



Lagos-Kano-Jibiya Corridor Management Group

Structure, Work Plan and Performance Indicators

August 2010

Submitted to:
USAID/Nigeria

Contract No. 620-C-00-05-00077-00

**MAXIMIZING AGRICULTURAL REVENUES AND KEY ENTERPRISES
IN TARGETED SITES**

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LAKAJI CMG

Structure, Work Plan and Performance Indicators

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Background

Poor infrastructure, including transport infrastructure, is consistently identified as a principal challenge of Nigeria's investment climate, for both agriculture and manufacturing. To address this challenge, the USAID MARKETS program implemented a trade and transport reform component to provide technical assistance in transportation and logistics. This is in support of the Global Food Security Response (GFSR) program goal of removing constraints on the movement of staple crops within Nigeria and the wider region.

The Lagos-Kano-Kibiya (Lakaji) transportation corridor has been identified as a key route for moving agricultural crops critical to food security. A detailed analysis of the time, cost, and reliability factors in moving cargo along this corridor identified the need to link public and private sector stakeholders through a corridor management group (CMG). CMGs bring together government and the private sector in a single body to identify, discuss, and resolve problems associated with transport along a defined route or corridor. Such a structure provides a forum for members to debate solutions and define priorities, work together to make improvements, and improve the performance of the corridor.

Efforts to establish a Lakaji CMG began in November 2009 with workshops and mobilization activities. From the start, a wide-ranging group of stakeholders representing the federal government, transport parastatals, the transport and logistics industry, and transport users has been involved. Workshops have been used to mobilize support for the CMG and to consider proposals on the following critical issues concerning the establishment of the group:

- Review of CMG best practices
- Analysis of the regulatory environment throughout the corridor
- Development of a proposed organizational structure for the Lakaji CMG
- Drafting of the CMG articles of association
- Review and prioritization of the work program.

This is the product of a workshop held in June 2010 where potential Lakaji CMG members resolved these issues, prioritized potential work plan activities (Appendix A), and mapped the way forward in establishing the group as a legal entity. This document describes the proposed Lakaji CMG organizational structure, work program, and possible key performance indicators (Appendix B). This report, in conjunction with other MARKETS-related transportation materials, is intended to provide the basis for establishing and providing direction to the Lakaji CMG.

1. CMG Objectives and Role

The general goal of the CMG is to facilitate the movement of goods along the corridor connecting Lagos to Kano and Jibiya/Daura and to improve the quality of freight transportation (in terms of cost, time, and reliability) along the route. Achieving this requires improving both the functions performed by the public sector and the services offered by the private sector.

The following objectives are suggested for the public sector:¹

- Ensure adequate maintenance and rehabilitation of corridor infrastructure
- Improve regulation of transport safety and environmental impacts
- Harmonize the regulations, taxes, and policies affecting transport for the states along the corridor.

The following objectives are suggested for the private sector:

- Improve utilization of the truck fleet through a more effective mechanism for controlling freight movement
- Increase energy efficiency and safety of truck fleet while reducing environmental impact
- Improve compliance with regulations intended to safeguard road infrastructure and improve safety standards
- Provide seamless intramodal exchange
- Develop contractual mechanisms to allocate liability more efficiently.

The CMG aims to support a public-private dialogue to set priorities for these objectives, develop initiatives to achieve these objectives, and identify complementary actions to support these initiatives. Beyond this, the organization will be a public advocate for these initiatives and will monitor implementation progress and corridor performance. In performing this role, the CMG will keep its members informed of changes in regulations, progress in improving corridor performance, and opportunities for further improvement.

During the initial years of operation, the CMG will focus on efforts that require a limited commitment of resources and that have a reasonable chance of success in the short run. When the organization has established its effectiveness, efforts can be extended to activities that require more resources and a longer period for implementation. CMG activities could also be extended to the cross-border movement of freight, including movement of goods in transit to and from Niger.

¹ A fourth, to simplify movement of goods in transit might be included later.

2. CMG Organizational Structure

The CMG would consist of a board of directors, a secretariat, and working and consultative groups (see Figure 2-1).

The board of directors is the highest decision making organ and will be responsible for setting policy, approving the work plan and budget, and representing its members in discussions with government entities. It will include the founding members of the organization, and other representatives from the general membership will be appointed from time to time. The board will hold meetings quarterly, but more often in the first year of operation. Emergency meetings can be called if the need arises. Meetings will be to assess overall progress in improving corridor performance and to review

- Policies and initiatives,
- Progress of working groups,
- Research and promotional efforts carried out by the secretariat, and
- Effectiveness of efforts to distribute information generated by the CMG.

The meetings will also approve the operating budget for the secretariat, review actual expenditures, develop an annual work plan, appoint personnel to working groups, and review the budgets and appointments of outside experts for specific research projects. Board meetings will be followed by meetings of the general membership, which would vote on policies and initiatives recommended by the board.

SECRETARIAT

The secretariat will be responsible for day-to-day operations of the CMG, including planning, budgeting, and coordination of activities. It will have an executive secretary with extensive experience in transport and logistics who is well respected in the industry. The secretariat will also

Figure 2-1
CMG Structure

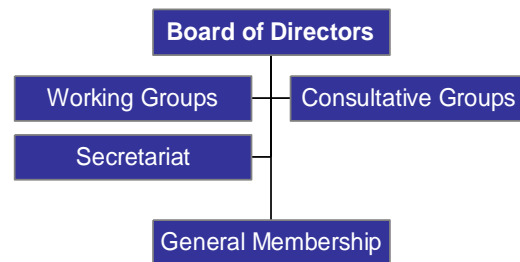
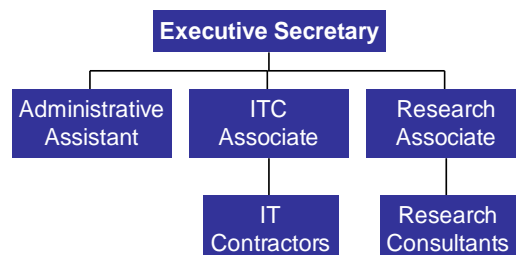


Figure 2-2
CMG Secretariat



have three full-time staff (Figure 2-2): job descriptions for these positions are presented in Appendix C. Working groups and consultative groups will address specific issues (see Figure 2-3).

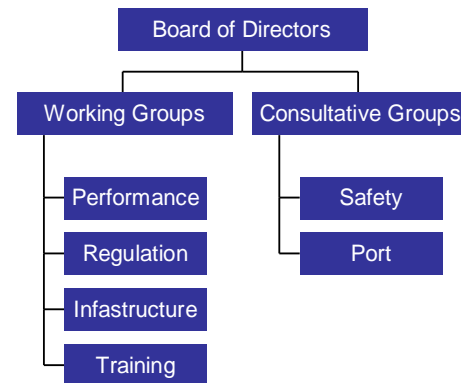
WORKING GROUPS

Technical working groups will conduct initiatives identified in the CMG work plan. Working group members will be stakeholders meet the qualifications and experience requirements; their tenure will be determined by the board. Working groups will meet every one to two months during the initial year of operation and at least quarterly thereafter. Groups will carry out the following specific initiatives:

- Collect and analyze data on corridor performance and present findings to government and other stakeholders
- Improve regulations and develop more effective public-private partnerships to improve road safety
- Introduce new facilities and complementary services for transporters
- Improve the quality of transport services through training, technology, procedures, and standards.

Figure 2-3

CMG Groups



Performance Working Group

The performance working group may explore opportunities to reduce delays and excessive costs for transport in the corridor that result from the condition of the pavement, roadblocks, and congestion. Data could be collected from existing sources, surveys undertaken by stakeholders, and studies commissioned by management on indicators such as the following:

- Delays due to roadblocks and congestion
- Additional costs and travel time cause by deterioration in pavement condition
- Accidents caused by road construction, poor signage, difficult road alignment, and limits on line of sight
- Reduction in vehicle utilization as a result of slow turnaround time in port.

Performance on key performance indicators such as average travel time, delay at congestion points, traffic peaks along different stretches of the road, number of roadblocks, and average amount of unauthorized charges will be reported. This information will be used to evaluate the quality of maintenance performed under contract and the effectiveness of the concessions in managing sections of the corridor. The impact of various initiatives will also be monitored.

Surveys may be used to evaluate the performance of the corridor and gauge the concerns of users about indicators such as average travel time, number of checkpoints, length of delay at

checkpoints, amount of payments required at checkpoints, location of damaged road sections, and location of congestion points.

Regulation Working Group

The Regulation Working Group will collect information on road accidents, theft, and other threats to the safety of truck operations. It will also monitor the placement and effectiveness of checkpoints and other efforts to enforce regulations on the roadworthiness of trucks. In addition, the Regulation Working Group will evaluate the impacts of government regulations and taxation on operating costs and work with local and national authorities to

- Ensure consistent enforcement of laws and regulations by the states along the corridor so as to reduce the regulatory burden on the state of Lagos and traffic safety throughout the corridor,
- Enforce requirements for regular vehicle inspection and certification to ensure that vehicles operating on the corridor are roadworthy,
- Enforce axle and gross vehicle load limits along the corridor through a mix of detection technologies and penalties sufficient to deter excessive overloading,
- Reduce the incidence of theft of vehicles and cargo, and
- Harmonize taxes applied by states on vehicles and cargo moving along the corridor.

Infrastructure Working Group

The Infrastructure Working Group will identify conditions of the road infrastructure and conduct assessments of the provision of roadside services such as rest stops, fueling stations, and repair services. It will also examine the need for terminals to improve intramodal and intermodal cargo transfers. This group will also

- Identify investment in facilities along the corridor that might contribute to safe operations, improve the utilization of trucks, and reduce congestion,
- Identify where such facilities should be located,
- Determine the modality for acquiring the necessary land and funding for capital investment, to develop mechanisms for cost recovery, and
- Define the nature of the public-private relationship required for the successful operation of these facilities.

This group will work with state and local authorities to establish roadside services and encourage existing services to move from locations that create bottlenecks. The same type of consideration applies for the location of truck terminals and inland container depots, but in this case the group will represent the interests of shippers and the trucking industry. The group will concentrate on addressing problems along the corridor first, but if necessary, problems in and around the ports as well. This may include collaboration on developing an interface for port cargo at the city's boundaries and/or developing a truck staging area to reduce port congestion.

Training Working Group

The Training Working Group will determine methods to improve the quality of trucking services, including driver and operator training and the allocation of liability. It will also work with transporters to improve fuel efficiency and vehicle utilization, including making arrangements for backhaul cargo. This group will focus on training transport fleet owners and managers and will include the introduction of a formal curriculum and case studies of best practices in the local transport industry. The group may pursue the following initiatives as well:

- Establish a training requirement for drivers of vehicles of a certain size, with training including a standard course structure and a certification procedure involving road tests and physical examination
- Develop training in fleet management, emphasizing driver management, fleet maintenance, and use of modern informatics to improve scheduling and utilization
- Require periodic refresher courses for drivers and owners on the regulations that apply to vehicles operating on the corridor and methods for improving compliance.

CONSULTATIVE GROUPS

Consultative groups, unlike the working groups, will participate in an ongoing dialogue with government officials to resolve day-to-day operational problems and ensure coordination among providers of services and regulators. These groups will meet monthly or more often, depending on the level of consultation required. A road safety group and a port operations group are the first to be organized.

Road Safety Consultative Group

The Road Safety Consultative Group will be forum for agencies responsible for road safety and road transport operators to discuss problems of enforcement and road safety. The members of this group will include the Federal Traffic Police and the associations representing truck owners and truck drivers. It will engage in a collaborative effort to increase the transparency and effectiveness of enforcement of traffic regulations along the corridor and encourage self-regulation to improve the standards and ethics of transport operators.

Port Operations Group

The Port Operations Group will focus on the interaction between the Port Authority, the providers of port services, and the users of these services. Such a group already exists but is not active. This interaction falls within the domain of the CMG because the majority of the port's operating problems have to do with landside activities rather than waterside activities. Port consultative groups usually focus on the assignment of berth and arrangements for cargo handling but the Lakaji CMG Port Operations Group would focus on facilitating the movement of containers by road in and out of the port.

3. Provisional Work Plan

Because the CMG has yet to be incorporated, its work plan has not been finalized. Nevertheless, the tasks required to make the group operational can be outlined. When the group is operational, it can carry out a variety of initiatives to improve transport services on the corridor (see Table 3-1). These fall into the priority areas expressed by stakeholders at the June 4, 2010, workshop.

Table 3-1
Potential Initiatives

	Mechanism	Funding	Actors
CORRIDOR PERFORMANCE AND MAINTENANCE^A			
Monitor traffic conditions	Surveys	In-kind	Transporters
Monitor pavement conditions	Surveys	In-kind	Transporters
Improve scheduling of maintenance ^b	Technical assistance	In-kind, foreign	FERMA
Introduce road funding mechanism	Policy	In-kind, foreign	FERMA, RSDT, FMWH, State governments
Improve maintenance contracting system	Policy	In-kind, foreign	FERMA, RSDT
TRANSPORT REGULATION			
Harmonize enforcement for traffic regulations	Survey, policy		
Harmonize, state and federal taxes	Research, policy		
Improve Corridor security	Survey	In-kind	
Improve checkpoints	Survey	In-kind	
Reduce Police malfeasance	Survey	In-kind	Nigerian Police
Enforce weight limits	Survey, planning	In-kind, foreign	FMWH
Conduct black spot program ^c	Survey, policy	In-kind, foreign	FRSC
Improve quality of forwarding	Self-regulation	In-kind, foreign	Associations
TRANSPORT SAFETY			
Training for drivers, vehicle owners	Curricula	In-kind, foreign	
Mandatory driver training, stricter licensing	Policy, self regulation	In-kind	FRSC, State VIO
Enforce annual vehicle inspection, registration	Policy, investment	In-kind	State VIO
Modify vehicle specification	Policy	In-kind	FMWH
Infrastructure			
Introduce port dispatch terminal	Analysis, planning	foreign	

Table 3-2 continued

	Mechanism	Funding	Actors
Introduce urban freight terminals	Analysis, planning	foreign	Ministry, association
Introduce rest stops along corridor	Analysis, planning	In-kind	State government
Restrict roadside parking on corridor	Survey, policy	In-kind	State government
Increase roadside repair services on corridor	Survey	In-kind	
FREIGHT OPERATIONS			
Improve cargo brokering services ^d		In-kind, foreign	
Training and certification for C&F agents	Policy, curricula		
Improve vehicle financing	Survey,	In-kind	
Lower cost, increased availability of insurance		In-kind	
Rationalize vehicle taxation		In-kind, foreign	
Improve fleet management ^e	Research, training	In-kind, foreign	Associations
Improve fuel management	Research, training	In-kind, foreign	Associations
Promote integrated 3PL services ^f		In-kind	

^a Increase the overall level of maintenance along the corridor

^b Target the maintenance to sections most in need of it

^c Redesign and realign sections of the road with significant numbers of accidents

^d Improve the availability of information on return cargo

^e Provide training in fleet management and guidance in selecting more efficient trucks

^f Make integrated services available, including trucking and warehousing as part of distribution networks

CMG START-UP

Before incorporation, the Advisory Group, an ad hoc body made up of committed stakeholders (Federal Road Safety Commission, Federal Road Maintenance Agency, Nigerian Railway Corp., Nigerian Shippers Council, MAN, NACCIMA and a number of private sector representatives) with the sole objective of promoting, facilitating, and ensuring the establishment of the CMG, must reach an agreement on the articles of incorporation, the membership of the board of directors, and the structure of the organization, including the form and functions of the secretariat. A preliminary draft of the goals for the organization and the areas on which the organization should focus first may then be prepared. The group will also produce a short list of candidates for the position of executive secretary and a preliminary operating budget. Signing of the articles of association and incorporation can then take place. The first board meeting after incorporation will

- Propose specific goals for the coming year and activities to achieve these goals,
- Determine the initial structure of committees and their objectives,
- Select an executive secretary and appoint the chairmen and members of the working groups,
- Adopt a preliminary budget and structure for membership fees and contributions,
- Review the proposal for staffing the Secretariat (job descriptions, technical qualifications for individual positions, and conditions of employment) and facilities (office space, information and communications systems),

- Prepare a schedule of meetings for the board and an inaugural meeting for the membership, and
- Issue a joint statement of objectives and terms of membership for approval by members.

The second board meeting will be held about two months later, at which the directors will

- Review and finalize the budget,
- Approve the committees' work programs and deadlines,
- Approve the appointment of Secretariat staff,
- Approve monitoring activities to be performed by the Secretariat,
- Select key performance indicators for evaluating the performance of the corridor and effectiveness of initiatives,
- Agree on a schedule of meetings for the general membership, and
- Identify the initiatives to be undertaken.

PRIORITIZING INITIATIVES

The challenge for the CMG is to select the initiatives to be carried out in the first year. The CMG should set priorities according to the following four dimensions:

- Expected impact on the cost and reliability of transport in the corridor
- Capacity of CMG to promote the initiative
- Time frame for implementation
- Likelihood of success, taking into account the commitment of the government and the private sector.

The working groups and the secretariat will make the first selection of initiatives and the directors and the membership will make the final selection.

Before this takes place, the advisory group must prepare a draft work plan, which might include three initiatives that have already been proposed.

Website

The first initiative is to develop a website to inform members and the public about CMG activities. The time frame for setting up the website is one to two months. This could begin at any time, even before CMG incorporation, because costs are relatively small. It is important to involve IT experts in the Secretariat as early as possible in the development.

Monitoring

The second initiative is to develop a performance monitoring activity to report on the causes of delays along the route, including excessive checkpoints, damaged road sections, and traffic congestion. This would begin by a determination of

- How to collect this information on a daily basis—through driver reports, GPS, dispatcher reports, hot lines, call-in radio, or other means; and

- How to deliver this information to interested parties—whether through periodic reports for officials; daily reports to assist companies in planning and scheduling transport; real-time reports to assist drivers in avoiding bottlenecks; enforcement agency reports about responses to problems created by accidents, severe road deterioration, banditry, unauthorized checkpoints; or other means.

The organization of this effort is expected to require two to three months.

Training

The third initiative is to develop training for drivers and fleet managers to improve the efficiency and safety of operations. The time frame for this initiative is expected to be three to five months, with roll-out of training within six months. This initiative would begin with the following activities:

- Survey members about problems with management of fleets and drivers
- Identify firms that represent best practices and develop lessons based on their experience
- Prepare a curriculum based on available courses
- Identify gaps in knowledge requiring technical assistance
- Assess methods and venues for delivering training
- Determine mechanisms for cost recovery and for monitoring the quality of training
- Recruit and train a cadre of trainers.

Although the role of the CMG will be limited during the first few years, the CMG will expand gradually to engage the public and private sectors in meaningful change in the safety and quality of transport services and capital investment in corridor infrastructure. In addition to promoting specific initiatives, the CMG will provide information to its members on techniques for improving the quality of transport service. This information will be collected during the secretariat's research. The following are potential research topics:

- Documents from other countries
 - Standard contract of affreightment
 - Simplified cargo documents
- Regulations from other countries
 - Vehicle standards
 - Weight limits
 - Age limits
 - Environmental standards
 - Freight forwarding
 - Vehicle taxes on fuel-efficient vehicles
- Management innovations
 - Modern fleet management techniques
 - Cargo brokering systems
 - Strategies for securing backhaul cargo
 - Electronic documentation and payment
 - Preventive maintenance procedures
 - Fuel efficiency measures
- Specialized transport services

- Cold chains
- Courier services
- Bulk minerals
- Tankers
- Techniques for coordinating logistics services

TIMELINE AND NEXT STEPS

The sequence of events for setting up the CMG and for starting first-year initiatives are shown in Figure 3-1. The choice of initiatives will be decided by the Board of Directors after the CMG is incorporated, but some initiatives can begin earlier. These include the development of a legislative index from information already compiled by MARKETS, building a basic website, and develop a driver training program already begun by the Road Haulers Association. The following briefly describes the tasks shown in Figure 4 and indicates the responsible party for implementation. A proposed key performance indicator matrix has been provided in Appendix B that may be refined as additional activities and priorities are identified.

Organization

1. **Build membership**—continuing efforts to reach out to stakeholders and increase the organizations involved in the Advisory Group. [Advisory Group]
2. **Appoint Board of Directors**—after the size of the Board of Directors has been determined [Advisory Group]
3. **Recruit Executive Secretary**—because of the importance of the executive secretary, the search for a person to fill this position will begin before the formal establishment of the CMG [Advisory Group]
4. **Legally incorporate CMG**—as a nonprofit organization [Advisory Group]
5. **Appoint Executive Secretary**—after the organization has formally been established [Board of Directors]
6. **Prepare preliminary budget**—determine the operating budget for the coming year and approve it, initially through the Board of Directors and then at the general meeting [Executive Secretary]
7. **Agree on dues**—determine the level of dues to be charged for different categories of membership and obtain approval of the Board of Directors and the general membership [Executive Secretary]
8. **Arrange cofinancing**—approach USAID, other donors, and multilateral development banks for supplementary funding for the first three years of operation and for specific initiatives [Executive Secretary]
9. **Finalize budget**—taking into account various sources of funding [Board of Directors]
10. **Set up office**—select office equipment and set up the secretariat offices [Executive Secretary]

11. **Recruit staff**—recruit support staff for the secretariat [Executive Secretary, Board of Directors]
12. **Determine the consultative groups**—specify the groups to be formed, their goals, and the stakeholders that will participate [Executive Secretary, Board of Directors]
13. **Set up consultative groups**—identify the people who will be in the consultative groups, stipulate the goals of the groups and the scope of its interests, and determine the procedures for scheduling meetings [Executive Secretary, Board of Directors]

Website

14. **Design website**—prepare the specifications for the CMG website, including the graphical interface, the information to be stored on the website and means of access, and the process for updating the information stored on the website [MARKETS]
15. **Set up website**—arrange for the programming of the website and for the server on which to maintain the website [MARKETS]
16. **Index legislation**—develop an index for accessing the national and state regulations previously collected [MARKETS]
17. **Incorporate legislation into website**—scan the copies of the regulations, store them on the website, developed a procedure for accessing through a menu based on the index previously developed [MARKETS]

Working Groups

18. **Set up working groups**—establish the working groups for monitoring, training, regulation, and infrastructure, identify the stakeholders that will participate, choose specific representatives, and arrange for the selection of the chairman for each group [Executive Secretary, Board of Directors]
19. **Identify goals and initiatives**—articulate the goals for each working group, prepare a list of initiatives to be pursued by each, prioritize these initiatives based on the time required to achieve visible progress, the expected level of success in achieving the stipulated goals, and the relative importance given to these initiatives by the members of the group [Working Group]
20. **Start initial efforts**—begin work on highest-priority initiatives [Working Groups]

Monitoring

21. *Define key performance indicators and data collection procedures*—identify the corridor performance characteristics to be monitored and specify the method for collecting and analyzing the data needed to quantify this performance. Differentiate the performance indexes between those used to assist the users of the corridor in planning their operations and those to be used in discussions between the government and private sector to improve corridor performance [Working Group]
22. *Determine means of communication*—determine the frequency and mode of communication used to share these performance measures with members of the CMG and other concerned parties [Working Group]

Regulation

23. *Review problems of overloading, accidents, and unsafe trucks*—Examine available data on accidents, overloading, and vehicle certification and conduct sample survey of members [Working Group]
24. *Develop safety strategy*—develop program for addressing safety issues, including current level of enforcement of safety regulations [Working Group]
25. *Review regulation*—review the level of enforcement of regulations in different states along the corridor through interviews with members of the CMG [Working Group]
26. *Monitor the level of enforcement of regulations*—[Working Group]
27. *Harmonize enforcement of regulations*—develop a standard of enforcement and identify areas in which each state must strengthen its enforcement to meet these standards [Working Group]

Training

28. *Develop training curriculum*—prepare courses to be used to improve the performance of training drivers, fleet managers (see Appendix D for sample), and vehicle owners [Working Group]
29. *Identify methods of dissemination*—determine which institutions will offer these courses, the length and frequency of the courses, and the tuition to be collected for purposes of cost recovery [Working Group]
30. *Recruit and train instructors*—develop cadre of instructors [Working Group]

Infrastructure

31. *Identify facility requirements*—determine the amount, size and optimal location for amenities to be provided along the corridor for drivers and their vehicles and for truck terminals that would improve the utilization of the trucks and facilitate the collection and delivery of cargo to urban areas and seaports [Working Group]

32. ***Plan infrastructure***—develop preliminary specifications for these facilities and determine the most appropriate place for locating them according to the needs of users [Working Group]
33. ***Secure land***—work with government to acquire land for these amenities and facilities [Working Group]
34. ***Construct facilities***—working with government, prepare contracts for construction and develop a fee structure acceptable to users while providing significant cost recovery [Working Group]
35. ***Identify road infrastructure*** that requires maintenance or rehabilitation and advise authorities on scheduling

4. Budget

One of the principal constraints on the activity of the CMG will be financing. The organization will depend on member contributions for much of its operating budget. The annual budget of the CMG will include

- Operating budget to cover staff, travel and communications of the secretariat
- Budget for the meetings of the board of directors, committees, and general membership
- Project budget to fund initiatives proposed by the committees

The major costs are for the secretariat, meetings, and communications. The cost for the secretariat, including staff, office facilities, and travel is estimated at US\$220,000 per year, assuming that rent is covered as an in-kind contribution (see Table 4-1). This is similar to the expenditures of the Maputo Corridor Initiative (Appendix E). It includes the cost for board meetings but not general meetings, which are assumed to be covered by sponsorships. The costs of technical support for working groups will be small during the first year but could increase to \$100,000–\$200,000 in subsequent years as the focus shifts to longer-term, more complex initiatives. There are expected to be five sources of funding for the CMG:

1. Annual dues paid by members, with a distinction between founding members and regular members
2. In-kind contributions, primarily in terms of personnel to participate in specific activities
3. Start-up contributions, provided by donors
4. Donor support for specific projects
5. Corporate sponsorships.

Although donors are expected to provide supplemental funds during the first few years, such funds would eventually be limited to specific initiatives and research activities.

Members' contribution should initially cover at least half of operating costs. Membership is expected to include several large public and private organizations and a large number of SMEs. Assuming there are 15 large organizations in the first year, and 20 thereafter, and there are about 30 SMEs in the first year and 50 SMEs thereafter, dues will be about \$7500 per association and \$5000 per firm. SME membership fees could be adjusted to account for the size of the firm.

Table 4-1*Notional CMG Budget (US\$000)*

Personnel	Wages	Benefits	Total Cost
Secretary	\$50.00	\$7.50	\$58
Adm Assistant	\$20.00	\$3.00	\$23
IT Expert	\$25.00	\$4.00	\$29
Transport Econ.	\$25.00	\$4.00	\$29
Subtotal			\$138
Travel	Per Trip	Trips	Total Cost
Secretariat	\$1.00	30	\$30
Misc			\$10
Subtotal			\$40
Office	Monthly		
Rent			
Utilities	\$1.50		\$18
Communications	\$0.75		\$9
Entertainment	\$1.00		\$12
Subtotal			\$39
Meetings			
Board	Quarterly		\$30
Committees	Bimonthly		\$72
General	Semiannual		\$100
Subtotal			\$202
Startup			
Decoration			\$12
Equipment			\$8
Furniture			\$20
Wiring			\$10
Subtotal			\$50
Projects^a			
Consultants			150
Totals			
Annual			\$217
Meetings			\$202
One time			\$50
Project			\$150

^a beginning third years

5. Website

One of the most common ways to promote the activity of corridor management groups and improve communication between stakeholders is to establish a website. The quality of these efforts varies considerably on established corridor-related websites. Some sites focus on self-promotion or on describing the organization's activities. Few sites provide members with up-to-date information that will help them in improving the quality of services they offer. Examples of other websites are shown in Appendix F.

The standard information provided on a corridor website includes

- History of the organization, statement of goals, vision
- Description of the corridor
- Current activities, including meeting schedules and agenda
- Members and their contact points
- Newsletter with archives
- Links to government agencies

A typical menu structure is shown in Figure 5-1, similar to the following:

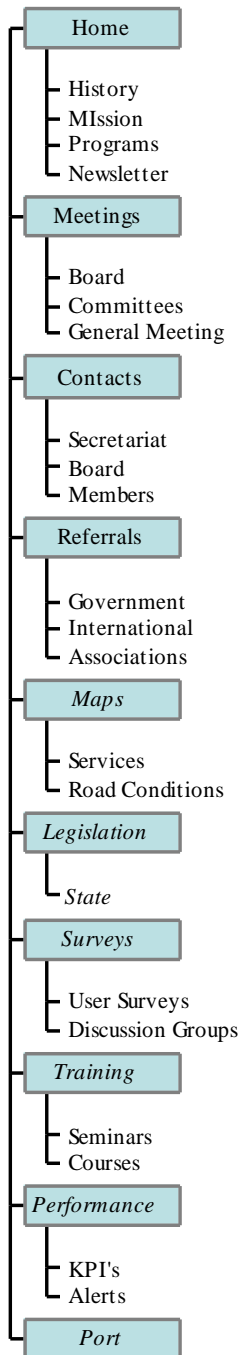
- Home
 - History—paragraph with picture
 - Mission—paragraph
 - Programs—list and brief description of ongoing programs
 - Newsletter
- Meetings—date, location, agenda
- Contacts—names, titles, website, phone
- Referrals—brief description, website, location, phone, operating hours

The website for CMG can be designed to provide information that would enable members to improve transport services in the corridor. The information would be generated by the working and consultative groups and the Secretariat through its research. The items in *italics* in Figure 5-1 are examples of this. The information provided in each of these elements would be as follows:

- Maps
 - Services - location of roadside services
 - Road conditions – location of construction, bad pavement
- Legislation
 - State, subject matter, downloadable file
- Surveys
 - User surveys, on-line questionnaires
 - Discussion groups, blogs

- Training
 - Schedule, subject matter, fees, location
- Performance
 - Key performance indicators, historical graphs
 - Alerts—location, problem description

Figure 5-1
Menu Structure



Appendix A. Survey from May 2010 Workshop in Lagos

Table A.1

Rank of Initiatives According to Survey Results

	Average Score	Total Score
Driver behavior	1	1
Accident reduction	2	2
Port dispatch facility	3	3
Performance and congestion	4	4
Cargo security	5	5
Compliance	6	10
Reduction of overloading	7	6
Bottlenecks	8	11
Road physical condition	9	8
Vehicles inspection, certification	10	9
Urban truck terminal	11	7
Rest stops and roadside amenities	12	12
Fleet management	13	13
Harmonization taxes, regulations	14	15
Web site	15	14

Appendix B. Key Performance Indicators for CMG

<u>Activity</u>	<u>Performance Indicator</u>	<u>Results Milestones</u>	<u>Target/Outcome</u>
<p>Formal Establishment of LAKAJI CMG</p> <p>Incorporate LAKAJI CMG</p>	LAKAJI CMG legally established and funding secured	<ul style="list-style-type: none"> • Build membership of the CMG to critical mass • Appoint Board of Directors from the Founding members • Appoint Attorney to incorporate the CMG • Hold meeting, take decisions and sign off all relevant document for the incorporation • Complete business case for CMG, including preliminary budget and membership fee structure • Notify Donor community of (potential) CMG Activities, make request for funding and conduct follow up meetings as necessary, presenting business case. • Donor funding source(s) secured • Filling of incorporation papers with Corporate Affairs Commission and all necessary processes up to the issuance of certificate of incorporation • Website launched 	Have LAKAJI CMG formally incorporated with the Corporate Affairs Commission as a not for Profit organization
Formation of LAKAJI Secretariat	LAKAJI Secretariat established and work plan finalized	<ul style="list-style-type: none"> • Advertise and recruit Executive Secretary • Arrange complimentary financing from donor agencies and other sources • Finalize project plan • Set up physical office at Nigerian Shippers Council 	Establishment of the Secretariat and other organs of the LAKAJI CMG

		<ul style="list-style-type: none"> Recruit other staff of the CMG Set up consultative and working groups Hold first Board meeting 	
Corridor Performance, Safety and Maintenance			
Traffic and pavement conditions	Number of surveys conducted and systems developed/implemented	<ul style="list-style-type: none"> Conduct study of average travel times on select corridors and/or corridor segments Completion of survey(s) identifying corridor/segment congestion points, traffic peaks and associated delays Conduct black spot assessment and design measures to reduce occurrences Identification and implementation of system for alerting drivers and transporters of poor pavement conditions 	<p>Reduction in average travel time and cost along identified corridor/road segments.</p> <p>Raised awareness of road problem areas by transporters and associated reduction in accidents</p>
Road maintenance	Number of systems developed	<ul style="list-style-type: none"> Development of road maintenance scheduling system Development of system to alert road maintenance authority to identified problem areas 	Timely, routine and transparent system for road maintenance resulting in better maintained roads.
Transport Regulations & Training			
Inspection, registration, road worthiness and weight limits for vehicles	Number of assessments completed/ reports delivered	<ul style="list-style-type: none"> Assess level of vehicle road worthiness in states along the corridor and design program to increase compliance and enforcement Assess axle load control system and design measures to address gaps (Legislation/ penalties, infrastructure/ detection technologies and enforcement) Assess inspection and registration process in Nigeria and design collaborative program among regulatory agencies/stakeholders to encourage and enforce annual inspection and registration 	<p>Uniform application of vehicle road worthiness and weight limits in states along the Corridor leading to reduced accidents and preservation of road infrastructure</p> <p>Road worthy trucks, safe and well maintained trucking a</p>

Government transport related fees, charges and taxes	<p>Number of studies completed and programs developed</p> <p>Online access to federal, state and local transport regulations</p>	<ul style="list-style-type: none"> • Compilation of all relevant federal, state and local transport related regulations subsequently made available to public • Study to determine the impact of local, state and federal government regulations and taxation on vehicle operating costs • Design program to promote harmonization and/or elimination of road related fees/charges/ requirements on the local, state and fed level. Includes identification and elimination of nuisance laws on all levels. 	Introduction of predictability, consistency and transparency to the development and enforcement of state and federal transport related laws, charges and taxes
Corridor Governance	<p>Number of audits/reports conducted</p> <p>Reduction in the number of checkpoints (formal and informal) including time spent by trucks at the checkpoints</p>	<ul style="list-style-type: none"> • Conduct a corridor governance survey based on WATH methodology • Conduct quarterly road governance audits along the corridor to determine impact 	Reduction of checkpoints leading to improved performance of the Corridor
Training for drivers, vehicle owners	Standardized driver training program developed and implemented at identified institutions	<ul style="list-style-type: none"> • Conduct assessment of training requirements in the industry and develop mandatory trainer program based on international best practices • Identify and establish institution(s) dedicated to truck driver training and modify/develop curriculum for training in line with international best practices 	Increased driver safety through institutionalized driver/operator training program
Infrastructure	Establishment of truck staging system for the port	<ul style="list-style-type: none"> • Development of truck staging area and dispatch system based on previously conducted MARKETS study. • Advocate for and secure stakeholder support and funding for implementation, promoting PPP's if relevant 	More efficient utilization of trucks, and throughput for the terminals thereby reducing port traffic congestion.
Port dispatch terminal			

Rest stops/roadside repair services and restrict roadside parking along corridor	<p>Surveys/studies conducted and regulations drafted</p> <p>Number of Rest stops/roadside repair services established along the corridor</p>	<ul style="list-style-type: none"> • Conduct study/report identifying Rest stops/roadside repair services requirement of truckers and develop program for establishment along corridor • Secure stakeholder support and funding for implementation, promoting PPP's if relevant • Conduct survey and compose report assessing the rationale for truck roadside parking and design measures to address these reasons. • Provide legal assistance to relevant Ministry in developing and implementing regulations to limit roadside parking. 	<p>Have well rested drivers for safe trucking and security for both cargo truckers.</p> <p>Less corridor congestion along key points</p> <p>Safer, timely and reliable trucking</p>
<p>Freight Operations</p> <p>Training and certification for Clearing and Forwarding (C&F) agents</p>	<p>Establishment of standardized C&F training and certification program</p> <p>Number of C&F agents trained in best practices and certified.</p>	<ul style="list-style-type: none"> • Improved regulation of the clearing and forwarding profession through the provision of capacity building assistance including: <ul style="list-style-type: none"> ○ Establishment of minimum standards, code of ethics, etc. ○ Development of training curriculum including IT requirement • Development and implementation of certification system and training program based on internationally accepted standards and curriculum 	<p>Better regulation of the clearing and forwarding agents leading to a more professional efficient and cost effective industry</p>

Appendix C. Sample Job Descriptions

EXECUTIVE SECRETARY FOR NORTHERN CORRIDOR TRANSIT TRANSPORT COORDINATION AUTHORITY

Core Duties and Responsibilities:

1. Ensure that the procedures for amendments, consultation, and settlement of disputes are carried out efficiently in accordance with the regulations provided by the Authority.
2. Initiate, formulate and prepare policy agenda and present to Executive Board and Authority.
3. Provide secretarial services and ensures efficient conduct of all meetings of the Authority and the Executive Board and any other meetings held in accordance with the provisions of the Northern Corridor Transit Agreement and its protocols
4. Co-ordinate the preparation of working documents, papers and reports for all meetings of the TTCA, the Executive Committee and the Advisory forum of the Northern Corridor
5. Take follow-up action on the decisions taken and reports emanating from meetings held in accordance with the provisions of the Protocols of the Northern Corridor Transit Agreement
6. Forge a close working relationship with regional and sub-regional International Organizations involved in transit transport such as; UNDP ECA EAC COMESA ISCOS
7. Disseminate relevant information to the parties concerned
8. Negotiate technical assistance agreements on behalf of TTCA
9. In collaboration with the other officers, prepare or amend as necessary rules and regulations governing financial administrative and other activities of the TTCA and submit them to the Executive Board for approval.
10. Coordinate the preparation of annual budgets, accounts and program activities of the TTCA and submits them to the Executive Board for approval.
11. Determine the terms of conditions of service including remuneration and submits them to the Executive Board for approval.

12. Recruit staff for the Secretariat as provided for in the regulations.

Key Competencies

- Strong leadership, teamwork and management skills
- High-level interpersonal collaborative and cross-cultural skills
- Analytical and conceptual skills for transit, transport, and financial data
- High level of integrity and transparency
- Strong communications, networking, and negotiation skills
- Proficiency in computer and computer packages.
- Language proficiency in French or English, a working knowledge of the either language is desirable

Job Specifications

- Master's degree or equivalent professional qualification in transport economics or transport engineering or its equivalent
- Combined national or regional experience at senior management level of not less than 15 years in transport management
- Minimum age of 40 and maximum age of 55 years at the time of recruitment
- National of a member state
- Executive secretary to be recruited on a five-year fixed-term contract renewable only once
- Source: <http://www.kenyajoblink.com/job/1899/executive-secretary-at-transit-transport-co-ordination-authority-of-the-northern-corridor/>

ADMINISTRATIVE ASSISTANT

- Manage the correspondence and communications of the CMG,
- Organize meetings,
- Inform attendees of the agenda
- Circulate the minutes of meetings, papers, and publications of the organization.

IT SPECIALIST

- Maintain website and computer network
- Evaluate software applications that can be used to improve the efficiency of transport operations
- Process data collected from users surveys
- Develop workshops to promote the use of IT systems that improve the quality of transport services

TRANSPORT ECONOMIST

- Organize user surveys
- Analyze performance on the corridor
- Develop performance benchmarks
- Organize research on topics such as vehicle overloading, road safety, and harmonization of taxes and regulations
- Evaluate the cost and benefits of improvements in regulation, infrastructure, and complementary services

Appendix D. Sample Curriculum for Fleet Management

Table D-1

IRU Curriculum for National Road Transport Operators

General Business Management	Transport Operators
Civil Law	Civil Law
Contracts in road transport Principals and Sub-contractors	Legal Obligations - National
Commercial law	
Running a business: conditions and formalities Organisational forms	
Social law	Social law
Social institutions Social security legislation Work contracts	Drivers' hours and tachograph
Fiscal law	Fiscal law
Income tax	Value added taxes (VAT) Motor vehicle tax Tolls and taxes
Business and financial management	Business and financial management
Methods of Payment Forms of credit Balance sheet Profit and loss account Financial ratios Budgeting Cost calculation Organization chart Marketing Fleet management systems	Insurance Invoicing Incoterms Transport Auxiliaries
	Access to the market
	Starting a business: regulations Starting a business: additional requirements Documents Organization of the market

Table D-1 continued

General Business Management	Transport Operators
	Technical standards and aspects of operation
	Weights and dimensions Vehicle selection Type approval and technical inspection Environmental measures Maintenance planning
	Cargo handling
	Dangerous goods Perishable goods Transport of live animals
	Road safety
	Drivers' qualifications Traffic legislation Safety requirements Calamities

FLEET MANAGEMENT SYSTEMS AND PROCEDURES

An efficient fleet management system should be able to monitor the activity and control all the costs of running the fleet and any support activities such as vehicle workshops. To support the system, clear procedures must be in place to ensure the appropriate documentation is completed and that vehicle users are conforming to the required processes. The extent of automation of the system will be influenced by the number and diversity of vehicles to be managed, the nature of the freight operation and the requirements for control and measurement.

There are a number of core activities that the system will be required to control. The system as a minimum will need to incorporate:

- Asset details, vehicle identification and vehicle history
- Vehicle availability
- Vehicle cost statistics
- Maintenance and repair work and the associated costs
- Where a workshop is in operation, budgets and actual expenditure and activity scheduling and job cards
- Spare parts stock management
- Fuel management and, if appropriate, fuel stocks
- Fuel issues per vehicle, km's traveled per vehicle and fuel consumption statistics
- License management
- Vehicle insurance
- Accident and insurance claim management.

In terms of evaluating different systems, there are a number of key questions to be considered:

- Does it offer the required functionality or the ability to tailor the basic system?
- Is it flexible and does it have the capability for expansion if required?
- Does it offer the facility to specify management reports and to vary these as required?
- Does it allow the system to be interrogated?
- Does it have the capability to interface with other systems, e.g. financial, procurement and fuel management systems?
- Is it user friendly and does it support the staff using the system?
- If it is special purpose software, does the supplier offer product support and upgrades?
- Is it a one-off cost, or a user license fee basis?
- Is there a maintenance cost (including upgrades)?

FLEET MANAGEMENT

Fleet Industry

- The fleet management industry
- Current economic issues that affect the industry
- Lifecycle Cost Analysis – Total Cost Of Ownership
- Benchmarking and cost analysis

Asset Management

- Vehicle selection and purchasing
- Vehicle replacement modeling and remarketing
- Vehicle suppliers
- Analyzing the used vehicle market
- Establishing resale values
- Pricing and discounts, rebates
- Depreciation management
- Driver choice methods
- Model year concepts
- Development of vehicle specifications
- Capex requirements

Analyzing Fleet Requirements

- Analyzing current operations against international standards
- Defining future concepts
- Manpower analysis
- Internal fleet reviews

Maintenance Management

- Vehicle Maintenance
- External and internal maintenance
- Internal workshops
- Environmental Issues
- Outsourcing maintenance management

Business Management

- Overall perspective on fleet management
- General fleet management concepts
- Regulations and legislation
- Fleet policies and procedures
- Development of the fleet policy and regulations
- Review of outsourced fleet management suppliers

Financial Management

- Vehicle financing options
- Discounted cash flow analysis
- Optimizing monthly financing costs
- The use of balloon payments
- Vehicle use reimbursement
- Budgeting concepts and methods

Risk Management

- Insurance management
- Driver assessment and training
- Company safety program
- Vehicle and driver records
- Driver incentives

VEHICLE FUEL MANAGEMENT

- Fuelling options and fuel card systems
- Alternative fuels
- Fraud management

Right Sizing the fleet

- Availability
- Job and vehicles specifications
- Utilization
- Tracking systems
- Setting the optimum fleet size

Internal Cost Management

- Internal costs and driver management
- Analyzing internal cost effectiveness
- The core fleet management system requirements
- Budgets versus vehicle cost management
- Operating cost objectives
- Internal versus external fleet management systems
- Expense management

Outsourcing Fleet Management Services

- Concepts and methods
- Analysis – what can be outsourced
- The methodology to select outsourced suppliers

FLEET CONTROL

Transport and Fleet Management Based on Asset Management Practices

- Description of the term “assets”
- Determining the value of assets
- Classification of assets
- Objectives of good asset management
- Requirement for asset management
- Asset management processes
- Safeguarding of vehicles
- Asset verification/audits
- Damage and losses
- Disposal of assets
- Reporting the status of movable assets

Managing the fleet and transport function

- Establish and maintain policies to govern use of vehicles
- Establish and maintain policies and procedures for the use of vehicles
- Provide systems to keep records of the fleet and transport management activities
- Establish an organizational structure within which transport and fleet management functions can operate
- Provisioning of human resource capacity and skills to manage transport and fleet management
- Manage the expenditure of the fleet and transport function
 - Management of accounts
 - Electronic importing or exporting of tax invoices
 - Fuel management

- Management of vehicles and equipment
- Driver training
 - Training on basic maintenance of vehicles
 - Training to improve driving skills
 - Procedures to follow when involved in accidents

Loss control in transport fleet management

- Preventing
 - fraud and corruption transport fleet management
 - abuse and damages to vehicles
 - losses caused by theft and criminal activities
 - losses caused by negligence of officers
- Dealing with losses as a result of major circumstances

Risk management and internal controls to enhance loss control and transport management

- Risk identification and control
- Importance of risk for decision-makers and management
- Risk management components and process
- Internal control
 - Definition of the concept
 - Processes
 - Elements of the control environment
 - Types of controls and need to maintain
 - Factors influencing the control process
- Links between internal control and risk management

Transport and fleet management performance

- Assessing the state of transport fleet management
- Determining a firm's ability to improve transport fleet management
- Establishing measures to determine the economy, efficiency, and management effectiveness of transport fleet management
 - Components of performance management
 - Value for money chain
 - Performance indicators

Developing strategies for transport and fleet management

- Involvement of role players
- Transport fleet management strategies as part of strategic planning and budgeting process
- Transport fleet management structures reviewed
- Development of systems and procedures for transport fleet management
- Development of a performance management system

Implementing strategies for transport fleet management

- Communicate transport emission strategies
- Training of end-users and transport officers
- Actual implementation of
 - Systems and procedures for transport and fleet management
 - Structures for transport and fleet management
 - Transport and fleet management strategies
 - Performance management systems

Monitoring implementation of strategies for transport and fleet management

- Recording progress
- Regular in year reporting
- Taking corrective action

MANAGING PLANT/VEHICLE/EQUIPMENT

- Utilization
- Whole Life Costs
- Tendering
- Maintenance
- Regulatory Requirements

Utilization is the key to the procurement and management of the plant and vehicle fleet. Without knowing utilization (km or engine hours) fleet managers cannot budget appropriately or conduct a business case for ownership. Once ownership can be supported with expected utilization, the next step is estimating the whole of life costs of the item over the estimated life of the item for the expected annual utilization. Knowing the whole of life cost and the anticipated utilization, the fleet manager can calculate the charge out rates required to recover the cost of owning and operating the item.

The next stage is tendering which involves preparing the specification for the item to be tendered and assessing the tenders received through a weighted analysis in consultation with all stakeholders. Once the item is owned it must be maintained based on utilization to manufacturer's requirements and repaired when it breaks down. Best practice maintenance includes scheduling services and assessing the reason for failures.

Operating plant and fleet attracts inherent liabilities for an organization directly related to various regulatory requirements. It is the responsibility of the fleet manager not only to be aware of regulatory requirements but also to be proactive in ensuring compliance.

SOURCES

Study Guide CPC Road Transport Operator: Distance Learning Programme IRU

www.logisticslearningalliance.com/pdf-fleet-management.html - United Kingdom -

ww2.iirme.com/fleet/index.html

Fleet Management Certificate Course, The Institute of Public Works Engineering Australia

Appendix E. Audited Financial Statement for Maputo Corridor Initiative 2009

(7.5 S.A. Rand = 1 USD)

Cashflow Statement

	Note(s)	2009 R	2008 R
Cash flows from operating activities			
Cash receipts from members		2,083,348	2,651,821
Cash paid to suppliers and employees		(1,770,576)	(3,424,510)
Cash generated from operations	11.	312,772	(772,689)
Interest income		51,228	36,534
Finance costs		(17,291)	(18,571)
Tax paid		(8,357)	
Net cash from operating activities		338,352	(754,726)
Cash flows from investing activities			
Purchase of property, plant and equipment	2.	(32,754)	(160,349)
Net cash from investing activities		(32,754)	(160,349)
Cash flows from financing activities			
Finance lease (payments)/advances		(12,257)	114,983
		(12,257)	114,983
Total cash movement for the period		293,341	(800,092)
Cash at the beginning of the period		140,710	940,802
Total cash at end of the period	4.	434,051	140,710

Detailed Income Statement

	Note(s)	2009 R Unaudited	2008 R Unaudited
Operating expenses			
Accounting and IT services		(119,908)	(33,026)
Bad debts		(22,925)	(169,042)
Depreciation, amortization and impairments		(59,520)	(83,147)
Employee costs		(1,594,399)	(1,813,657)
Event catering		-	(22,853)
Lease rentals on operating lease		(176,268)	(164,750)
Other expenses	1	(60,018)	(122,627)
Printing and stationery		(17,018)	(32,798)
Repairs and maintenance		(8,128)	(22,045)
Telephone and fax		(65,815)	(95,305)
Travel - Operational		(153,948)	(143,783)
Travel - Recoverable		(797)	(154,944)
Venue organization		-	(45,375)
		<u>(2,278,744)</u>	<u>(2,903,352)</u>

16. Staff Costs

Staff costs relating to non-employees	820,041	750,377
Staff costs relating to employees	774,358	1,063,280
	<u>1,594,399</u>	<u>1,813,657</u>

Average number of persons employed over the period:

- Full time = 5 (2008: 8)

Appendix F. Screenshots of Other CMG Website Home Pages

MAPUTO CORRIDOR



Working Together To Make The Maputo Corridor First Choice For All Stakeholders
Trabalhando Juntos Para Tornar O Corredor De Maputo Primeira Escolha

Maputo Corridor Logistics Initiative

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NORTHERN CORRIDOR



**TRANSIT TRANSPORT CO-ORDINATION
AUTHORITY OF THE NORTHERN CORRIDOR**
**AUTORITÉ DE COORDINATION DU TRANSPORT
DE TRANSIT DU CORRIDOR NORD**

**Facilitating Transport Along
the Northern Corridor
through Mombasa Port**

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ACTING EXECUTIVE SECRETARY

Mr. Eliombo Lisumbu

- *Statement from Exec Secretary
- *Mot du Secrétaire Exécutif

EVENTS

21st Meeting of the Council of Ministers
23-24 Nov 2009
KIGALI, RWANDA

Intergovernmental Forum of the NCSDP Initiative
22 - 23 September 2009
NAIROBI, KENYA

Committee of Infrastructure Development & Committee of PSIP

5-9 October 2009
Bujumbura, Burundi.

Committee of Customs and Trade Facilitation

21-22 September 2009, Kampala, Uganda.

Committee of Transport Policy and Strategic Planning

17-19 September 2009, Kampala, Uganda.

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LATEST NEWS



REGIONAL CONFERENCE ON NORTHERN CORRIDOR TRANSPORT AND TRADE

ON AND



2nd MEETING OF THE COMMITTEE ON TRANSPORT POLICY AND STRATEGIC PLANNING OF THE NORTHERN CORRIDOR

Uganda, Sep 09
The 2nd meeting of the committee on Transport Policy and Strategic Planning was held at the Imperial Royale Hotel in Kampala, Uganda, from the 17th to the 19th of September 2009.

The meeting was attended by delegates from the member states of the NCTTCA including representatives from the Southern Sudan, COMESA, the EAC, PMAESA and USAID/COMPETE.

[read more](#)

*New Law will Scuttle Cartels at Mombasa Port

*The 13th Meeting of the UNECA EA-SRO Intergovernmental Committee of Experts (ICE)

*The Launch of the Scoping Study for the Northern Corridor Spatial Development Initiative Programme

FACILITATION Kenya, Sep 09

The Northern Corridor Transit Transport Coordinating Authority (NCTTCA), in partnership with the Kenya Ports Authority (KPA) and the East African Business Council hosted a Regional Conference on Northern Corridor Transport and Trade Facilitation between 29th September to October 1st 2009, in Mombasa, Kenya.

The conference, whose theme was "Toward the reduction of the cost of doing business", attempted to identify the salient factors contributing to the high logistics costs and the high cost of doing business using the Northern Corridor, with a view to agree on necessary policy reforms that require to be undertaken within agreed timeframes.

Towards the above end, the conference discussed the challenges and operations of the port of Mombasa including issues on port congestions, the container freight stations, and port documentation/procedures. The conference also considered the improvement and development of Northern Corridor infrastructure, with specific focus on roads, rail and pipeline modes of transport. The introduction of Spatial Development Initiative (SDI) methodology to mobilize resources for infrastructure development will also be considered.

In addition, the Conference, dealt with the elimination of non-tariff barriers; and other facilitation measures, that include: customs administrative measures, one stop border posts initiatives, ICT use in customs clearance and pre-clearing of goods, as well as in the monitoring movement of transit goods. Challenges posed inadequacies in the private sector, corruption, lack of knowledge and capacity will also be discussed.

Finally, the conference discussed the non-implementation of regional protocols and agreements in the area of trade and transport facilitation.

[Download the Programme for the Conference](#)
[Download the Executive Secretary's Message](#)
[Download the Conference Presentations](#)

MAPS OF THE NORTHERN CORRIDOR



[Road Network Map](#)
[Rail Network Map](#)
[Inland Waterways Map](#)

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DOCUMENTS AND REPORTS

The Northern Corridor Transit Agreement
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HIGHLIGHTS



Meeting of the SSATP Transport Coordination Committee of the Regional Economic Communities in Sub-Saharan (REC-TCC), Diani Reef Hotel, Mombasa on 21-23 April, 2009.

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NATIONAL TRADE AND TRANSPORT FACILITATION COMMITTEE



Customs Information



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- [Pakistan Customs](#)
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- [Customs Act 1969](#)
- [Customs Notifications/SRO's](#)
- [Customs General Orders](#)
- [Customs Tariff 2003-2004](#)
- [Customs Value for Levy of Duty & Taxes](#)
- [Duty Draw Back Rules](#)
- [Customs Stations](#)
- [Border Crossings](#)

Trade Information

- [Import & Export Policy 2003-2004](#)
- [Economic Survey 2002-2003](#)

Maps

- [Map of Pakistan](#)
- [Map of Sindh](#)
- [Map of Punjab](#)
- [Map of Baluchistan](#)
- [Map of N.W.F.P.](#)
- [Pakistan Road Network](#)
- [Distance Chart](#)
- [Faisalabad-Multan Motorway](#)
- [Islamabad-Peshawar Motorway](#)
- [Islamabad-Lahore Motorway](#)
- [Pakistan National Highways](#)
- [Pakistan National Motorways](#)

Documents

- [Goods Declaration Form GD-I \(Front\)](#)
- [Goods Declaration Form GD-II \(Front\)](#)
- [Goods Declaration Form GD-I \(Reverse\)](#)
- [Goods Declaration Form GD-II \(Reverse\)](#)
- [Ship General Declaration](#)
- [Crew List](#)
- [Crew's Effect List](#)
- [Passengers List](#)
- [Ship's Store List](#)
- [Ship Clearance Document Software](#)

Transport Information

- [Draft Carriage by Air Act](#)
- [Draft Carriage of Goods by Sea Act](#)
- [Draft Carriage of Goods by Road Act](#)
- [Draft Carriage of Goods by Rail Act](#)
- [Draft Multimodal Transport of Goods Act](#)

Reports

- [Increasing Export & Distribution of Perishables Goods](#)
- [Study of Perishable Products - Mangoes](#)
- [Minimum Qualification Standard for Freight Forwarders](#)
- [PIFFC Code of Conduct](#)
- [Standard Trading Conditions for Freight Forwarders](#)
- [Completion Instruction for Goods Declaration Form](#)

Customs Stations

Sr. No.	Customs Station
1	Customs house, Karachi
2	M. I. Yard, Karachi
3	Oil Terminal, Karachi
4	Port Muhammad Bin Qasim
5	Air Freight Unit, Karachi
6	Customs House, Quetta
7	Quetta Air Port
8	Quetta Railway Station
9	C.S. Chaman
10	Gawadar
11	Pasni
12	Ormara
13	Taftan
14	Gidiani
15	GPO Karachi
16	Hyderabad Dry Port
17	Hyderabad Air Port
18	Islamabad Air Port
19	Chaklala Dry Port
20	Customs Station, Gilgit
21	Hattar (Haripur)
22	Lahore Dry Port
23	Lahore Air Port
24	Lahore Railway Station
25	T.N. Baig (Shah Pur Kanjran) Dry Port
26	Lahore GPO
27	Sialkot Dry Port
28	W.H. Gujranwala
29	W.H. Gujrat
30	W.H. Wazirabad
31	Sialkot GPO
32	Faisalabad Dry Port
33	Faisalabad Air Port
34	Multan Dry Port
35	Multan Dry Port Through Trust
36	Multan Air Port
37	Peshawar Air Port
38	Peshawar Dry Port
39	C.S. Torkhan
40	C.S. Thal (Kohat)
41	C.S. Bakakhel (Bannu)
42	C.S. Tank (D.I. Khan)
43	C.S. Amangarh

National Entry & Exit Points: Customs Frontiers

