order to connect with Burundi via Uvira. The line will be Standard gauge with 120 pounds rails and concrete sleepers with a design speed of 160km/h for passenger, 120km/h for freight train, 35-axle load and electrified.	\$5m	Funds are required for Feasibility Study, Detailed Engineering Design and ESIA.	2020-2025	Not secured	To be determined	✓
5. CUSTOMS AND TRADE FACILITATION PROJECTS								
5.1	Construction of single-stop border crossings in: Gatumba-Kavimvira [Burundi-DRC], Bunagana-Kamanyola [Rwanda-DRC], RUZIZI II / RUSIZI I [DRC and Burundi], Bunagana-Bunagana [DRC/ Uganda].	Construction of single-stop border crossings in: Gatumba-Kavimvira [Burundi-DRC], Bunagana-Kamanyola [Rwanda-DRC], RUZIZI II / RUSIZI I [DRC and Burundi], Bunagana-Bunagana [DRC/ Uganda].	\$2m	Funds are required for Feasibility Study, Detailed Engineering Design and ESIA.	2020-2024	Not secured	To be determined	
	TOT/DRC	Funded and/or completed	\$2m					
		Funds to be mobilised for FS and DED	\$216m					
		Funds to be mobilised for Construction/Works [excluding those projects whose FS are yet to be done]	\$346m					
		Funds to be mobilised for Institutional support and Capacity building	\$10m					

## RWANDA

S/N	PROJECT NAME	PROJECT DESCRIPTION	ESTIMATED VALUE/ COST (USD) IN MILLION	IMPLEMENTATION STAGE	ESTIMATED TIME FRAME FOR IMPLEMENTATION	SOURCE OF FUNDS	FINANCIAL MODEL	PROPOSED PROJECTS FOR CLIMATE FINANCE
1. RAILWAY PROJECTS/RWANDA								
1.1	Central Corridor SGR	Isaka – Kigali SGR: An interoperable Isaka-Kigali railway extension linking the East African Countries of Tanzania and Rwanda is seen as pivotal from the perspective of development of the railway transport mode in the region. Rusumo to Kigali [116 km]; NBIA Branch Line [18 km]; and KLP Spur Line [5 km]	\$1000m	Construction	Not Available	Hybrid	affermage	✓
1.2	Railway-related safety and operational regulations	Rwanda seeks to commence preparation for establishing railway-related safety and operational regulations to assist in governing new railway policies.	\$5m					✓
1.3	Secondment of Rwandan engineers to the ongoing SGR construction in Tanzania	To facilitate a successful design-build of the SGR project; the availability of skilled resources is very important. It will be necessary to train operatives in all track-construction related activities. As Tanzania would have already embarked on the construction of the eastern sections, it may prove challenging securing the requisite skills for the railway. Prior planning can mitigate this with Rwanda seeking and selecting personnel to train and eventually engage them on the railway.	\$0.1m			CCTTFA		
2. PORTS PROJECTS/RWANDA								
2.1	Construction of four ports on Lake Kivu [Rusizi, Rubavu, Karongi & Nkora]	Contract signature for construction works of Rusizi and Rubavu ports done. Funds mobilization for construction works of Nkora and Karongi ports is ongoing.	TBA	Funds secured for Rusizi and Rubavu ports. Funds mobilisation for construction of Nkora and Karongi ports ongoing	Dec, 2022	Government of Rwanda, UK DFID and Belgian Cooperation through TMEA] as well as Netherlands Enterprise Agency [RVO].		✓

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3. ROADS PROJECTS/RWANDA								
3.1	Road Sides Stations	Construction of Road Sides Stations. FS is underway through CCTYTFA funding [\$0.3m]	\$50m (Provisional)	Funds are required for construction works	2023	GoR & DPs	TBA	✓
3.2	Ngoma- Ramiro Road [52.8 km]	The project involves the upgrading the Ngoma-Nyanza unpaved road that passes through three districts namely Ngoma and Bugsera [Eastern Province], and Nyanza [Southern Province]. The project will be subdivided into two lots: Lot 1: Ngoma – Ramiro [52.8 km] and Lot 2: Kibugabuga – Gasoro [66.55 km]. The proposed road links the Central Corridor to the Republic of Burundi and Democratic Republic of Congo through the Eastern and Southern Provinces of Rwanda.		Road design was completed and works procurement process is ongoing.	2019-2023	Funds available from DPs		
3.3	Bugsera-Nyanza road [66.55km]	Design, construction, and maintenance of the Kibugabuga-gasoro road are ongoing.		Project implementation progress is at 56%.	2019-2023	Funds available from DPs		
3.4	Huye-Kibeho-Munini road [66km]	The road project crosses both Huye and Nyaruguru Districts which are located in the Southern Province of Rwanda. This road connects the touristic Centre of Kibeho with Kigali-Huye-Akanyaru Haut national road [NR1] linking this centre with Burundi border at Akanyaru-Haut border; and it also connects with Munini Hospital		Project implementation progress is at 73.13%.	April 2019/April 2022	The project is financed by EXIM Bank of China and the Government of Rwanda.		
3.5	Kigali-Ring Road [80km]	Feasibility study completed and fund mobilization is ongoing	\$80m	Feasibility study was completed and fund mobilization is ongoing.	2019/2024	Not yet secured		✓

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3.6	Sonatube-Ga- hanga Akagera [13km]	The Government of Rwanda (GoR) through Rwanda Transport Development Agency (RTDA) signed the contract concerning the expansion of NR5 [13.6 Km] from single to dual carriage way with China Road and Bridge Corporation (CRBC).		The project implementation progress is at 77.9%.	March 2019/ March 2022	Funds Secured from DPs		
3.7	Nyanza – Karongi road	Fund mobilization for feasibility study is ongoing	\$80m				China Road and Bridge Corporation (CRBC)	✓
3.8	Muhanga- Karongi road [60km]	Fund mobilizations for rehabilitation works is ongoing	\$60m					✓
3.9	Huye-Kitabi road [53km]	Huye-Kitabi Road [53km] Project to foster socio-economic development through improved transportation for agriculture and tourism sectors. Rehabilitation and widening works of the road of 53 km starting from Huye bus station to Kitabi tea plantation		Project implementation progress is at 95%	2013-2020	Co-financed by the Government of Rwanda (GoR), the Arab Bank for Economic Development in Africa (BADEA), the OPEC Fund for International Development (OFID) and the Saudi Fund for Development (SFD) under loan agreements	China Road and Bridge Corporation (CRBC)	
3.10	Kayonza – Rusumo Road [92km]	Lot 3: Kayonza–Rusumo [92km] is part of the Project to rehabilitate and widening works of Kagitumba-Kayonza-Rusumo road [208km]		The project was completed and remaining additional works which will be completed before the end of 2022	May 2017- March 2020	Funds Available		

S/N	PROJECT NAME	PROJECT DESCRIPTION	ESTIMATED VALUE/ COST (USD) IN MILLION	IMPLEMENTATION STAGE	ESTIMATED TIME FRAME FOR IMPLEMENTATION	SOURCE OF FUNDS	FINANCIAL MODEL	PROPOSED PROJECTS FOR CLIMATE FINANCE
3.11	Kiga- li-Huye-Akan- yaru [157km]	<p>The project will see the existing road widening, according to the different type of road:</p> <p>For the Rural arterials, the existing road will be widened to 10.20 m in width, with two 3.60 m-wide lanes, and two shoulders of 1.50 m; For the Urban arterials (urban crossing of Kigali, Muhanga, Ruhango, Nyanza and Huye), the existing road will be widened to 4 lanes with 3.5 m width each and two shoulders of 2.50 m width, plus a raised median of 1.50 m width.</p>	\$150m	Design studies available	2019/2022	No Funds yet	TBA	✓
3.12	Nyagatare-Ru- komo [73km]			The project implementation progress is at 62.44%.	2019/2022	Funds available from DPs	TBA	
3.13	Base-Buta- ro-Kidaho [63km]		\$60m	Feasibility and detailed design reports are available.	2021/2024	Funds not yet secured	TBA	✓
3.14	Cross border roads [213km]		\$200m	Feasibility study is ongoing.	2021/2024	Funds not yet secured	TBA	✓
3.15	Karongi-Git- we-Nyanza & Gitwe-Ruhango [86km]		\$80m	The detail design of upgrading this road is ongoing under the financing of AfDB	2022/2025	Funds not yet secured	TBA	✓
3.16	Ngorore- ro-Nyakina- ma-Musan- ze-Cyanika [62km]		\$60m	Feasibility and detailed design reports are available. The project estimated cost is at 70,592,636 USD taxes exclusive.	2022/2025	Funds not yet secured	TBA	✓

S/N	PROJECT NAME	PROJECT DESCRIPTION	ESTIMATED VALUE/ COST (USD) IN MILLION	IMPLEMENTATION STAGE	ESTIMATED TIME FRAME FOR IMPLEMENTATION	SOURCE OF FUNDS	FINANCIAL MODEL	PROPOSED PROJECTS FOR CLIMATE FINANCE
3.17	Nyabugogo- Nyacyonga- Mukoto [36km]		\$36m	Feasibility and detailed design reports are avail- able. The project estimated cost is at 69.581.232 USD taxes exclu- sive.	2022/2025	Funds not yet secured	TBA	✓
3.18	Muhazi Belt Road [107.1km]		\$100m	Detail design contract for the upgrading to chip seal is under signature.	2022/2025	Funds not yet secured	TBA	✓
3.19	Kitabi-Gisovu- Bisesero- Gishyita [84Km]		\$80m	Study for the upgrading to chip seal is ongoing.	2022/2025	Funds not yet secured	TBA	✓
4. MARINE TRANSPORT PROJECTS/RWANDA								
4.1	Feasibility study of Rusizi navi- gability		\$1m	Funds not yet secured	TBD	TBD	TBD	✓
4.2	Feasibility study of Akagera navigability		\$1m	Funds not yet secured	TBD	TBD	TBD	✓
4.3	Capacity build- ing on Maritime transportation		\$1m	Funds not yet secured	TBD	TBD	TBD	✓
4.4	Harmoniza- tion of legal and regulatory framework for transport on Lake Kivu		\$1m	Funds not yet secured	TBD	TBD	TBD	✓

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4.5	Development and harmo- nization of standards (Port and vessel, and navigation aids etc.)	A Memorandum of Understanding (MoU) on the joint collaboration between Rwanda and DRC on Lake Kivu Integrated Transport Program was drafted, awaiting technical review by the Joint Steering Committee.	\$0.2m	Funds not yet secured	TBD	TBD	TBD	✓
4.6	Installation of navigation aids		\$10m	Funds not yet secured	TBD	TBD	TBD	✓
4.7	Establishment of search and rescue Centre		\$10m	Funds not yet secured	TBD	TBD	TBD	✓
4.8	Joint resource mobilization for the implemen- tation of the Lake Kivu inte- grated trans- port program		\$1m	Funds not yet secured	TBD	TBD	TBD	✓
5. WEIGH BRIDGES TO BE INSTALLED/RWANDA								
5.1	Construction of 2 weighbridges (Kirehe and Kayumbu)		\$1m	Funds not yet secured	TBD	TBD	TBD	✓
	TOT/Rwanda	Funded and/or completed						
		Funds to be mobilised for construction/works	\$2056m					
		Funds to be mobilised for Institutional support and Capcity building	\$10m					
		Funds to be mobilised for FS; DED	\$6m					

## TANZANIA

S/N	PROJECT NAME	PROJECT DESCRIPTION	ESTIMATED VALUE/ COST (USD) IN MILLION	IMPLEMENTATION STAGE	ESTIMATED TIME FRAME FOR IMPLEMENTATION	SOURCE OF FUNDS	FINANCIAL MODEL	PROPOSED PROJECTS FOR CLIMATE FINANCE
1. RAILWAY PROJECTS/TANZANIA								
1.1	Construction of Central Standard Gauge railway line from Dar es Salaam to Mwanza [1,219km]	<p>The project will run from Dar es Salaam port to Mwanza region with a total length of 1,219 km. The line will be Standard gauge with 120 pounds rails and concrete sleepers with a design speed of 160km/h for passenger, 120km/h for freight train, 35-axle load and electrified.</p> <p>The construction is being done into five lots; Lots 1 [Dar es Salaam to Morogoro 300km] Lot 2 [Morogoro to Makutupora 422km] and Isaka -Mwanza [311.25km]. Mobilization of funds is underway for the remaining Lots of Makutupora to Tabora [376.5 km], Tabora-Isaka [162.5 km]</p>	2,000	Construction.	TBA	TBA	TBA	✓
1.2	Construction of Tabora-Kigoma [411km] -Kaliua -Mpanda [210km] standard gauge railway line.	<p>The project runs from Tabora-Kigoma [411 km] and thereafter will branch to Kaliua-Mpanda [210 km]. The line will be Standard gauge with 120 pounds rails and concrete sleepers with a design speed of 160km/h for passenger, 120km/h for freight train, 35-axle load and electrified.</p>	2,200	Detailed Engineering Design	2025	GoT	TBA	✓
1.3	Construction of Uvinza-Musongati [240km] and extension from Mpanda-Karema [150km] standard gauge railway line.	<p>The proposed line will run from Uvinza-Musongati [240km] in order to connect with Burundi with an extension to Mpanda-Karema [150km] to connect with DRC. The line will be Standard gauge with 120 pounds rails and concrete sleepers with a design speed of 160km/h for passenger, 120km/h for freight train, 35-axle load and electrified.</p>	900	Mobilization of funds for construction.	2025	TBA	TBA	✓
1.4	Construction of Isaka-Rusumo [371 km] Standard gauge railway line.	<p>The line will branch from the Central Standard gauge railway line at Isaka and proceed to Rusumo in order to connect to Rwanda and Burundi. The length of the spur is 371km and will be standard gauge with 120 pounds rails and concrete sleepers with a design speed of 160km/h for passenger, 120km/h for freight train, 35-axle load and electrified.</p>	1,300	Mobilization of funds for construction.		GoT	TBA	✓

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1.5	Rehabilitation of the existing meter gauge railway line from Tabora-Kigoma- [411km] Kaliua-Mpanda [210km] and Tabora-Isaka-Mwanza	The project will involve Relay within the project areas between Tabora-Kigoma- [411km] Kaliua-Mpanda [210km] and Tabora-Isaka-Mwanza with 80 Lbs track material; Rehabilitation of weak bridges to increase the capacity to a minimum of 18.5 tons per axle load and Train control system for controlling train movement safety.	Not yet determined	Mobilization of funds for rehabilitation.	2025	GoT	TBA	✓
1.6	Procurement of 100 Container Carriers Bogies [CCB -meter gauge]	This will involve procurement of 100 CCB in order to facilitate the transport services across the corridor.	10.4	Procurement	2025	GoT	GoT	
1.7	Rehabilitation of 500 freight wagons	The project intends to overhaul 500 freight wagons in order to increasing haulage capacity of freight traffic within the country and neighboring countries of Rwanda, Burundi, Uganda and DRC	51.5	Rehabilitation of 200 freight wagons is underway	2021	GoT & DPs	TBA	
1.8	Rehabilitation of 20 brake van	The project involve rehabilitation of 20 brake vans in order to improve train capacity on haulage	5.7	Rehabilitation is ongoing.	2021	GoT	TBA	
1.9	Remanufacturing of 4 locomotives	The project involve remanufacturing of 4 locomotives in order to improve train capacity on haulage	8	Mobilization of fund for rehabilitation is ongoing.	2025	GoT	TBA	✓
2. PORTS PROJECTS/TANZANIA								
2.1	Feasibility Study and preliminary Engineering Design for Lake Victoria Ports [Mwanza South & North, Musoma, Bukoba, Kemondo and Nansio]	Study is intended to establish medium and long-term investment potentials and requirements for improvement of Lake Victoria Ports in response to the needs of Port facilities to meet the fast growing market demand within Tanzania and the region.	1.096	Feasibility Study	2020 - 2022	GoT & DPs	GoT & DPs	✓

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2.2	Feasibility Study and preliminary Engineering Design for Lake Tanganyika Ports [Kigoma, Kibirizi, Kasanga and Karema]	Study is intended to establish medium and long-term investment potentials and requirements for improvement of Lake Tanganyika Ports in response to the fast growing market demand of Port facilities for Tanzania and the Region.	0.974	Feasibility Study	2020 - 2022	GoT & DPs	GoT & DPs	✓
3. ROADS PROJECTS/TANZANIA								
3.1	Rehabilitation of Lusahunga – Rusumo road section [92 Km]	The project entails rehabilitation of a 92 Km road section whose design period has since lasted. The road section leads to Rusumo [TZ/Rwanda border] and Kobero [TZ/Burundi border].	83	Design Review and Feasibility Study for rehabilitation of Lusahunga-Rusumo completed under NEPAD financing.	36 months	The World Bank has shown interest to finance the project through Infrastructure Development Corridor Transport Programme [CTP]. No funds have been secured.	TBA	✓
3.2	Rehabilitation of Kobero-Nyakasanza road section [58 Km]	The project entails rehabilitation of a 58 Km road section whose design period has since lasted. The road section leads to Kobero [TZ/Burundi border].	52	Economic Evaluation and Detailed Design were completed in 2014 under IDA. Review of the Economic evaluation is planned for Fy 2020/21	36 months	No financing commitment.	TBA	✓
3.3	Lake Victoria Transport Program -LVTP [Upgrading of roads to bitumen standard, 215.4 Km]	The project entails upgrading of selected roads around Lake Victoria to bitumen standard and thereby easing intermodal linkage of road and water transport	150	No objection from the World Bank for Feasibility Study, Detailed Engineering Design is awaited.	36 months	World Bank has expressed interest in Financing the programme. No funds have been secured yet.	TBA	✓

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3.4	Upgrading of Vikonge – Uvinza road section [159km]	This is a Trunk Road with a total of 159 km and is the missing link for the road connecting Mbeya and Kigoma Regions in western transport corridor.		Updating of Feasibility Study, review of Detailed Engineering Design, detailed ESIA of Vikonge – Uvinza [159km] is required. Terms of Reference (TOR) for consultancy services have been prepared and shared with the World Bank for no objection.	12 months	Financed by DFID/IDA		
			112.3	Funds are required for Asphalt concrete surfacing construction.	27 months in three upgrading contracts			✓
			3.1	Funds are required for Supervision of works	27 months in three upgrading contracts	Financed by DFID/IDA		✓
3.5	Upgrading of Kizi – Lyamba Lya Mfipa – Sitalike road [86.31km]	This is a missing link on the Sumbawanga – Mpanda road, linking Tunduma (TZ/Zambia Border with the Central Corridor at Nyakanazi.	61.42	Funds are required for the Design review and upgrading to Bitumen standard.	27 months in three upgrading contracts	Financed by DFID / IDA		✓
				Terms of Reference (TOR) for consultancy services have been prepared and shared with the World Bank no objection.				✓
				Funds are required for Supervision of works	27 months in three upgrading contracts	Financed by DFID / IDA		✓

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3.6	Improvement of Major Bridge along the road [Lower Malagarasi Bridge] along Kigoma – Kalya – Sibwesa road [256km] Regional Road	Lower Malagarasi bridge is located along Kigoma – Kalya – Sibwesa road [256km] Regional Road and is about 120m long. This Regional Road traverses along and about the shore line of the Lake Tanganyika. The road is very important link in the transportation of people and goods along the Lake shoreline to Kigoma Town and other market centers nearby or beyond.	0	Funds are required for Feasibility Study, Detailed Engineering Design and ESIA. Terms of Reference [TOR] for consultancy services have been prepared and shared with the World Bank.	12 months	Financed by DFID/IDA	TBA	✓
			22	Funds are required for Construction of the bridge with 4km approach roads	30 months	Financed by DFID/IDA	TBA	✓
			0.604	Funds are required for Supervision of works	30 months	Financed by DFID/IDA	TBA	✓
3.7	Upgrading of Namanyere – Katongolo – Kipili Port [68km]	This is the Regional road connecting the New Kitili port on the Lake Tanganyika with the Tunduma [TZ/Zambia Border] – Mpanda – Uvinza – Kasulu – Nyakanazi road at Namanyere. The scope is to upgrade the road to bitumen standard from existing gravel surfaced road	0	Feasibility Study [FS] and Detailed Engineering Design [DED] and Detailed ESIA are required to be undertaken. Terms of Reference [TOR] for consultancy services have been prepared and shared with the World Bank.		Financed by DFID/IDA		✓
			47.6	Funds are required for Construction.	30 months in two packages	Financed by DFID/IDA	TBA	✓
			1.31	Funds are required for Supervision of works.	30 months	Financed by DFID/IDA	TBA	✓

S/N	PROJECT NAME	PROJECT DESCRIPTION	ESTIMATED VALUE/ COST (USD) IN MILLION	IMPLEMENTATION STAGE	ESTIMATED TIME FRAME FOR IMPLEMENTATION	SOURCE OF FUNDS	FINANCIAL MODEL	PROPOSED PROJECTS FOR CLIMATE FINANCE
3.8	Expansion of Morogoro – Dodoma road (260 Km) section into a dual carriageway.	The project entails expansion of Morogoro – Dodoma road section into a dual carriageway of two lanes in each direction. The move is aimed at reducing travelling time, vehicle operating costs and averting accidents. This road section is the beginning of the central corridor.	0.11	Economic Study, Detailed Engineering Design and Preparation of Tender Documents is under way.	12 months	Government of Tanzania		
3.9	Rehabilitation of Koboro-Nyakasanza road section (58km)	The projects entails rehabilitation of 58 km whose design period has since lasted.	52	Economic evaluation and detailed design were completed in 2019 under IDA.	36 Months	No financing commitment.	TBA	✓
4. MARINE TRANSPORT PROJECTS/TANZANIA								
4.1	Design and building of one Wagon ferry in Lake Victoria with a carrying capacity of 3,000 Tons	This project involves construction of higher capacity wagon ferry of 3,000 tons to ship wagons landed at Mwanza Port (Railway/Road) destined to the Uganda and South Sudan.	Not yet determined	Procuring Contractor	2020-2022	GoT	GoT	
4.2	Major rehabilitation of MT. Ukerewe in Lake Victoria	The projects involves rehabilitation of the defunct MT Ukerewe in order to revive her support in search and rescue services in Lake Victoria	Not yet determined	Detailed Engineering	2020-2022	Not secured	TBA	✓
4.3	Major rehabilitation of MT Nyangumi[ Tanker Vessel] in Lake Victoria	The projects involves rehabilitation of the defunct MT Nyangumi in order to revive her support in transporting liquid bulk cargo in Lake Victoria.	Not yet determined	Detailed Engineering	2020-2023	Not secured	TBA	✓
	Design and building of one Barge in Lake Tanganyika with a carrying capacity of 2,500 Tons	This project involves building of a new Barge with carrying capacity of 2,500 tons to ship general cargo landed at Kigoma Port (Railway/Road) destined to the DRC, Burundi and Rwanda.	Not yet determined	Procuring Contractor	2020-2022	GoT	GoT	
4.4	Design and building of one Tanker vessel in Lake Tanganyika with a carrying capacity of 2,000 Tons	This project involves building of a new tanker with higher carrying capacity over up to 2,000 tons to ship liquid bulk cargo landed at Kigoma Port (Railway/Road) destined to the DRC, Burundi and Rwanda.	Not yet determined	Concept note	2020-2023	Not secured	TBA	✓

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4.5	Major rehabilitation of MT Sangara (Tanker ship) in Lake Tanganyika	The projects involves rehabilitation of the defunct MT Sangara in order to revive her support in transporting liquid bulk cargo in Lake Tanganyika.	Not yet determined	Procuring Contractor	2020-2021	GoT	GoT	
4.6	Major rehabilitation of MV Liemba (Passenger cum cargo vessel) in Lake Tanganyika.	The projects involves rehabilitation of MV Liemba in order to revive her support in transporting passengers and cargo in Lake Tanganyika.	4.23	Awaiting signing of contract.	2020-2021	GoT	GoT	
4.7	Design and building of one new passenger cum cargo vessel in Lake Tanganyika with a carrying capacity of 200 Tons and 600 passengers	The projects involves building of one new passenger cum cargo vessel to support in transporting passengers and cargo in Lake Tanganyika	38.2	Awaiting signing of contract.	2020-2022	GoT	GoT	
4.8	Major rehabilitation of MV Umoja (Wagon ferry) in Lake Victoria	The projects involves major rehabilitation of MV Umoja in order to support in transporting cargo in Lake Victoria.	6.53	Awaiting signing of contract.	2020-2022	GoT	GoT	
4.9	Major rehabilitation of MV Serengeti (Passenger cum cargo vessel) in Lake Victoria	The projects involves major rehabilitation of MV Serengeti in order to support in transporting passengers and cargo in Lake Victoria	2.64	Awaiting signing of contract.	2020-2022	GoT	GoT	
4.1	Institutional support	Institutional support; Regulatory Framework Harmonisation and Capacity building	\$10m		2021-2025	DPs & Gov	DPs & Gov	✓
TOT/Tanzania		Funded and/or completed	\$525.4					
		Funds to be mobilised for Institutional support & Capacity building	\$10m					
		Funds to be mobilised for construction/works (Incl FS; DED)	\$7,565,888.00					



# UGANDA

S/N	PROJECT NAME	PROJECT DESCRIPTION	ESTIMATED VALUE/ COST (USD) IN MILLION	IMPLEMENTATION STAGE	ESTIMATED TIME FRAME FOR IMPLEMENTATION	SOURCE OF FUNDS	FINANCIAL MODEL	PROPOSED PROJECTS FOR CLIMATE FINANCE
2. PORTS PROJECTS/UGANDA								
2.1	Rehabilitation and Expansion of Portbell Access Project	Rehabilitation & expansion of the access roads. To increase capacity of the port access roads	TBA			TBA		✓
3. ROADS PROJECTS/UGANDA								
3.1	Mpigi - Buwama	Works Completed	TBA	Planned reha- bilitation for Nyendo-Masaka town road- Under procurement	6/1/2013	EU		
3.2	Buwama - Lukaya - Nyendo							
3.3	Nyendo - Masa- ka-Bukakata							
3.4	Kampala Northern bypass	Works Completed	TBA		10/22/2021			
3.5	Busega - Mpigi	Construction of greenfield express highway	N/A	Construction ongoing	5/1/2022	AFDB		
3.6	Mbarara - Mpondwe/Kasindi	Rehabilitation of the Ishaka - Kikorongo section was completed. The section pending for rehabilitation is Kikorongo - Mpondwe (38km) and the Mbarara - Ishaka (59km) sections	\$100m		Rehabilitation for some sections completed. Funding required for the remaining sections programmed for rehabilitation be- tween 2020/21 and 2024/25	GoU&DPs		✓
3.7	Kampala - Mityana- Mubende- Kyenjojo- Fortportal	Rehabilitation of Kyenjojo-FortPortal Section was completed. Rehabilitation of Mityana - Mubende is ongoing and Mubende - Kyenjojo is planned for FY2022/23	n/a	Designs for rehab of Mityana-Mubende completed. Rehab planned to be fund- ed by GOU.	Rehabilitation on-going	GoU		
3.8	Upgrading of Ntusi - Lyantonde - Rakai (105km)	Upgrading of existing gravel road to bituminous standard. The road connects the town of Rakai on the Central corridor to the town of Lyantonde on the Northern Corridoe	\$100m	The project is at Concept Stage. Funding required	planned for FY2024/25	GoU&DPs		✓

S/N	PROJECT NAME	PROJECT DESCRIPTION	ESTIMATED VALUE/ COST (USD) IN MILLION	IMPLEMENTATION STAGE	ESTIMATED TIME FRAME FOR IMPLEMENTATION	SOURCE OF FUNDS	FINANCIAL MODEL	PROPOSED PROJECTS FOR CLIMATE FINANCE
4. MARINE TRANSPORT PROJECTS/UGANDA								
4.1	Rehabilitation of MV Pamba Vessel	Rehabilitation: Facilitate Regional trade	\$4m	n/a	n/a	TBA		✓
4.2	Resurvey and mapping of L.Victoria navigation routes	Available Navigation Charts are very old - need to update them to enhance Maritime safety, build confidence & reliability in the users	\$3m	Concept Stage	TBD	TBA		✓
4.3	Automation of vessel registration and Licensing- Enhance safety and inspection	Establish automated vessel registration and licensing	\$1.2M	Concept Stage	TBD	TBA		✓
4.4	Multinational L.Victoria Maritime communications and transport project	Construction of search & rescue centres - Enhance safety	\$14M	Ongoing: Land for construction of SAR centres Secured	TBD	AfDB		
3.5	Setting up of maritime training centres to enhance capacity in the Maritime Sector	Busitema University, however the Private Sector advises a change of location to the Lakeshore	\$1.2m	n/a	n/a	TBA		✓
3.6	Strengthening the Maritime administration	Building capacity in the Maritime administration. Training & setting up the framework under which they operate. Training of Maritime inspectors, surveyors and supervisory staff	\$1M	n/a	n/a	TBA		✓
3.7	Dredging and removal of wrecks	Enhance safety:- Removal of wrecks around navigation channels and dredging of ports at all ports of lake Victoria	\$5m	TBD	TBD	TBA		✓
3.8	Study of navigability of Lake Albert	Need to carry out a study to establish navigability of L. Albert to improve connectivity to the eastern DRC	\$2m	TBD	TBD	TBA		✓
3.9	Expedite construction of Bukasa Port	Cargo handling services- Inland Port services for ferries, ships, rail and road	\$85m	Land acquisition stage	TBD	PPP		✓

S/N	PROJECT NAME	PROJECT DESCRIPTION	ESTIMATED VALUE/ COST (USD) IN MILLION	IMPLEMENTATION STAGE	ESTIMATED TIME FRAME FOR IMPLEMENTATION	SOURCE OF FUNDS	FINANCIAL MODEL	PROPOSED PROJECTS FOR CLIMATE FINANCE
	<b>TOT/Uganda</b>	Funded and/or completed	TBA					
		Funds to be mobilised for Institutional Support// FS&DED	\$29.4m					
		Funds to be mobilised for construction/works	\$200m					
		Funds to be mobilised for Institutional support and Capcity building	\$10m					



# 7.0

## M&E Framework

Measuring the CCTTFA's performance in implementing the strategy across the five pillars will be required to ensure that it will stay on track and will achieve its set strategic objectives in a way that will meet the Member States' expectations.

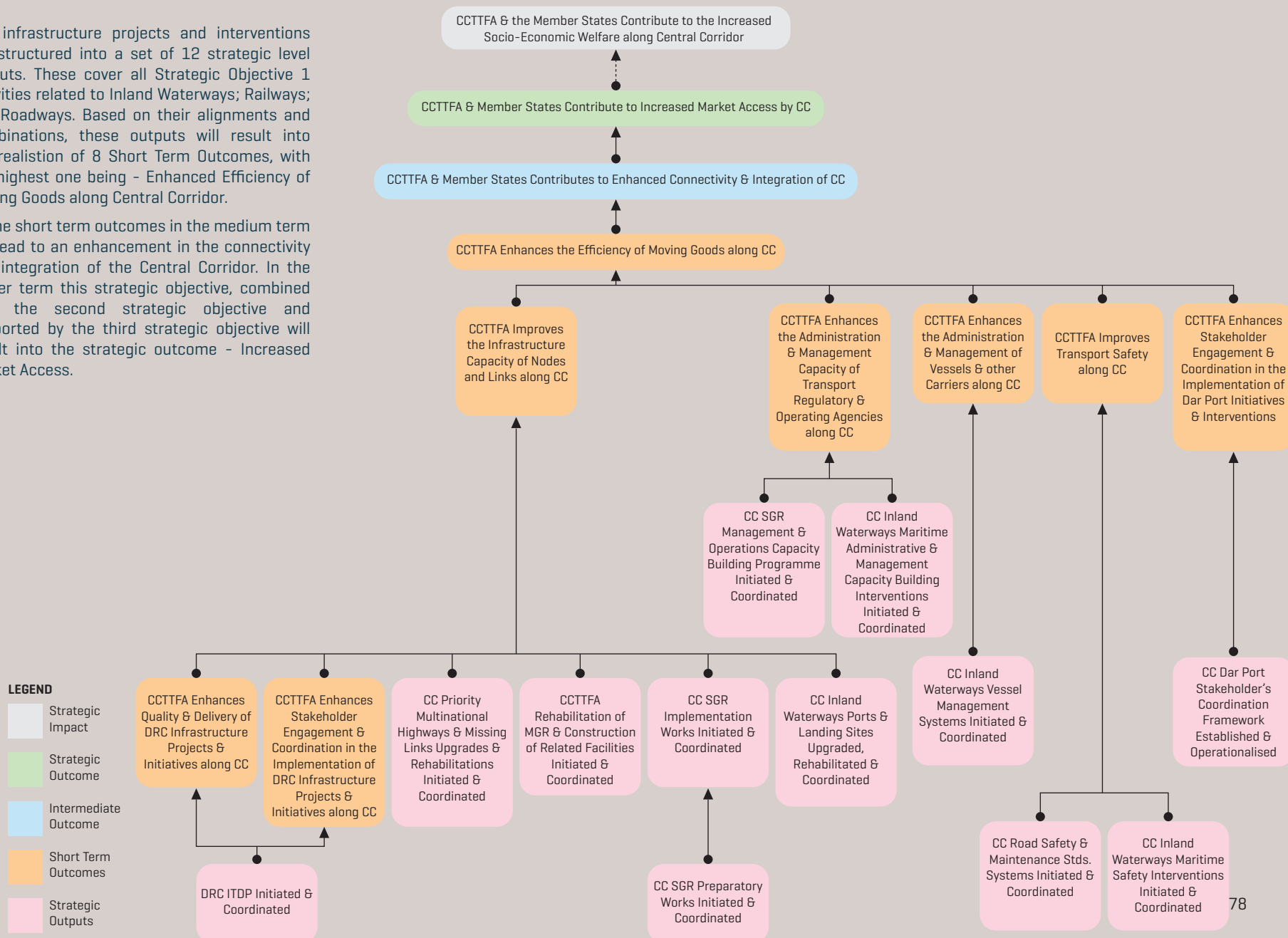
This Strategic Plan does include the formulation of a monitoring and evaluation framework. The monitoring and evaluation framework and plan define the indicators, indicator targets and milestones at all result levels i.e. activities, outputs, outcomes and strategic goals. The M&E system also defines how the indicators will be measured, at what frequency and with what tools.

The M&E system is originated from the TOC and is organized into three thematic areas with each area having its log frame and results chain. To enable the RF at programme and project level over the strategy period to be implemented; based on the strategy business plans, the Results Measurement Tool (RMT) shall be implemented to ensure that the RFs are in structures and formats that can be accessed and utilized by CCTTFA and its partners through digital means. The RMT is a digital platform that houses the RFs and their related components. The RFs (Results Chains and Log Frames), the RMT and their implementation and rollout strategy are presented in the next sections.

## 7.1 STRATEGIC OBJECTIVE 1 RESULTS CHAIN ENHANCED CONNECTIVITY AND INTEGRATION OF CENTRAL CORRIDOR

The infrastructure projects and interventions are structured into a set of 12 strategic level outputs. These cover all Strategic Objective 1 activities related to Inland Waterways; Railways; and Roadways. Based on their alignments and combinations, these outputs will result into the realisation of 8 Short Term Outcomes, with the highest one being - Enhanced Efficiency of Moving Goods along Central Corridor.

All the short term outcomes in the medium term will lead to an enhancement in the connectivity and integration of the Central Corridor. In the longer term this strategic objective, combined with the second strategic objective and supported by the third strategic objective will result into the strategic outcome - Increased Market Access.



## Strategic Objective 1 Logframe Summary

RESULT LEVEL	RESULT DESCRIPTION	INDICATOR OF SUCCESS	INDICATOR DEFINITION
Impact	CCTTFA Contributes to the Increased Socio-Economic Welfare of Communities Served by the Central Corridor	N/A	N/A
Strategic Objectives	CCTTFA Contribute to Increased Market Access along the Central Corridor	Trade Volumes along CC (Imports/Exports) - Disaggregated by mode of Transport: 1. Inland Waterways 2. Railways 3. Roadways	Total metrics (Tonnes) of trade moving along the corridor as transits, imports and exports.
		Growth in the Number of Cargo Carriers - Disaggregated by mode of Transport: 1. Inland Waterways 2. Railways 3. Roadways	Increase in the number of carriers - trucks; wagons and vessels
Intermediate Outcome	CCTTFA Enhances the Connectivity & Integration of Transport Network along CC	Number of Available New Routes - Disaggregated by mode of Transport: 1. Inland Waterways 2. Railways 3. Roadways	Increase in the number links to the existing number of nodes;
		Length of Additional New Routes in Kilometers - Disaggregated by mode of Transport: 1. Inland Waterways 2. Railways 3. Roadways	
Short Term Outcome	CCTTFA Enhances the Efficiency of Moving Goods along CC	Time Taken to Move Goods between Nodes - Disaggregated by mode of Transport: 1. Inland Waterways 2. Railways 3. Roadways	transit time along the corridor - includes time from the point of cargo loading (dwell times) to offloading - this indicator is to be realised through direct project being implemented by the member states

RESULT LEVEL	RESULT DESCRIPTION	INDICATOR OF SUCCESS	INDICATOR DEFINITION
		Cost of Moving Goods between Nodes - Disaggregated by mode of Transport: 1. Inland Waterways 2. Railways 3. Roadways	Direct and indirect costs incurred to move goods between nodes - includes costs due to delays (demurrage) and direct transportation costs incurred by transporters - this indicator is to be realised through direct projects being implemented by member states
		# of action plans or recommendations adopted by stakeholders through CCTTFA coordination that directly contribute to reduction in time - Disaggregated by mode of Transport: 1. Inland Waterways 2. Railways 3. Roadways	Actions plans and recommendations that have been defined and adopted for implementation by the stakeholders through CCTTFA coordination mechanisms
		# of action plans or recommendations adopted by stakeholders through CCTTFA coordination that directly contribute to reduction in Cost - Disaggregated by mode of Transport: 1. Inland Waterways 2. Railways 3. Roadways	Actions plans and recommendations that have been defined and adopted for implementation by the stakeholders through CCTTFA coordination mechanisms
	CCTTFA Improves the Infrastructure Capacity of nodes and links along CC	Throughput at nodes and links - Disaggregated by mode of Transport: 1. Inland Waterways 2. Railways 3. Roadways	rate of cargo evacuation through nodes and links
	CCTTFA Enhances the Administration & Management of Vessels and other Carriers along CC	Levels of administrative compliance - Disaggregated by mode of Transport: 1. Inland Waterways 2. Railways 3. Roadways	increase in the level of compliance with regulatory compliance particularly for inland waterways transport
	CCTTFA Improves Transport Safety along CC	Number of accident incidences and fatalities reported - Disaggregated by mode of Transport: 1. Inland Waterways 2. Railways 3. Roadways	Reduction in reported incidences of accidents and fatalities

RESULT LEVEL	RESULT DESCRIPTION	INDICATOR OF SUCCESS	INDICATOR DEFINITION
	CCTTFA Enhances the Administration & Management Capacity of Transport Regulatory and Operating Agencies along CC	Level of User Satisfaction – Disaggregated by mode of Transport: 1. Inland Waterways 2. Railways 3. Roadways	Increase in the level of satisfaction by surveyed stakeholders on the quality of management and administration by transport and trade regulatory agencies
	CCTTFA Enhances Stakeholder Engagement & Coordination in the Implementation of Infrastructure Projects & Initiatives along CC	# of action plans or recommendations adopted by stakeholders in the implementation of Infrastructure Projects & Initiatives	Actions plans are based on engagements conducted by CCTTFA with Member States and Private Sector where agreed actions are documented and followed up
	CCTTFA Enhances the Quality & Delivery of Infrastructure Projects & Initiatives along CC	# of infrastructure projects prepared within time	Improvement in the turnaround time in preparing and rolling out projects
		USD value of project funds raised by - 1. CCTTFA 2. Member States	This will include funds catalysed through the activities of CCTTFA and direct funds raised by the member states and CCTTFA going to project preparation and implementation
	CCTTFA Enhances Stakeholders Awareness of Infrastructure Projects and Initiatives along CC	% of surveyed stakeholders demonstrating awareness of corridor transport challenges, performance and growth	Increasing number of stakeholders showing awareness of issues along the corridor – challenges, initiatives, performance among others
Output	CC Inland Waterways Programme Initiated & Coordinated:	# of Programmes initiated & coordinated	Number of programmes to be determined from list of member states priority projects annexed to strategy document
	Programme 1: CC Inland Waterways Programme Initiated & Implemented	# of projects & interventions initiated & coordinated – disaggregated by lake: 1 L. Kivu 2. L. Tanganyika 3. L. Victoria	Number of projects to be determined from list of member states priority projects annexed to strategy document
	Inland Waterways Ports & Landing Sites Upgraded, Rehabilitated, Initiated & Coordinated	# of ports & landing sites upgraded, rehabilitated & in use – disaggregated by lake: 1 L. Kivu 2. L. Tanganyika 3. L. Victoria	Number of ports & landing sites to be determined from list of member states priority projects annexed to strategy document

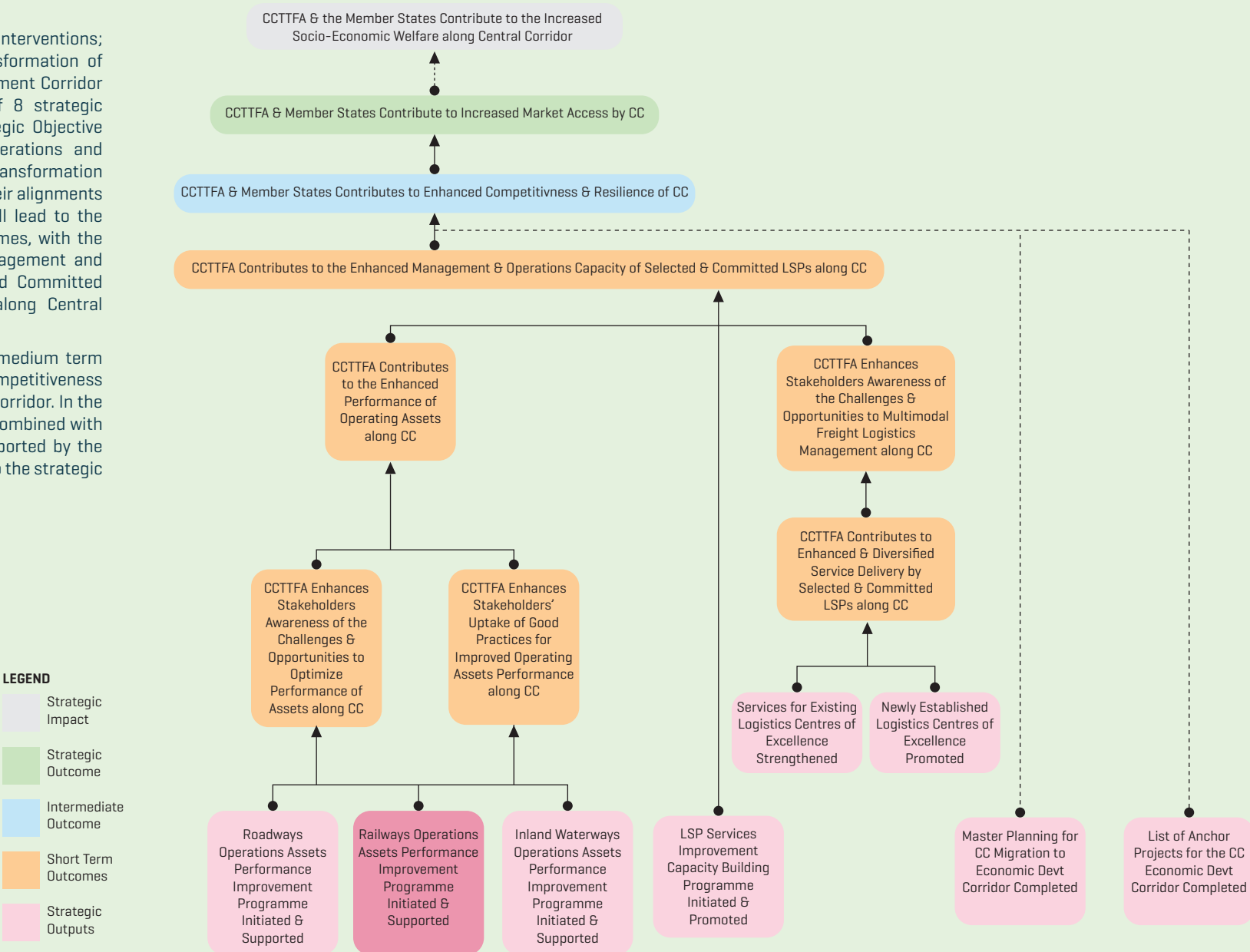
RESULT LEVEL	RESULT DESCRIPTION	INDICATOR OF SUCCESS	INDICATOR DEFINITION
	Inland Waterways Vessel Management Systems Initiated & Coordinated	# of vessel management systems deployed and operationalised - disaggregated by lake: 1 L. Kivu 2. L. Tanganyika 3. L. Victoria	Number of systems to be determined from list of member states priority projects annexed to strategy document
	Inland Waterways Maritime Safety Interventions Initiated & Coordinated	# of maritime safety interventions designed and implemented - disaggregated by lake: 1 L. Kivu 2. L. Tanganyika 3. L. Victoria	Number of interventions to be determined from list of member states priority projects annexed to strategy document
	Inland Waterways Maritime Administrative & Management Capacity Building Interventions Initiated & Coordinated	# of maritime administrative and management capacity building interventions developed and implemented - disaggregated by lake: 1 L. Kivu 2. L. Tanganyika 3. L. Victoria	Number of interventions to be determined from list of member states priority projects annexed to strategy document
	CC Railways Projects Initiated & Coordinated		
	Programme 1: CC Railways Programme	# of project & interventions initiated & coordinated - disaggregated by country - Tz; DRC; Bi; Rw; Ug	Number of interventions to be determined from list of member states priority projects annexed to strategy document
	Rehabilitation of MGR & Construction of Related Facilities Initiated & Coordinated	# of MGR rehabilitation projects & interventions initiated and coordinated	Number of interventions to be determined from list of member states priority projects annexed to strategy document
	SGR Mgt. & Ops Capacity Building Programme Initiated & Coordinated	# of organisation incorporated in the CB programme	Number of organizations to be determined from list of member states priority projects annexed to strategy document
	SGR Preparatory Works Initiated & Coordinated	# of SGR preparatory works undertaken	Number of preparatory works to be determined from list of member states priority projects annexed to strategy document

RESULT LEVEL	RESULT DESCRIPTION	INDICATOR OF SUCCESS	INDICATOR DEFINITION
	SGR Implementation Works Initiated & Coordinated	# of SGR implementation works initiated and coordinated	Number of works to be determined from list of member states priority projects annexed to strategy document
	CC Priority Multinational Highways & Missing Links Initiated & Coordinated		
	Programme 1: Priority Multinational Highways & Missing Links programme	# of projects and interventions initiated and coordinated - disaggregated by country - Tz; DRC; Bi; Rw; Ug	Number of interventions to be determined from list of member states priority projects annexed to strategy document
	CC Priority Multinational Highways & Link Roads Upgrades and rehabilitation Initiated & Coordinated	# of multinational highways and link roads upgraded & rehabilitated	Number of multinational highways & link roads to be determined from list of member states priority projects annexed to strategy document
	CC Road Safety & Maintenance Stds Systems Initiated & Coordinated	# of road safety and maintenance stds systems interventions initiated and coordinated	Number of interventions to be determined from list of member states priority projects annexed to strategy document
	DRC Integrated Transport Development Programme is Initiated & Coordinated	Progress towards the completion of the ITDP planning and development	Increase in the % of implementation over the strategy period

## ENHANCED COMPETITIVENESS AND RESILIENCE OF CENTRAL CORRIDOR

The logistics industry projects and interventions; including the works related to transformation of the corridor to an Economic Development Corridor (EDC) are structured into a set of 8 strategic level outputs. These cover all Strategic Objective 2 activities related to logistics operations and management; logistic services; and transformation of the corridor to an EDC. Based on their alignments and combinations, these outputs will lead to the actualization of 5 Short Term Outcomes, with the highest one being – Enhanced Management and Operations Capacity of Selected and Committed Logistics Service Providers (LSP) along Central Corridor.

All the short term outcomes in the medium term will lead to an enhancement in the competitiveness and resilience of LSPs along Central Corridor. In the longer term this strategic objective, combined with the first strategic objective and supported by the third strategic objective will result into the strategic outcome - Increased Market Access.



## Strategic Objective 2 Logframe Summary Version

RESULT LEVEL	RESULT DESCRIPTION	INDICATOR	INDICATOR DEFINITION
Impact	CCTTFA Contributes to the Increased Socio-Economic Welfare of Communities Served by the Central Corridor	N/A	N/A
Strategic Objectives	CCTTFA Contribute to Increased Market Access along the Central Corridor	Trade Volumes along CC [Imports/Exports] - Disaggregated by mode of Transport: 1. Inland Waterways 2. Railways 3. Roadways	Total metrics (Tonnes) of trade moving along the corridor as transits, imports and exports.
		Growth in the Number of Cargo Carriers - Disaggregated by mode of Transport: 1. Inland Waterways 2. Railways 3. Roadways	Increase in the number of carriers - trucks; wagons and vessels
Intermediate Outcome	CCTTFA Contributes to Enhanced Competitiveness & Resilience along the CC	Logistics Assets Operating Cost for Selected and Committed LSPs Operating along CC	Decrease in the costs associated with operating logistics operating assets such as trucks, vessels etc. This will cover selected and committed firms operating along the corridor and will not cover all actors along the corridor
		Turnover of Selected and Committed LSPs operating along CC	increase in the volume of cargo moved by the selected LSPs
		Market Share of Selected and Committed LSPs Operating along CC	Increase in the % of business under the selected LSPs
Short Term Outcome	CCTTFA Contribute to the Enhanced Performance of Operating Assets along CC	% uptake of operating assets performance improvement initiatives	Measured based on assessments done by CCTTFA to establish the optimal point of asset utilisation; and how participating LSPs take up the findings

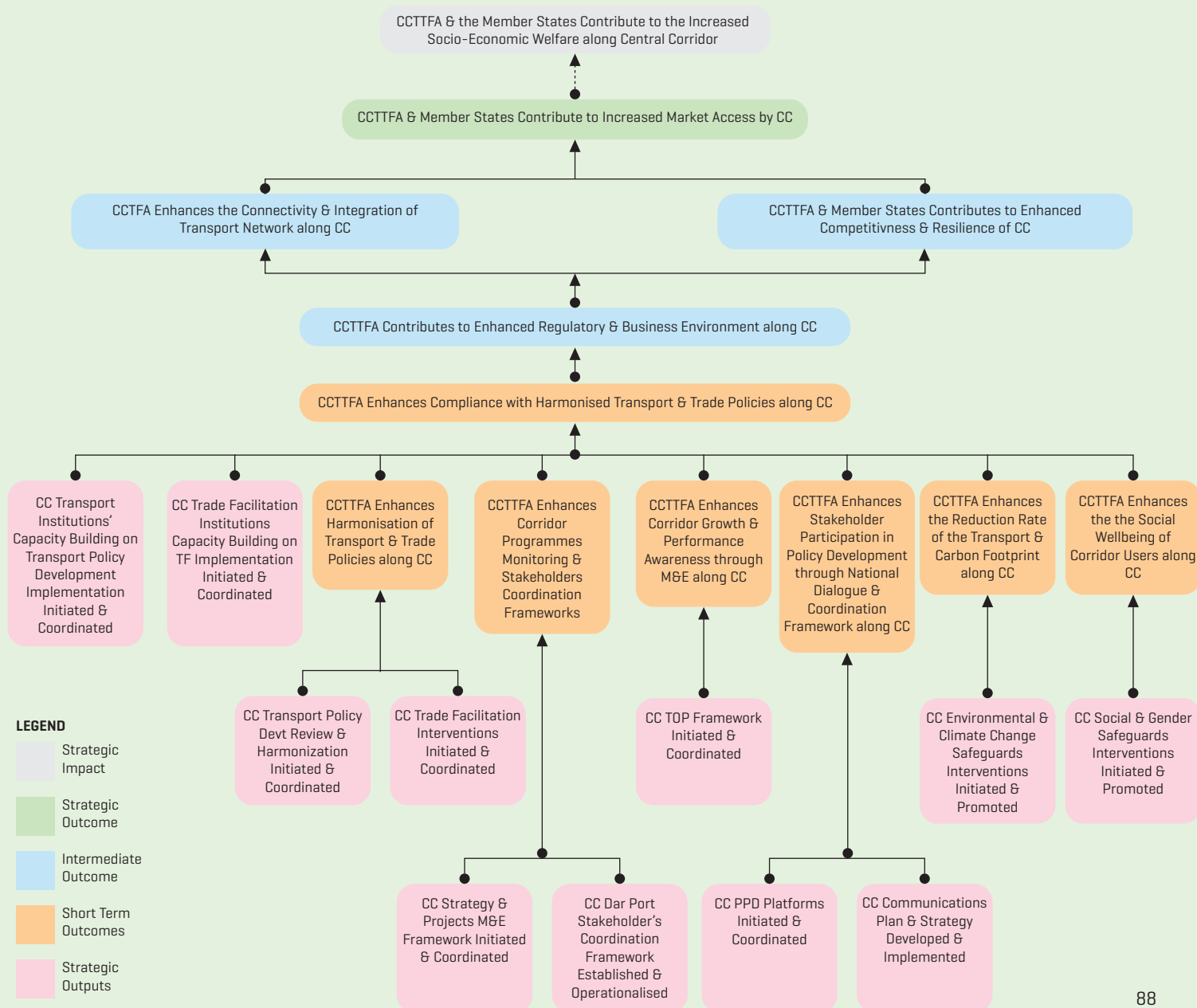
RESULT LEVEL	RESULT DESCRIPTION	INDICATOR	INDICATOR DEFINITION
	CCTTFA Enhances Stakeholders' Uptake of Good Practices for Improved Operating Assets Performance along CC	% of surveyed stakeholders demonstrating good practices on Improved Operating Assets Performance along CC	Increase in % of number of stakeholders showing improved performance of operating assets performance due to the programme
	CCTTFA Contributes to the enhanced management & Operations Capacity of Selected and Committed LSPs along CC	% of selected and committed LSPs surveyed reporting enhanced management and operations capacity	Increase in % of participating LSPs surveyed reporting enhanced management and operations capacity due to the programme
	CCTTFA Contributes to Enhanced Quality & Diversified Service Delivery by Selected & Committed LSPs along CC	% of surveyed stakeholders perceiving improved quality and variety of services offered by selected and committed LSPs due to the CCTTFA's logistics programme	the surveyed stakeholders refers to those companies and individuals getting services from the selected and committed LSPs in the logistics programme
	CCTTFA Enhances Stakeholders Awareness of the Challenges & Opportunities to - 1. Optimize Performance of Operating Assets along CC 2. Multimodal Freight Logistics Management along CC	% of surveyed stakeholders demonstrating awareness on Challenge & Opportunities to Optimise Performance of Operating Asset along CC	Increase in % of number of stakeholders showing awareness of challenges & opportunities of optimal performance of operating assets to enhance logistics operations
		% of surveyed stakeholders demonstrating awareness on Challenge & Opportunities to utilize multimodal freight logistics management services along CC	Increase in % of number of stakeholders showing awareness of the benefits of utilising multimodal freight logistics management services to improve performance
Outputs	CC Logistics Assets Management Interventions Initiated & Promoted		
	Programme 1: Logistics Assets Management Programme		
	Roadways Ops Assets Performance Improvement Prog. Initiated & Supported	Progress toward initialisation and coordination of the Roadway Ops Assets Performance Improvement Programme	Defined gradual increase - measured in % - of related activities of the programme

RESULT LEVEL	RESULT DESCRIPTION	INDICATOR	INDICATOR DEFINITION
	Railways Ops Assets Performance Improvement Prog. Initiated & Supported	Progress toward initialisation and coordination of the Railways Ops Assets Performance Improvement Programme	Defined gradual increase - measured in % - of related activities of the programme
	Waterways Ops Assets Performance Improvement Prog. Initiated & Supported	Progress toward initialisation and coordination of the Waterway Ops Assets Performance Improvement Programme	Defined gradual increase - measured in % - of related activities of the programme
	CC Logistics Services Management Interventions Initiated & Promoted		
	Programme 1: Logistics Centres of Excellence Interventions		
	Services for Existing LCEs Strengthened & Newly Established LCEs Promoted	# of new LCEs promoted	# of new LCEs identified and progress towards implementation initiated as per the strategic plan year-on-year
	Programme 2: Logistics Services Capacity Building Programme		
	LSP Services Improvement Capacity Building Programme Initiated & Promoted	# of projects initiated and promoted for the sector - Vessel crew; CFAs, Shippers, Freight agents	# of initiatives promoted per sector identified and progress towards implementation initiated as per the strategic plan year-on-year
	EDC Master Plan & Investor Engagement Framework Developed		
	Programme 1: Economic devt Corridor Development Programme		
	List of Anchor Project for the CC Economic Devt Corridor Completed	% Progress towards completion of the Anchor Project List	% increase in the implementation of related activities to deliver the Anchor Project List
	Master Planning for CC Migration to Economic Devt Corridor Completed	% Progress towards completion of the Master Plan	% increase in the implementation of related activities to deliver the Master Plan

## 7.3 STRATEGIC OBJECTIVE 3 RESULTS CHAIN ENHANCED BUSINESS AND REGULATORY ENVIRONMENT OF CENTRAL CORRIDOR

The interventions under this objective area are cross cutting – i.e. they facilitate results enhancement or deliverability for interventions and projects under the first and second strategic objective areas. It covers a total of 11 outputs related to policy interventions; corridor monitoring and performance; communications and advocacy; social safeguards and gender; and environment and climate change. Based on their alignment and combinations, these outputs will lead to the realization of 7 Short Term Outcomes, of which – Enhanced Compliance with Harmonised Transport and Trade Policies along Central Corridor – is the highest.

All these short term outcomes in the medium term will lead to an enhancement of the regulatory and business environment along Central Corridor. In the longer term this strategic objective through supporting the other two objective areas lead to actualization of the strategic outcome – Increased Market Access.



## Strategic Objective 3 Logframe Summary Version

RESULT LEVEL	RESULT DESCRIPTION	INDICATOR	INDICATOR DEFINITION
Impact	CCTTFA Contributes to the Increased Socio-Economic Welfare of Communities Served by the Central Corridor	N/A	N/A
Strategic Objective	CCTTFA Contribute to Increased Market Access of the Central Corridor	Trade Volumes along CC (Imports/Exports) - Disaggregated by mode of Transport: 1. Inland Waterways 2. Railways 3. Roadways	Total metrics [Tonnes] of trade moving along the corridor as transits, imports and exports.
		Growth in the Number of Cargo Carriers - Disaggregated by mode of Transport: 1. Inland Waterways 2. Railways 3. Roadways	Increase in the number of carriers - trucks; wagons and vessels
Intermediate Outcome	CCTTFA Enhances the Connectivity & Integration of Transport Network along CC	# of climate change and gender mainstreaming done in infrastructure projects	Number of infrastructure projects that have climate change and gender mainstreamed in their implementation
		% reduction in the number of Corridor-based Transport NTBs identified and resolved through CCTTFA frameworks	% decrease in the number of NTBs negatively impacting transport and trade along CC
	CCTTFA Contributes to Enhanced Competitiveness & Resilience of Central Corridor	% reduction in operating costs due to implementation of green interventions	% reduction in operating costs due to implementation of green interventions
		% increase in the lifespan of operating assets	Increased lifespan of operating assets
	CCTTFA Contributes to Enhanced Regulatory & Business Environment along CC	% of businesses operating along CC perceiving an improved regulatory environment	Increase in % of businesses along CC perceiving an improved business and regulatory environment due to the programme
		% of businesses operating along CC perceiving an improved business environment	

RESULT LEVEL	RESULT DESCRIPTION	INDICATOR	INDICATOR DEFINITION
	CCTTFA Enhances the Reduction Rate of the Transport Carbon Foot Print along CC	Reduction of GHG emissions from Transport & Logistics Activities	% reduction in GHG emissions along CC over the strategy period year-on-year
	CCTTFA Enhances the Social Wellbeing of Corridor Users along CC	# of Individuals accessing health & sanitation services along CC	# of individuals operating along the corridor such as truck drivers accessing health & sanitation facilities set up along the corridor through this strategy
		# of Corridor users aware of their right, roles & responsibilities along CC - disaggregated by: 1. Health Issues 2. Employment Issues	Increase in % of corridor users aware of their rights, roles & responsibilities due to sensitisation and training done through the strategy
	CCTTFA Enhances Compliance with Harmonised Transport & Trade Policies along CC	Reduction in # of incidences reported relating to non-compliance with agreed transport & trade policies along CC	Decrease in % of number of reported incidences of non-compliance with agreed transport and trade regulations and policies
	CCTTFA Enhances Harmonisation of Transport & Trade Policies along CC	# of harmonized transport & trade policies, regulations and rules along CC	Increase in the number of harmonized transport and trade policies along CC
	CCTTFA Enhances Stakeholder Participation in Policy Development through National Dialogue & Coordination Framework along CC	# of the dialogue & coordination frameworks established	Increase in the # of the dialogue & coordination frameworks established
		# of Policies and corridor positions developed and adopted through the National Dialogue Coordination Frameworks along CC	Increase in the # of Policies and corridor positions developed and adopted through the National Dialogue Coordination Frameworks along CC
	CCTTFA Enhances Corridor Programmes Monitoring and Stakeholders Coordination Frameworks	# of recommendation and issues targeted for resolution, addressed through the CCTTFA M&E Frameworks along CC (Dar Port & other critical corridor nodes)	Increase in the # of recommendation and issues targeted for resolution, addressed through the CCTTFA M&E Frameworks along CC (Dar Port & other critical corridor nodes)
Outputs	CC Transport & Trade Policy Interventions Initiated & Coordinated		
	Programme 1: CC Transport Policy Programme		

RESULT LEVEL	RESULT DESCRIPTION	INDICATOR	INDICATOR DEFINITION
	Transport Policy Development Review & Harmonization Initiated & Coordinated	# of policies and regulations harmonized	Number of policies and regulations to be harmonised as per the identified and actioned interventions by CCTTFA and the Member States
	Transport institutions' Capacity Building on Policy Development Initiated & Coordinated	# of institutions and individuals trained	Number of institutions and individuals trained as per the identified and actioned interventions by CCTTFA and the Member States
	Programme 2: Trade Policy Programme		
	Trade Facilitation Interventions Initiated & Coordinated	# of TF interventions implemented	Number of interventions implemented as per the identified and actioned interventions by CCTTFA and the Member States
	Trade Facilitation Institutions' Capacity Building on TF Implementation Initiated & Coordinated	# of institutions and individuals trained	Number of institutions and individuals trained as per the identified and actioned interventions by CCTTFA and the Member States
	CC M&E Frameworks Initiated & Coordinated		
	Programme 1: CC Performance Monitoring Programme		
	TOP Framework Initiated & Coordinated	# of new performance indicators added to TOP	Number of TOP performance indicators added as per the identified and actioned interventions by CCTTFA and the Member States
	Programme 2: CC Projects Monitoring Programme		
	CC Strategy & Projects M&E Framework Initiated & Coordinated	# of projects & interventions incorporated to the CCTTFA RMT	Number of interventions incorporated to the CCTTFA RMT as per the identified and actioned interventions by CCTTFA and the Member States
	Programme 3: Dar Port Programme		

RESULT LEVEL	RESULT DESCRIPTION	INDICATOR	INDICATOR DEFINITION
	Dar Port Stakeholder's Coordination Framework Established & Operationalised	# of stakeholders signed up to the Central Corridor Charter	Increase in the number of stakeholders signed up to the Corridr Charter as per the identified and actioned interventions by CCTTFA and the Member States
	CC Communications & Advocacy Initiated & Coordinated		
	Programme 1: CC Communications Strategy & Plan		
	CC Communications Plan & Strategy Developed & Implemented	% progress towards implementation of the communications plan	Increase in % in the implementation of activities as defined in the Communications Plan year-on-year
	Programme 2: CC Public-Private Dialogue Platforms		
	CC PPD Platforms Initiated & Coordinated	# of stakeholders incorporated in the PPD platforms	Increase in the number of stakeholders incorporated in the PPD platforms as per the identified and actioned interventions by CCTTFA and the Member States
		# of PPD Platforms Initiated	Increase in the number of PPD platforms initiated year-on-year
	CC Social & Environmental Interventions Initiated & Promoted		
	Programme 1: CC Social & Gender Safeguards Programme		
	CC Social & Gender Safeguards Interventions Initiated & Promoted	# of Social & Gender safeguards interventions initiated	Increase in the number of social safeguards and gender interventions initiated year-on-year
	Programme 2: CC Environmental Safeguards Programme		
	CC Environmental & Climate Change Safeguards Interventions Initiated & Promoted	# of Environmental & Climate Change Safeguards interventions initiated	Increase in the number of environmental safeguards and climate change interventions initiated year-on-year

## 7.4 M&E RESULTS MEASUREMENT TOOL (RMT)

The RMT, being a digital platform, will be used to monitor and measure the implementation of the strategy by having incorporating modules and functionalities, such as:

- i. Project lifecycle management using the Project Management Institute [PMI] – this is a globally recognized standard and practice in project management.
- ii. Project creation and management, including visibility on project implementation status related to delivery and budgeting; updating and reporting on actual against planned milestones.
- iii. Project responsibility and accountability management, including assignment of user roles and responsibilities at individual and institutional level.

The RMT's monitoring modules shall also include the following features:

- i. General and customized reports for the different sets of users.
- ii. Capability to aggregated and disaggregate various components or constituent parts of a project.
- iii. General and customized dashboards related to implementation and budget schedules of the respective projects in the RMT.



## 7.5 M&E IMPLEMENTATION & ROLLOUT

The success of implementation and rolling out the M&E framework as described in 7.1 to 7.4 shall be dependent on the following critical success factors:

- i. **Change Management:** Ensuring that CCTTFA and their partners are sensitized and trained on the use and benefits of the RF and the RMT.
- ii. **RF and RMT Management:** Incorporating technical and administrative capacity to manage the frameworks – either through internal and external capacities.
- iii. **ICT and Data Management:** Incorporating ICT human resource and infrastructure capacity to host and operate the digital platforms of the RMT – either through internal or external capacities.
- iv. **Technical and Financial Resourcing:** Provision of technical assistance [M&E and training expertise] and financial support [budgetary allocations] to manage, administrate and support the full implementation and use of the frameworks.
- v. **M&E Management Structures:** Establish a 3-tier management structure to include;
  - a. **RF/RMT Administrative Leads:** the hands-on managers of the frameworks
  - b. **RF/RMT Coordinators:** focal persons either at institution/agency, national or corridor level to ensure that the framework is operational at their levels of coordination

- c. **RF/RMT Sponsors:** the head of institutions/agencies that are members of CCTTFA frameworks

To enable optimal use and interaction with the RF and RMT capacities and skills related to monitoring and evaluation, report writing, project management and communications will have to be developed or enhanced among the partners using the tools. Therefore the M&E framework implementation and rollout will be supported. By a capacity building plan.

The Capacity Building plan will consist of the following general aspects:

- i. Designing Phase
- ii. Implementation Phase
- iii. Measuring and Monitoring Phase
- iv. Documentation and Feedback Phase

The plan will focus in enabling acquisition, strengthening, and maintaining of capabilities acquired during the implementation and rollout of the RF and RMT. These are listed below:

### 1. Acquisition

- Training and workshops/seminars or
- Outsourcing the required capabilities – this should be considered in the short, with a transition mid-term period before in-housing.

### 2. Strengthening

- Recruiting individuals with the required skills

and capacities – this should be considered as a long-term solution

- Medium term contract for outsources services and support
- Retaining and advance training programmes for targeted staff

### 3. Maintaining – this will be done through

- Refresher training for targeted staff
- Recurrent training for targeted staff
- Long term contracts with relevant service providers.

To enable a seamless transition of users to the RF and RMT during the implementation and rollout phases, it is proposed that CCTTFA and the partners consider:

- a. Outsource the services for ICT-technical support and business/operations support. This should be done for the short and medium term, if CCTTFA and partners have plans to build in-house capacities. If not, long term service provision by outsourced parties should be considered.
- b. Having the support mechanism embedded within the training components in the capacity building programme. This support mechanism will include the initial and recurrent trainings for targeted staff.

The implementation and rollout schedule and the associated capacity building plan activities over the strategy are illustrated below:

RF/RMT GENERAL ROLLOUT AND IMPLEMENTATION PLAN																							
#	Activities	Description	Timelines																				
			20/21	2021/22				2022/23				2023/24				2024/25				2025/26			
			Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	Final validation of the RF	The validation of the RF by CCTTFA																					
2	Final validation of the RMT	The validation of the RMT by CCTTFA																					
3	Preliminary stakeholder engagements	Introductory and initial presentation of the RF and RMT to stakeholder by CCTTFA leadership																					
4	RF and RMT technical training	Technical and administrative training to CCTTFA staffers																					
5	Official launch of the RF and RMT	This will be done concurrently with the official launch of the CCTTFA New Strategic Plan																					
6	Activation of projects, programmes and interventions in the RMT																						
7	Sensitization and awareness engagements	This will include introductions to the RF and RMT inner workings; the benefits and utility of the tools																					
8	First level training [User training]	The initial training to targeted users of the tools																					
9	Monitoring and feedback	This will follow each training group[s] as means of identifying additional training needs and requirements																					
10	Refresher training and retraining [user training]	Based on the identified needs and requirements from the monitoring and feedback activities																					
11	Recurrent training [user training]	To be done continuously during the first 1/2 of the strategy period and after which it will be reviewed																					

## 7.6 M&E REVIEW TIMELINES

The monitoring of the strategy's implementation progress and the related indicators in the log frames will be done regularly. It will aim at measuring to which extent the implementation is on track in terms of achieving the preset milestones in time and within the budget limits.

Annual reviews and a mid-term review will be undertaken to look at the implementation of the CCTTFA strategy from a longer term perspective and determine if any major adjustments are required. At the end of the strategy a final evaluation will be carried out in order to assess the impact of the strategic plan.



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