



SASTALC

**Southern Africa Shippers
Transport And Logistics Council**

With innovation and collaboration, Southern Africa will
serve the world competitively and influence it positively

Brenda Scrooby nee Horne Ferreira

DIRECTOR

INTERMODAL AFRICA 2017

CONFERENCE



**Introduction:
Experience &**

Lessons learnt from industry stakeholder initiatives in Southern Africa

1. As Logistics Manager at MMC (BHPBilliton) – Active Stakeholder
2. As Founder CEO of MCLI – Maputo Corridor Logistics Initiative (2003 – 2012)
3. As CEO of SASTALC (2014-2016)
4. Consulting work across other corridors
5. Director of SASTALC.....In a NUTSHELL

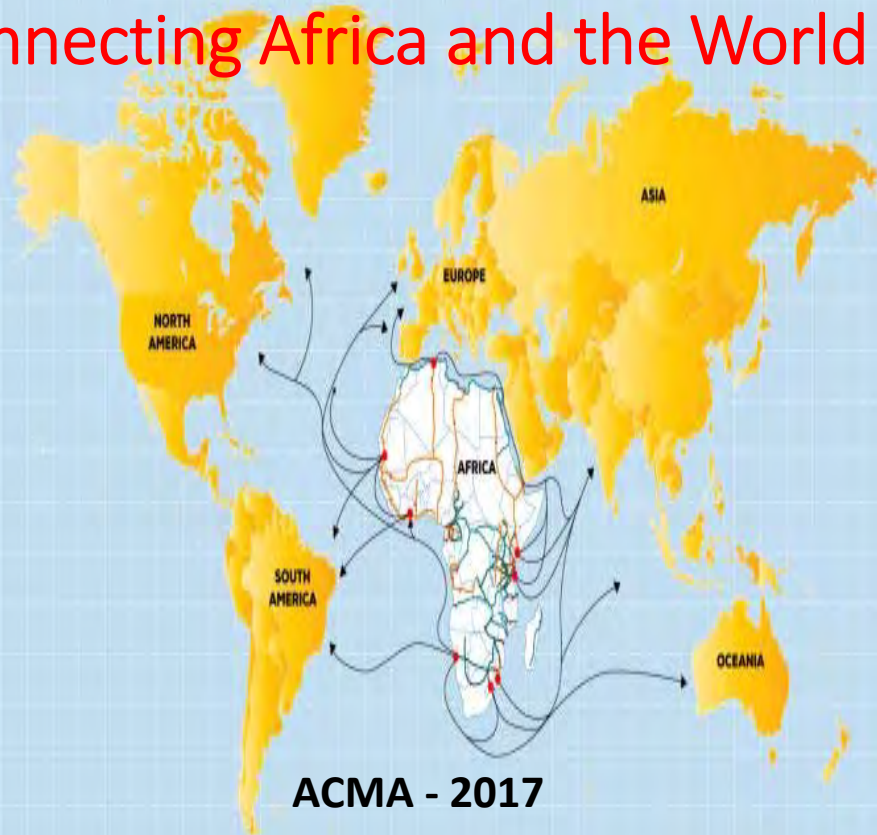
In The Supply Chain Environment - Stakeholder Collaboration Across All Stakeholders - Public & Private Sector & Civil Society Is Crucial..... And For It To Be Effective There Has To Be A Strong Institutional Framework & Champion.

This Is Underpinned By Seed- & Sustainable Funding

An aerial photograph of Cape Town, South Africa, showing the city, Table Mountain, and the harbor. The image is framed by a blue border with a white gradient at the top and bottom. The text is overlaid on the bottom left of the image.

**APPRECIATION TO
MCLI, SASTALC AND ACMA
FOR BEING ABLE TO USE THEIR MATERIAL**

Connecting Africa and the World



OUTLINE OF MY PRESENTATION

1. Economic Corridors
2. Collaboration
3. MCLI – Maputo Corridor Logistics Initiative
4. My experience (MCLI/SASTALC) – Prerequisites
5. 7 Pillars (Goals) for Stakeholder Engagement Institutions
6. Future - The ACMA – African Corridor Management Alliance



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

SSATP/ACMA MEETING

Abidjan 21-25 Nov 2016



**Johny M. Smith –
Interim Chair of ACMA Board- Namibia**

AFRICAN TRANSFORMATION IMPARATIVES

- **Common goals to boost Intra-Africa trade and actualize CFTA**
- **Commitment to Regional Integration**
- **Promotion of efficient transport and logistics services**
- **Building on economic corridors for enhanced value chain**
- **Strong institutions**

ECONOMIC CORRIDORS (EC) - ROLE

- ❑ Role of Economic Corridors has intensified over the Years;
- ❑ They, however, face a number of challenges;
- ❑ The Challenges include:
 - ❑ Infrastructure Development;
 - ❑ Logistical Capacity;
 - ❑ Transport Cost;
 - ❑ Lack of adequate resources for large investments
 - ❑ **Reluctance to commit funding to sustainable collaborative institutions**



DEFINING FEATURES OF ECs

- ❑ EC are understood to be a collection of routes linking centers of activities;
- ❑ The Defining Features of EC:
 - ❑ They ignite integrative investment in infrastructure;
 - ❑ They address policy and regulatory framework;
 - ❑ They promote industrialization and value chain;

ECONOMIC CORRIDORS AIM TO:

- ❑ Stimulate investment;
- ❑ Promote beneficiation and value addition;
- ❑ Promote intra-regional and global trade;
- ❑ Expand market integration;

STRONG INSTITUTIONS FOR

Innovative Collaboration Across all
Modes of Transport



ACROSS ALL CORRIDORS

Collaboration Life-cycle



Collaboration at the conceptual level, involves:

- **Awareness** – We become part of a working entity with a shared purpose
- **Motivation** – We drive to gain consensus in problem solving or development
- **Self-synchronization** – We decide as individuals when things need to happen
- **Participation** – We participate in collaboration and expect others to participate
- **Mediation** – We negotiate and we collaborate together and find a middle point
- **Reciprocity** – We share and we expect sharing in return through reciprocity
- **Reflection** – We think and we consider alternatives
- **Engagement** – We proactively engage rather than wait and see

Note: This information is taken from the body of knowledge that comprises [AIIM's Certified Information Professional](http://www.aiim.org/What-is-Collaboration/#sthash.qfGRHdhX.dpuf). - See more at: <http://www.aiim.org/What-is-Collaboration/#sthash.qfGRHdhX.dpuf>

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RISKS

IF NEEDS & CONCERNS FOR AFRICA SUPPLY CHAINS ARE NOT ADDRESSED

- Time delays
- Late deliveries,
- Congestion
- Damage,
- Shortages,
- Accidents



PHYSICAL

FINANCIAL

- Excessive costs
- Not competitive
- Loose market share
- Loose global competitiveness
- Slow or no job creation



INFORMATION

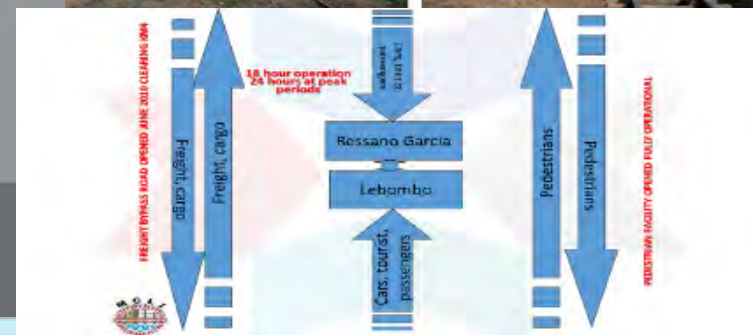
ORGANISATIONAL

- Poor planning
- Poor Implementation
- Poor operations
- System failures

- Poor communications
- Poor stakeholder relations
- Poor staff morale
- Poor productivity



Maputo Corridor Logistics Initiative



MCLI – What Has Worked



***Considerable economic growth benefits and investment**

***Successful transport corridor**



***Infrastructure driving regional integration and development agenda**

***Increased freight throughputs on the corridor**

***Effective PPP's delivering infrastructure**

***Acknowledged on African continent as model corridor institution**



***Continuing political will in the region**



MAPUTO CORRIDOR LOGISTICS INITIATIVE CLEAR EXAMPLE THAT

- Efficient corridors can have a significant impact on the competitiveness of local business and regional economies
- Can provide a measure of predictability, reliability and efficiency crucial to trade and logistics supply chains
- Key to providing access to markets
- Ports need to look at the bigger picture, and see themselves as integral to the supply chain as part of an intermodal system and not just the beginning or end



Corridors (EC/TC) need following– (PER MY EXPERIENCE)

- ✓ Highest level political support – “enabling environment”
Acts, policies, processes & procedures
Corridor agreement to include transit regime
- ✓ Institutional mechanism to be the facilitator and interface i.e. MCLI
- ✓ Passionate champion & leadership & board & governance
- ✓ Full time secretariat with sustainable funding -
(Public/Private/Civil)
- ✓ Seed funding & policy for sustainable funding – i.e. User Pay
- ✓ Good systems and procedures (ICT)– secretariat, customs, operators
- ✓ Good information - secretariat, customs, operators

Where are we
on the
North/South
Corridor
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Corridors (EC/TC) need following– (PER MY EXPERIENCE)

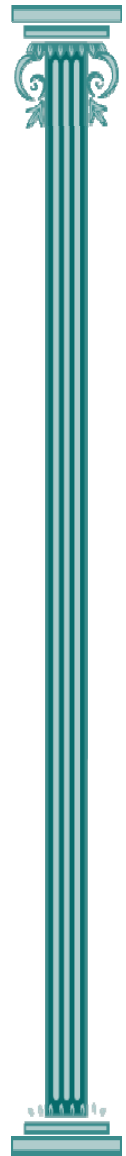
- ✓ Cooperation within the public sector departments (Multi-lateral) and with private sector and civil society to ensure sustainable success
- ✓ Good infrastructure & anchor investment projects
- ✓ An integrated transport system with good roads, rail, border post, ports and shipping, well synchronised i.e. open times, capacity, inspections
- ✓ Effective law enforcement to combat corruption & ensure compliance
- ✓ Predictability, reliability, efficiency and cost effectiveness is pivotal to the success of cargo growth and economy
- ✓ “Users costs” must be directly related to efficiencies and improvements in turn around times across the corridor
- ✓ **7 Strategic pillars of stakeholder engagement**



Where are we
on the
North/South
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???

INDUSTRY STAKEHOLDER FRAMEWORK

7 Pillar Strategy of Goals to Achieve Vision



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1. Ensure **Efficient** Structure **Governance** and Programs **Operations**
2. Aggregate **Innovative** Collaborative **Advocacy**
3. Integration of **Institutions, Regulations, Infrastructure Development & Information**
4. Facilitation of **Networking, Research, Capacity Building and Training**
5. Coordination of **Public-Private Dialogue & Interests**
6. Communication **With All Stakeholders**
7. Evaluation of **Organisation & Supply Chain Performance on a Continual Basis by Enabling Visibility**

Goals/Objectives – 7 Pillars

1. Establish and maintain Efficient Governance, Structure and Programs

- To ensure long term credibility and sustainability

2. Aggregate Innovative Collaborative Advocacy

- To be the preferred entry to stakeholders on collective issues to influence relevant stakeholders across all modes of freight transport along corridors

3. Integration of Institutions, Regulations, Infrastructure Development & Information

- To ensure shippers have a free choice of cost effective, safe and reliable services across the Southern Africa regional transport corridors and transport cost is reduced

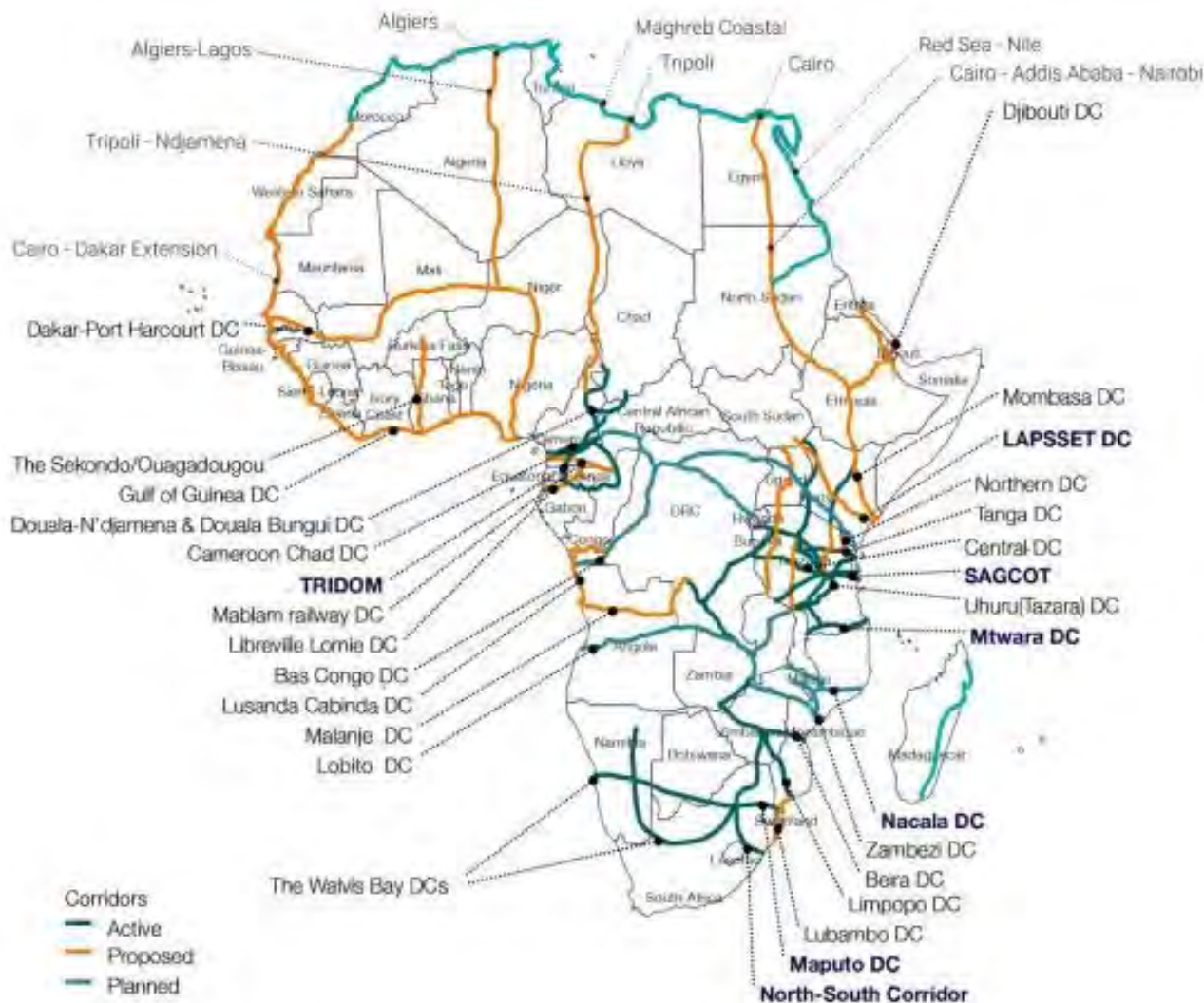
Objectives Goal of 7 Cont./.....2

4. **Facilitation of Networking, Research, Capacity Building, Education and Training**
 - To be a source of supply chain knowledge through a knowledge hub
 - To drive career awareness, development and capacity building in the supply chain industry
5. **Coordination of Public-Private Dialogue & Interests**
 - To understand the needs & requirements of industry across public and private sectors in order to advocate for operational efficiencies and reduction of costs
6. **Communication With All Stakeholders**
 - To ensure that all role players are informed and the corridor as well as Southern Africa supply chains are promoted
7. **Evaluation of Organisational & Supply Chain Performance on a Continual Basis by Enabling Visibility**
 - To ensure timely intervention requirements as well as continuous improvement.

CORRIDORS BY 2040



- Economic Corridors are here to Stay to Invigorate Trade for Development;**
- Trade through Corridors is Expected to Expand from 13% in 2009 to 18% of Total Trade in 2040.**

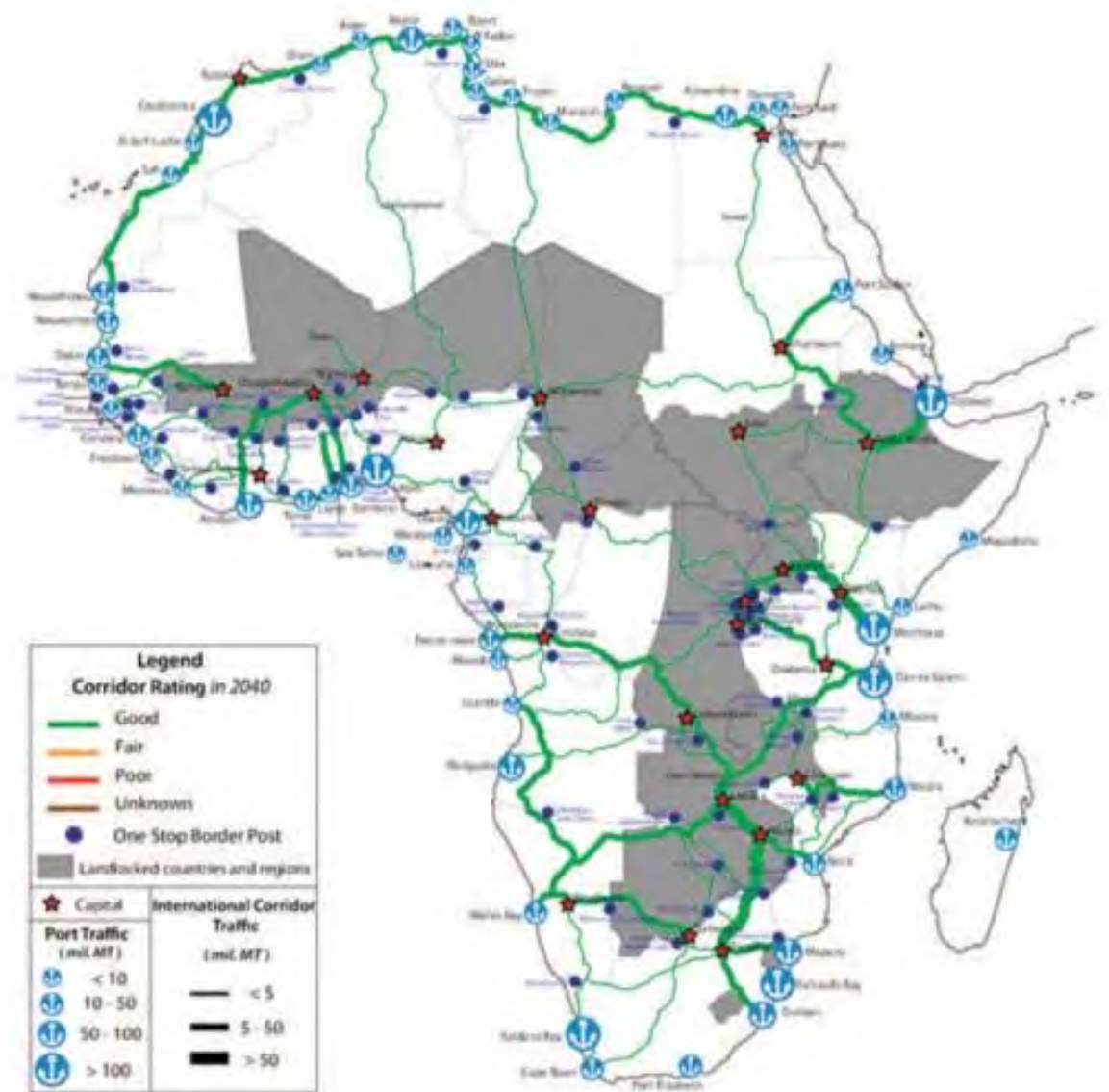


38 African Corridors of Development

- Need for Efficient Transport Facilitation

- Explore Joint Cross Border Initiatives

CORRIDOR RATING IN 2040



ACMA - STRENGTHENING CMIs

PROGRESS - 1994 – 2003 - 2017

- The role of CMIs has been endorsed by the African Leaders;**
- To Strengthen CMIs, established ACMA;**
- The legal status of ACMA is elucidated in the Charter;**
- ACMA is to Reinforce Continental Aspirations of Integrative Infrastructure;**

CENTRALITY OF ACMA

- Centrality of ACMA is Expressed in its Ability to Create Network of Initiatives to Transform the Continent
- It Calls for Sustained Political Commitment on the Part of African Leaders

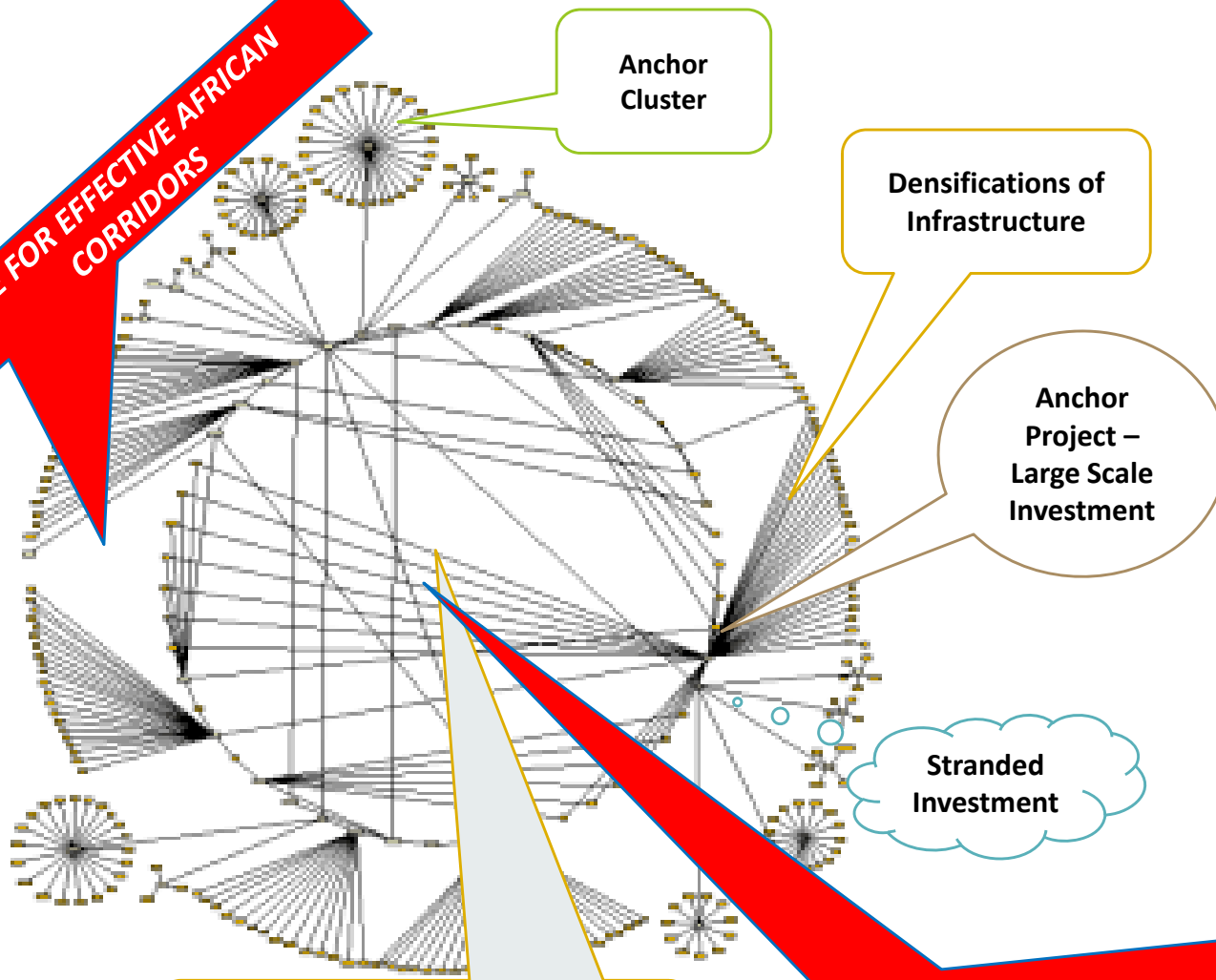


GOALS OF ECONOMIC CORRIDORS

- Place Emphasis on Cross-Border Trade;
- Identification of Impediments to Efficient Movement of Traffic;
- Promoting Regional Integration;
- Focusing on Specific Aspects like Agro-Industrialization;
- Achieving Improved Living Standards of Communities Along the Corridors
- Enabling Spatial Development Initiatives



**CASE FOR EFFECTIVE AFRICAN
CORRIDORS**



**Corridors provide Bridges to boost
Intra-Continental Trade and
Commercialization**

**CASE FOR EFFECTIVE AFRICAN
CORRIDOR MANAGEMENT
INSTITUTIONS!**

Enabling Spatial Development Initiatives

- **Anchor Projects:**
Infrastructure and large scale resource sector investment - Corridors facilitate linkages
- **Feeder Connections:**
Resources to be directed to enhance feeder infrastructure to areas of high economic potential through the process of corridor “densification”
- **Stranded Investments:**
Stranded natural resources identified gives energy for economic growth in different locations in the continent and resulting into development options for Africa

BHAS

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**I
THANK
YOU**

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