The Integrated Corridor Approach -
“A Holistic Infrastructure Planning Framework to establish PIDA-PAP 2”
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ACRONYMS AND ABBREVIATIONS

$ All dollar amounts are in U.S. dollars unless otherwise indicated.
AFDB African Development Bank
AUDANEPPA Africa Union Development Agency - New Partnership for Africa’s Development
AU African Union
AUC African Union Commission
CAPP Central African Power Pool
COMELEC Maghreb Committee for Electricity
COMESA Common Market for Eastern and Southern Africa
EAC East African Community
EAPP East African Power Pool
ECCAS Economic Community of Central African States
ECOWAS Economic Community for West African States
ICA Infrastructure Consortium for Africa
ICT information and communication technology
IGAD Intergovernmental Authority for Development
IXP Internet exchange point
LLC landlocked country
L/RBOs lake/river basin organisations
NBI Nile Basin Initiative
OECD Organisation for Economic Co-operation and Development
OMVS Organisation pour la Mise en Valeur du Fleuve Sénégal
PAP Priority Action Plan
PIDA Programme for infrastructure Development in Africa
PPP Public–Private partnership
RBO River Basin Organisation
REC Regional Economic Community
SADC Southern African Development Community
SAPP Southern African Power Pool
TAH Trans-African Highway
TEU 20-foot equivalent unit
TWR Transboundary Water Resources
TWRM Transboundary Water Resources Management
UEMOA Union Economique et Monétaire Ouest Africaine
UMA Arab Maghreb Union
UN United Nations
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNECA</td>
<td>United Nations Economic Commission for Africa</td>
</tr>
<tr>
<td>VoIP</td>
<td>Voice over Internet Protocol</td>
</tr>
<tr>
<td>WAPP</td>
<td>West African Power Pool</td>
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1

Introduction to PIDA and the Integrated Corridor Approach

1.1 The PIDA: a strategic framework to drive global integration in the continent

Infrastructure plays a key role in economic growth and poverty reduction. Conversely, the lack of infrastructure affects productivity and raises production and transaction costs, which hinder growth by reducing the competitiveness of businesses and the ability of governments to pursue economic and social development policies.

The deficit in Africa’s infrastructure is resulting in increased production and transaction costs, reduced competitiveness of businesses, and negative impact on foreign direct investment flows to the continent. This in turn stunts economic and social development in the continent.

To address these challenges, the African Heads of State and Government adopted the Programme for Infrastructure Development in Africa (PIDA) in January 2012 as the continental strategic infrastructure framework set to run until 2040.

PIDA established a common vision, framework and global partnership to put in place an inclusive, cost-effective, and sustainable regional infrastructure base to promote Africa’s socioeconomic development and integration with the global economy. As such, PIDA is a continent-wide infrastructure program for the development of priority regional and continental infrastructure in transport, energy, trans-boundary water resources (TWR), and ICT. The African Heads of State and Government adopted PIDA during the 18th ordinary session held in Addis Ababa, Ethiopia, on January 29-30, 2012.

The importance of regional integration for supporting Africa's economic development continue to be recognized by African leaders, as the continental desire to build a common market for goods and services has been continuously expressed. In July 2019, 52 Countries on 55 signed in Niger, the African Continental Free Trade Agreement (AfCFTA), an agreement that will reduce tariffs up to 90 per cent among the countries of the continent. The AfCFTA is one of the key priorities of Africa’s Agenda 2063.

PIDA’s overall strategic objective is in line with this flagship trade initiative as it aims at accelerating the regional integration of the continent. Infrastructure is known to be a prerequisite for continental production and trade. PIDA is supporting therefore the formation of the infrastructure backbone, facilitating the creation of the African Regional Economic Community as planned by the Abuja Treaty and anchored in the Agenda 2063.

Although PIDA underscores Africa’s infrastructure development all the way until 2040, the programme’s Priority Action Plans (PAP) detail immediate way, specific actions to take. Accordingly, the first PIDA Priority Action Plan (PIDA-PAP 1), which was set out for

implementation until 2020, embodied 51 cross-border programs decomposed into over 400 individual projects in the Energy, Transport, ICT, and TWR sectors.

In April 2019, Ministers meeting at the second session of the Specialised Technical Committee on Transport Transcontinental and Interregional Infrastructure and Energy (STC TTIIET) urged through the Cairo Declaration, the African Union Commission and the African Union Development Agency (AUDA-NEPAD), to fast-track the development of the second phase of PIDA, the PIDA-PAP 2 (2021-2030).

The second PIDA Priority Action Plan, known as PIDA-PAP 2 (2021-2030) will be submitted for adoption by the Heads of State and Government at the AU Summit in January 2021 and shall set the priorities for continental infrastructure development of the next decade.

This portfolio will consist of a list of high priority projects curated from an inventory of projects proposed by Regional Economic Communities (REC) and Member States (MS). However, to ensure selection of the projects that best translate AU Vision under Agenda 2063 and balance the aspirations of respective RECs and MS, the portfolio will follow a project selection and prioritization process that will allow to optimally allocate available resources in order to maximize benefits to African citizens. However, infrastructure project selection and prioritization is a challenging task that involves transparent, consensus-driven rules.

Thus, there is a recognized need to develop a sound decision-making framework that can fairly evaluate all project proposed by MS and RECs. The first step in developing such framework is to establish the conceptual basis behind the selection criteria that will be used.

Pursuantly, the objective of this strategic note is to suggest (i) the underlying principles behind the selection of projects to be included in PIDA-PAP 2, (ii) an approach to develop the PIDA-PAP 2 and submit it to Heads of State and Government for adoption during the AU Summit in January 2021.

1.2 The concept of Integrated Corridor Approach: A Holistic Infrastructure Planning Framework to establish PIDA-PAP 2

AU Vision under Agenda 2063 calls for “inclusive, sustainable and world class Infrastructure.” Indeed, Agenda 2063 emphasises the need for inclusive and sustainable growth and development. Concurrently, to achieve this vision, Africa’s Future Priority Infrastructure Plan through the formulation and planning of PIDA-PAP 2 needs to reflect this approach centered on inclusive and sustainable infrastructure.

The first step towards realizing that Vision was taken during The Lomé Declaration of the First Specialised Technical Committee (STC) on Transport, Transcontinental and Inter-Regional Infrastructure, Energy and Tourism (March 2017), wherein the strong political initiative underscored and recommended the concept of Integrated Corridor Approach for infrastructure development in Africa.

The Integrated Corridor Approach is a multi-infrastructure corridor approach to infrastructure development that works toward a more prosperous Africa by emphasizing projects that maximize job creation and climate friendliness. The approach also contributes to continental

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1 See Section 3.2 of the main report for more information on the PIDA-PAP 1
integration by prioritizing projects that improve connectivity between urban and rural areas and link different infrastructure sectors together, which if developed together would cost less and develop cross-sectoral synergies. Projects curated this way also guarantee a people-driven Africa as they strengthen the role of women through gender-sensitive infrastructure development.

This is in contrast to the classical understanding of an infrastructure corridor, which invokes a transport or trade route connecting regions or countries with each other. While this type of infrastructure corridor contributes to industrial development, it does less to fulfill AU ambitions of sustainability, rural connectivity, and inclusiveness.

The concept of Integrated Corridor Approach was reinforced during the 2017 PIDA Week held in Swakopmund, Namibia, December 10-14, 2017, where in the Final Communiqué, the parties undertook to “promote integrated corridor development using data-driven decision-making models to prioritise projects”.

Therefore, the underlying concept for the planning of PIDA-PAP 2 will have to promote an integrated, multi-sectorial corridor approach that is employment-oriented, gender-sensitive, and climate-friendly and that connects urban/industrial hubs with rural areas.

Given its faithful translation of Agenda 2063, it only makes sense for the Integrated Corridor Approach to serve as conceptual basis for PIDA-PAP 2. It follows that infrastructure projects making up the PIDA-PAP 2 portfolio need to be screened according to this approach.

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**The Integrated Corridor Approach: a strategic framework for planning PIDA-PAP 2 and implementing PIDA-PAP 2 projects**

The Integrated Corridor Approach as defined under this note is a strategic framework aiming to select the regional projects that translate fully the AU Vision under Agenda 2063. It is a concept that once translated into selection criteria allows to select the projects that best maximize economic and financial impacts while promoting gender sensitivity, employment generation, urban-rural connectivity, and climate friendliness as per AU Vision under Agenda 2063.

This approach has been developed using three perspectives:

- A benchmark analysis on corridor approaches for planning purposes in other regions of the world (South America, Asia and Europe). This benchmark analysis informed the various features on which the Integrated Corridor Approach is built.
- A literature review as this study is built on a meta-analysis of 234 impacts in 78 infrastructure corridors studies prepared by the World Bank to understand the underlying outcomes of infrastructure corridor projects.
- A thorough stakeholder consultation with PIDA Stakeholders

Details and sources of the above are presented in the extensive study conducted by CPCS. A list of benchmarking sources used to build the Integrated Corridor Approach is also presented in Appendix D.

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2 The main CPCS report details the benchmark sources used to build the Integrated Approach. See Appendix D : Benchmarking table
It is worth noting as well that The Integrated Corridor Approach will also serve as conceptual basis during the following phase of PIDA-PAP 2, namely the development phase of the PIDA-PAP 2 projects. The Integrated Corridor Approach will then be used to identify PIDA-PAP 2 projects that are in need of further development. The Service Delivery Mechanism\(^3\) and the PIDA Quality Label\(^4\) will therefore use the Integrated Corridor Approach to ensure a continuity between the planning and development phase but also to make sure PIDA-PAP 2 projects that are developed in priority are the ones translating best the AU Vison under Agenda 2063.

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\(^3\) Led by AUDA-NEPAD, The SDM provides technical assistance for countries and agencies that originate PIDA projects to address early-stage project preparation issues and challenges

\(^4\) The PIDA Quality Label is a process used to certify regional projects that excel in project preparation according to a set of predefined technical criteria
Approach to project selection: criteria, scoring, and weighting

The Integrated Corridor Approach is the conceptual basis to ensure PIDA-PAP 2 will be established as a portfolio of infrastructure projects aiming to translate AU vision under Agenda 2063. To this respect, translation of the Integrated Corridor Approach into selection criteria allows to select regional infrastructure projects that best translate the AU Vision.

However, infrastructure project selection and prioritization is a challenging task that involves a sound decision-making framework that can fairly evaluate all project proposals proposed by RECs and Ms.

2.1 Project identification

The first pillar of this framework is the “Project Identification” aiming to identify projects that could be part of the PIDA-PAP 2. To this regard, the process used for PIDA-PAP 2 will follow a "bottom-up" approach, wherein the projects identified will come from the RECs based on MS proposals and RECs Master plans. Ultimately, this approach will reinforce the portfolio by anchoring it in the realities of the RECS and their respective MS, ensuring ultimately that the PIDA-PAP 2 reflects the priorities of the main stakeholders who will be eventually in charge of the projects implementation.

The specific process for project identification is proposed as follows:

→ MS will be proposing project to RECs

→ Based on MS propositions and RECS Master Plans, RECs will be tasked to submit project proposals to the AUC & AUDA-NEPAD for consideration to include in PIDA-PAP 2.

• A specific form will be provided to RECs to ensure the availability of the key information necessary to screen the projects. A template of this submission form is presented in Appendix B.

• AUC and AUDA-NEPAD will assist RECs in case of questions during this project identification phase ending with submission of proposals.

It is important to note that this process is not in substitution nor in contradiction with MS and RECs efforts to plan regional projects. The PIDA-PAP 2 process is complementary to these initiatives and builds actually on RECs and MS Master plans. Project submission to be made by MS and RECs to the PIDA PAP-2 screening process are expected to be generated directly from MS and RECs Master Plans. The eligibility criteria as part of the selection process described below translate this approach.
2.2 Project Screening and Selection Criteria

Once the projects are identified through this “bottom-up” approach, they will be screened to identify the projects that best translate the Integrated Corridor Approach, and ultimately the AU Vision under Agenda 2063. The objective at this stage will be to analyze, score, and prioritize the projects that have been submitted.

The PIDA prioritization process can be broken down into two general pillars: (i) eligibility criteria that will help to build the long list of projects eligible to the PIDA-PAP 2; and (ii) Selection Criteria that will be used to rank projects to determine the high priority ones.

All projects proposed by RECs and MS across all targeted sectors will be assessed, selected, and ranked based on these criteria.

2.2.1 Eligibility Criteria

Eligibility of projects will be determined by two key elements reflecting the Regional Dimension embedded in PIDA:

→ **Strategic alignment and Regional Commitment.** Projects should have a clear agreement between the concerned countries.

→ **Regional nature of the project.** As per the definition given in Chapter 2 of the Analytical report, the proposed project should be a regional project (i.e. a regional infrastructure project is either a trans-border project or a single country project with a regional impact). Hence, the implementation of the project shall foster regional integration.

The eligibility criteria are applied on a pass/fail basis. This approach will ensure only regional projects that are priority for RECs and MS will be considered for the PIDA-PAP 2, translating therefore the Regional Integration objective.

2.2.2 Selection Criteria

There are eight selection criteria. Measurement and scoring will be provided for each.

First, projects must embody a **multi-sectoral planning of physical assets.** In line with the integrative nature of the approach, projects considered for inclusion into the PIDA-PAP 2 should be planned on top of existing infrastructure assets or infrastructure projects already planned. GIS mapping can verify whether a given project geographically overlaps with at least another infrastructure asset. The more the project align with an existing or planned infrastructure from another sector, the highest the score it will get.

Second, projects must **catalyze job creation.** As it is shown in the analysis conducted to prepare PIDA-PAP 2, infrastructure sectors do not generate jobs evenly. As such, projects that promise the highest impact on employment are coveted. We will use the [PIDA Job Creation](http://jobs.au-pida.org/index.html#/) toolkit to estimate the number of average number of jobs over the estimated life of the project in full-

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5 PIDA Job Creation Tool: [http://jobs.au-pida.org/index.html#/](http://jobs.au-pida.org/index.html#/). The Job Creation Toolkit aims at maximizing the African jobs resulting from the preparation, construction, and operation of Africa infrastructure projects. Project Owners, technical partners, and government policy makers can estimate the total job impact from their projects (including indirect, induced, and economic spill-over jobs) and also think through possible ways to increase the number and quality of African jobs.
time equivalents. Average Annual Jobs per Million USD spent will be computed through the PIDA Job Creation toolkit. The project creating the highest number of Average Annual Jobs per Million USD spent will get the highest score. The other projects are scored in proportion.

Third, projects must include environmental-friendly regional infrastructure. In the spirit of mitigating climate change, there is a preference for projects that emit the least amount of CO2 during their construction and operation. A range of methodologies (details in the report) will be applied to measure CO2 emissions per dollar for each infrastructure type included in a project. The project that emits the least amount of CO2 per dollar gets the highest score. The other projects are scored in proportion.

Fourth, projects must take into account gender-sensitive infrastructure planning and implementation. Each PIDA PAP 2 project will propose procurement related actions that could increase the women’s opportunities to participate in the infrastructure value chain. To evaluate the commitment to increase women’s participation in the infrastructure value chain, the proposed project will be reviewed using the procurement related actions proposed under the screening methodology. The project design may choose to include all the six procurement related actions proposed or it may propose that a combination of these actions are taken into consideration while providing explanation on their suitability within the proposed action design.

Fifth, projects must make sure to connect urban and rural areas. An inclusive and integrative infrastructure corridor should put a premium on rural connectivity. As such, projects with the highest rural connectivity will be evaluated favorably. Therefore, the project which connects with the highest number of the rural population of the region/country will receive the highest score. The other projects are scored in proportion.

Sixth, the portfolio must contain economically viable infrastructure projects. A region’s Infrastructure Development Index (AIDI) developed by the African Development Bank is relevant when evaluating economic impact of projects within that region. The logic is that projects will have the biggest economic impacts in regions with the lowest quality and/or access to infrastructure. Therefore, regional projects will be ranked based on the average AIDI score of the beneficiary countries. Projects in countries with an AIDI higher score will receive fewer points compared to projects implemented in countries with a lower score.

Seventh, the portfolio must be comprised of financially attractive projects as private investments could constitute a key component in financing infrastructure projects and respond to the lack of financing witnessed in the infrastructure sector on the Continent. However, not all infrastructure sectors (and sub-sectors) are equally attractive to the private sector. In light of ensuring feasibility, projects from sectors and sub-sectors most popular to the private sector (based on private investment track record from the last ten years) are considered to be the most financially attractive. For instance, while Terrestrial Connectivity Infrastructure (ICT backbone) or Data Centers will be given the highest score due to their track record in attracting private investments, whereas irrigation dams will receive lower scores.

Eighth, the PIDA-PAP 2 should include projects that display smart or innovative approaches/technologies as innovation in operations and technological innovation can both improve the delivery of critical infrastructure and get more out of existing infrastructure. The aim under the PIDA-PAP 2 planning process, based on SCT Bureau guidance, is to favor projects that present strong technical innovation and/or innovation in operations (business models and
business practices – for instance, interconnection between 2 Power Pools), the objective being to plan and implement for the next decade infrastructure aligned with sectoral trends and technologically advanced features.

Overall, these project selection criteria inspired from the Integrated Corridor Approach fully encapsulate the infrastructure vision espoused in Agenda 2063. Projects to be considered as part of the PIDA-PAP 2 portfolio should score high on all eight of these selection criteria to best translate the AUX vision.6

2.2.3 Weighting
A final score of each project is obtained by adding scores under each criteria. An additional layer is also put in place to ensure a proper computation of the average score according to the weighting set for each criteria. Criteria weighting is essentially a policy choice. Weighting may be uniform, wherein all criteria are equally considered, or it may be subjectively set i.e. with weights assigned via consultation to reflect the relative importance of the decision criteria.

Best practices in infrastructure planning suggest that subjective weighting should be based on deliberation with key stakeholders to reflect the relative importance of component indicators. The strength of this weighting approach is in structuring discussions on the relative importance of component indicators and policy goals. Thanks to several PIDA Stakeholders consultation, it has been determined to use a weighted criteria focusing on economic impact and financial attractiveness when selecting projects for the PIDA-PAP 2.

Adjusted weighting reflecting the economic impact objective and the infrastructure financing needs
The African Development Bank estimates that Africa’s infrastructure needs are between $130 and $170 billion per year; however, financing for African infrastructure currently falls short by $68 billion to $108 billion per year.7 Building infrastructure is an onerous task that cannot be overcome by traditional public financing. This is why the Dakar Financing Summit for Africa’s infrastructure laid greater emphasis on strengthening PPPs to mobilize investments for sustainable implementation of PIDA.

This need to mobilise more private sector financing for project implementation is key to pave the way for successfully implementing the PIDA-PAP 2 projects. Therefore, we can attribute greater weight to the financial attractiveness criterion during the screening exercise.

In parallel, there is no doubt that planning and implementation of regional infrastructure is done to increase economic benefits to the populations, so as to increase infrastructure access, decrease costs and favor internal and external trade, amongst others. This objective could also be translated in the weighting approach taken to rank PIDA-PAP 2 candidate projects.

The table below present the suggested weighting of the selection criteria to be applied to build PIDA-PAP 2.

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6 Specific details on the selection criteria and associated scoring is provided in the main CPCS report in section 5.2 and 5.3
7 “Lifelines: The Resilient Infrastructure Opportunity”. World Bank 2019
2.2.4 Grouping the criteria in categories

Following several stakeholders consultations, it has been recommended to group the identified selection criteria into categories mirroring the AU Vision under Agenda 2063. This grouping allows also to better communicate and favor internalise the selection criteria.

Eligibility and Selection Criteria are now articulated around three main categories:

→ Regional Integration

→ Inclusiveness & Sustainability

→ Economic and Financial Impact

The table below illustrates the categories.

<table>
<thead>
<tr>
<th>Category</th>
<th>Criteria</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Regional Integration</strong></td>
<td>Regional project Pass/fail</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Clear agreement from concerned countries Pass/fail</td>
<td></td>
</tr>
<tr>
<td><strong>Inclusiveness &amp; Sustainability</strong></td>
<td>Gender Sensitivity 10%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Rural Connectivity 5%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Climate Friendliness 10%</td>
<td></td>
</tr>
<tr>
<td><strong>Economic &amp; Financial Impact</strong></td>
<td>Corridor Planning 15%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Job Creation 10%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Economic Impact 25%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Financial Attractiveness for Private Sector Investment 20%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Smart/innovative technologies 5%</td>
<td></td>
</tr>
</tbody>
</table>
2.2.5 List of priority projects: the PIDA-PAP 2

Finally, we use the selected criteria and their respective weighting in a screening tool to screen and prioritize infrastructure project proposals submitted by RECs. We use a Multi-Criteria table (template provided in Appendix) to calculate the aggregate score of each project based on criteria developed along with the weights assigned to each criterion. We compile the list of priority infrastructure projects by calculating and sorting the total score from the highest to the lowest. The PIDA-PAP 2 will be the portfolio of the first 50 best scored projects (10 per region). Among the 10 projects per region, at least one project by sector (Transport, Energy, ICT, TWRM).
The PIDA-PAP 2: A limited number of projects coupled with a roll-over approach

The PIDA-PAP 2 will be a set of regional infrastructure projects selected based on their ability to best respond to the Integrated Corridor Approach in service of the AU Vision under Agenda 2063.

Lessons learnt from PIDA-PAP 1 call for a limit on the total number of priority projects. Stakeholder consultations suggest to select **50 projects, 10 per region of the continent (North, East, West, South and Central)**.

This approach would yield 2 main benefits:

- To avoid regional overlapping between several RECs, it is proposed that ultimately the PIDA-PAP 2 projects will be presented by geographic region. While screening of projects will be confirmed at RECs level, presentation of the PIDA-PAP 2 will be made based on regional boundaries.
- As learnt from PIDA-PAP 1 MTR, the limited number of projects should provide a better framework for project implementation, contribute to strengthening the monitoring and evaluation of projects, and increase the ability to monitor and showcase results.

Concretely, all projects will be given a score based on the adopted selection criteria. This score will serve to rank projects in a long list. The first 10 ranked projects of each region will be deemed part of PIDA PAP 2.

The PIDA-PAP 2 will represent the first batch of agreed priorities resulting from the analysis and criteria review based on the Integrated Corridor Approach and consultations with RECs and MS. While the PIDA-PAP 2 will represent the priority pipeline required to meet the PIDA outcomes over the period 2021-2030, it is not static and will have to be regularly updated to reflect progress made on projects to make way for new priorities as technologies and process learning continue to evolve. As such, once one project in a region is completed or not considered as a priority anymore, the project with the highest following score becomes part of the PIDA-PAP 2.

Therefore, the PIDA-PAP 2 should be viewed not as a single list cast in stone, but a roll over portfolio where projects not selected at this stage could enter at a later stage, depending on their degree of preparation or need for implementation so as to achieve priority outcomes of RECs and MS.

### 2.3 Description of exceptions/special cases

#### 2.3.1 The specific case of Island Countries

Given the strength of the screening framework based on the Integrated Corridor Approach, the infrastructure projects supported by island members’ states may not meet the set selection criteria. To ensure PIDA-PAP 2 is inclusive of these AU MS and based on stakeholder consultation, it is proposed to include 1 project by Island Country.
The proposed project will still be screened to favor projects that respond to AU PIDA principles, e.g. projects that link the main ports and airports or submarine fiber optic to connect the island to the main continent.

2.3.2 The screening of the PIDA-PAP 1 projects

Informed by the results of the PIDA-PAP 1 Mid Term Review, several projects included in the PIDA-PAP 1 are still at the planning stage and their implementation is pending. MS should not necessarily stop their efforts to implement priority projects included in PIDA-PAP 1.

We suggest that the RECs continue to propose PIDA-PAP 1 projects deemed as priorities by their member states and that these projects, which will be included in the PIDA-PAP 2 are screened through the proposed process reflecting the Integrated Corridor Approach.
3 PIDA-PAP 2 Process

3.1 Process articulated around key steps of Infrastructure Planning

Based on the lessons learnt from PIDA-PAP 1 and in light of the best practices in infrastructure planning, a specific project selection process has been developed for PIDA-PAP 2. This process is composed of five key steps.

→ **Step 1: PIDA-PAP 2 principles.** This proposed approach has been outlined in this study based on the Lomé Declaration of the First Specialised Technical Committee (STC) that recommended to develop the Integrated Corridor Approach. It must now be ascertained by PIDA Stakeholders as a suitable conceptual basis to build PIDA-PAP 2. In effect, the approach’s optimization of different infrastructure assets planning, its economic and social impacts, its climate-friendliness, its potential for job creation, and its sensitivity to gender must be widely recognized. Stakeholder Consultations conducted so far show that the Integrated Corridor Approach has been generally well-received. The 2019 PIDA Week will serve as a platform to adopt this approach by a broad range of PIDA Stakeholders.

→ **Step 2: Project identification.** Project identification in PIDA-PAP 2 will be based on a “bottom-up” approach. Once the Integrated Corridor Approach is adopted, Member States will have six months (January-June 2020) to propose projects to their respective REC. Then, RECs will be tasked to submit project proposals to the AUC and AUDA-NEPAD for consideration to include in PIDA-PAP 2. This “bottom-up” process ensures that PIDA-PAP 2 reflects the priorities of the main stakeholders who will be eventually in charge of the projects’ implementation. During this step, support to identify projects and fill the project submission form will be provided to RECs and MS by AUC, AUDA-NEPAD and their technical partners.

→ **Step 3: Portfolio consolidation.** In parallel with the Project Identification (Step 2), AUC and AUDA-NEPAD will also undertake regional consultations to facilitate joint analysis and project evaluation with PIDA stakeholders. This consolidation process ensures a degree of harmony between the RECs and the stakeholders regarding the conceptual basis for PIDA-PAP 2 to ensure alignment with the continental vision elaborated in Agenda 2063. This step will be conducted between January-June 2020.

→ **Step 4: Project selection.** Once RECs have submitted their project proposals, AUC and AUDA-NEPAD can move on to the screening process so as to prioritize the best projects. As mentioned, this study offers a comprehensive screening tool that captures all the features of the Integrated Corridor Approach as well as a weighted scoring mechanism to rank the proposed projects accordingly. This screening will be done between July and October 2020.

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8 See Appendix C
Step 5: Adoption of the PIDA-PAP 2. The last step is the submission of the PIDA-PAP 2 to AU Assembly in January 2021 for adoption by the Heads of State and Governments. This entails the preparation by AUC & AU-D-NEPAD of the necessary background documentation to be presented at AU-Assembly. This will be done between October 2020 and January 2021.

3.2 Timeline and responsibilities

The figure below presents the timeline and proposed responsibilities to implement the PIDA-PAP 2 process.
Conclusion

In April 2019, Ministers from 39 meeting at the second session of the STC TTIET urged through the Cairo Declaration the African Union Commission and the African Union Development Agency (AU-NEPAD) to fast-track the development of the second phase of PIDA, the second PIDA Priority Action Plan, known as PIDA-PAP 2. The African Ministers urged the institutions in-charge to integrate gender, climate and youth dimensions into the PIDA-PAP 2 to better translate AU Vision under Agenda 2063. Accordingly, PIDA-PAP 2 shall be submitted for adoption by the Heads of State and Government at the AU Summit in January 2021 and shall set the priorities for regional infrastructure development of the next decade.

In order to be efficiently and successfully executed, PIDA-PAP 2 will consist of a list of high priority projects curated after screening an inventory of projects proposed by RECs and MS. The first step in curating the list of projects that will qualify for PIDA-PAP 2 will be to formulate a framework with its underlying conceptual basis, so that the PIDA-PAP 2 portfolio thus adopted is established through a transparent and consensus driven mechanism.

In light of the above, this strategic note attempts to achieve four things.

→ Presents the characteristics of the Integrated Corridor Approach as the conceptual basis of PIDA-PAP 2 and shows how it aligns with the values enunciated in Agenda 2063. It then operationalizes these values into measurable infrastructure features to be included in PIDA-PAP 2 projects. In brief, the Integrated Corridor Approach demands that future infrastructure projects are 1) multi-sectoral; 2) employment-minded; 3) climate-friendly; 4) gender-sensitive; 5) connected to rural areas; 6) economically viable; 7) financially attractive and 8) display smart or innovative approaches/technologies.

→ Provides a selection process along with criteria for each of those features so that projects proposed by MS and RECs can be evaluated in a way that is both transparent and systematic. A uniform scoring rubric, as well as a discussion on weighting, is offered to prioritize projects.

→ Identifies some special cases to which the selection criteria would not apply to.

→ Details the development of the PIDA-PAP 2 process all the way to its adoption by the Heads of States and Governments in the AU Summit in January 2021.
Appendix A  PIDA Stakeholder Mapping
Appendix B  Draft Project Submission Form

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>PIDA Sector:</td>
<td>PIDA Sub-Sector:</td>
</tr>
<tr>
<td>Member States:</td>
<td></td>
</tr>
<tr>
<td>Regional Economic Community:</td>
<td></td>
</tr>
<tr>
<td>Region:</td>
<td></td>
</tr>
<tr>
<td>Project Organization:</td>
<td>Ministry/ Department</td>
</tr>
<tr>
<td>Source in the National Master Plan</td>
<td></td>
</tr>
<tr>
<td>Source in the REC Master Plan</td>
<td></td>
</tr>
</tbody>
</table>

Brief Description of the Project

Objective and Rationale for the Project

Project Details

Please cover the following sections

<table>
<thead>
<tr>
<th>Location/ Site</th>
<th>Provide Location, if possible GIS data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size</td>
<td>Please provide the capacity of the project (if energy in MWh/year, if transport Km and number of people expected to use the project)</td>
</tr>
<tr>
<td>Ownership/ MS</td>
<td>If known, indicate the Institution in charge of implementing the project</td>
</tr>
<tr>
<td>Coordination Agencies</td>
<td></td>
</tr>
<tr>
<td>Existing or Planned Projects along the proposed project</td>
<td></td>
</tr>
<tr>
<td>Technical Specifications of the Project</td>
<td>Technology used (e.g. Solar Power Plan, Hydro, etc.)</td>
</tr>
<tr>
<td>Market Size</td>
<td>Information on the people affected by the project and/or the demand expected to use the infrastructure</td>
</tr>
<tr>
<td>Project Economics</td>
<td>Estimated CAPEX</td>
</tr>
<tr>
<td>(Financial returns)</td>
<td>Estimated OPEX</td>
</tr>
<tr>
<td>Project Timeline &amp; Milestones</td>
<td>Any information available on the expected return</td>
</tr>
<tr>
<td>Beginning &amp; End of the project</td>
<td></td>
</tr>
<tr>
<td>Intermediary milestones</td>
<td>last known milestone</td>
</tr>
<tr>
<td>Development Stage</td>
<td>S0, S1, S2, S3, S4</td>
</tr>
</tbody>
</table>
Appendix C  Screenshot of the PIDA-PAP 2 Projects Screening Tool

Under Construction
The following table presents the various sources of corridor analyzed in the course of this study to build the Integrated Corridor Approach.

<table>
<thead>
<tr>
<th>Corridor Name</th>
<th>Transport</th>
<th>Roads</th>
</tr>
</thead>
<tbody>
<tr>
<td>→ Trans-European Transport Network</td>
<td></td>
<td></td>
</tr>
<tr>
<td>→ Kazakhstan West China West Europe Highway</td>
<td></td>
<td></td>
</tr>
<tr>
<td>→ Georgia - East West Highway (Black sea to Azerbaijan)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>→ Trade and Transport Facilitation in Southeastern Europe (TTFSE)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>→ TRACECA - Transport Corridor Europe-Caucasus-Asia</td>
<td></td>
<td></td>
</tr>
<tr>
<td>→ Northern Corridor (East and Central Africa)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>→ Greater Mekong Sub-region Economic Corridor</td>
<td></td>
<td></td>
</tr>
<tr>
<td>→ The Bi-Oceanic Corridor</td>
<td></td>
<td></td>
</tr>
<tr>
<td>→ Yiwu - London Rail line (China - Europe)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>→ Rhine-Danube Water Corridor</td>
<td></td>
<td></td>
</tr>
<tr>
<td>→ Turkmenistan - Afghanistan (extending to Pakistan)</td>
<td>Energy</td>
<td>Transmission &amp; Generation</td>
</tr>
<tr>
<td>→ European Energy Union</td>
<td></td>
<td></td>
</tr>
<tr>
<td>→ Asia Super Grid (Japan, China, S Korea, Russia)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>→ West Africa Power Transmission Network</td>
<td></td>
<td></td>
</tr>
<tr>
<td>→ India-Nepal Cross-border power transmission project</td>
<td></td>
<td></td>
</tr>
<tr>
<td>→ South Causeses Pipeline - Gas</td>
<td>Energy</td>
<td>Transportation/ Pipelines</td>
</tr>
<tr>
<td>→ Yiamal - Europe Pipeline (Gas)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>→ Transmediterranean Pipeline (Algeria to Italy)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>→ Nigeria - Ghana Gas Pipeline (West Africa)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>→ Bolovia - Brazil Gasbol Gas Pipeline</td>
<td></td>
<td></td>
</tr>
<tr>
<td>→ NorthConnect (Scotland and Norway)</td>
<td>ICT</td>
<td></td>
</tr>
<tr>
<td>→ Mesoamerican Biological Corridor</td>
<td>Climate/Biodiversity Corridor</td>
<td></td>
</tr>
</tbody>
</table>
This report has been prepared by

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