



# Roadside Stations Investors' Conference

KICC, Nairobi  
28th April 2015



## Northern Corridor Roadside Stations **REPORT OF THE CONFERENCE**

## VIP IN ATTENDANCE

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	Ms. Mariamu El Maawy	Principal Secretary	Ministry of Lands		
DEVELOPMENT PARTNERS	<b>Gabriel NEGATU</b>	<b>Regional Director</b>	<b>African Development Bank</b>		
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# INTRODUCTION

1 In collaboration with the Ministry of Transport and Infrastructure of the Republic of Kenya, the Northern Corridor Transit and Transport Coordination Authority (NCTTCA) organized an Investors' Conference on the promotion and construction of the RSS as part of Transport Infrastructure and services. The conference took place on 28th April 2015, at the KICC Nairobi, Kenya. The Conference was graced of the presence of His Excellency William

RUTO, the Deputy President of the Republic of Kenya. It was also highly attended by Hon. Ministers of Transport and Infrastructure and Ambassadors from the Northern Corridor member States of Uganda, Rwanda, DR. Congo, Burundi and South Sudan.



# OPENING SESSION

**2** The Conference was officially opened by His Excellency William RUTO, the Deputy President of the Republic of Kenya.

In his opening speech the Deputy President stressed the need of developing Infrastructure as key factor to economic growth within the member Countries. He added that Kenya has a fully-fledged Public Private Partnership (PPP) Law and a Public Private Partnership Unit at the National Treasury to spearhead all needed regulations.



He confirmed the support from the Government of Kenya in the implementation of the RSS program. He closed his speech by encouraging the Private Sector to tap into the investment opportunities in infrastructure in general and in the Establishment of Roadside Stations along the Northern Corridor in particular.

**3** Before the DP officially opens the Conference, the audience had right to the introducing speeches and remarks from The Ag. Cabinet Secretary, Ministry of Transport and Infrastructure (MOIT) Mr. James MACHARIA; the Principal Secretary MOIT Eng. MUSONIK; the Executive Secretary of the NCTTCA, Mr. Donat M. BAGULA; and The Director General of NTSA who was the Master of ceremony, Mr. MEJA.

**4** The Cabinet Secretary Ministry of Transport and Infrastructure Kenya in his opening remarks emphasised that development of Transport logistics and Services has become part and parcel of the Transport Infrastructure Investment if we are to promote sustainable logistics chain development. He noted that it is high time and therefore very pertinent that the initiative of developing Road Side Stations should be a key ingredient of the development plans for the development of Infrastructure Projects. Furthermore he said the Government of Kenya fully support and embraces this program as a priority of developing the transport services and transport corridors to international standards as part of promoting seamless transport of Cargo, movement of people as well as promoting regional business linkages. He finally invited all interested investors from within and outside the region to take advantage of this business opportunity and Invest in RSS.

**5** The Principal Secretary in his address noted that the concept of the RSS is aimed at creating designated rest stop points for all travelling communities including truckers, traders and travelling passengers who need such refreshing centres as well as the local communities that are expected to take advantage and sell their commodities. That once established the rest stops will not only see the establishment of rest stops provide rest places, restaurants, health facilities to address fatigue and road safety challenges but will also be used trade centres for the local communities along the highways to sell their produce and art crafts. Indeed these will be a unique infrastructure that addresses social issues and directly benefits local communities along the transport corridors. He called on

## OPENING SESSION

his colleagues in Member States of the Northern Corridor to integrate this concept in all our major highways so as to promote safer regional transport and trade along our transport corridors. He reiterated that the Government of the republic of Kenya is committed to working with the private sector in developing and operating these facilities along our main transport corridors and highways.

**6** The Executive Secretary of the NCTTCA in his speech highlighted the main functions of the RSS will include such amenities as Restaurants, Shops, Health clinic, Bank/Bureau office, Car workshops: In roadside stations dedicated to cars, Trucks Cleaning repairs and inspection services, Fuelling Petrol station, Public information area/Administrative services, local community, markets for crafts& local produce, Service for trucks (repairs), Supermarkets, parking spaces providing secure parking yards for transit vehicles as well as

rest facilities, restaurants, information centres, and outlets for amenities needed by truck crews, long distance passengers and, in some cases, the local communities. He further noted that it is expected that RSSs that will accommodate trucks for long stops including overnight stays will attract more attention and the importance of short-stop RSSs also needs to be accorded due attention. A standard design of large RSS and its facilities was show cased as shown below;



The Executive Secretary summarised the expected socioeconomic impacts of RSS to include;

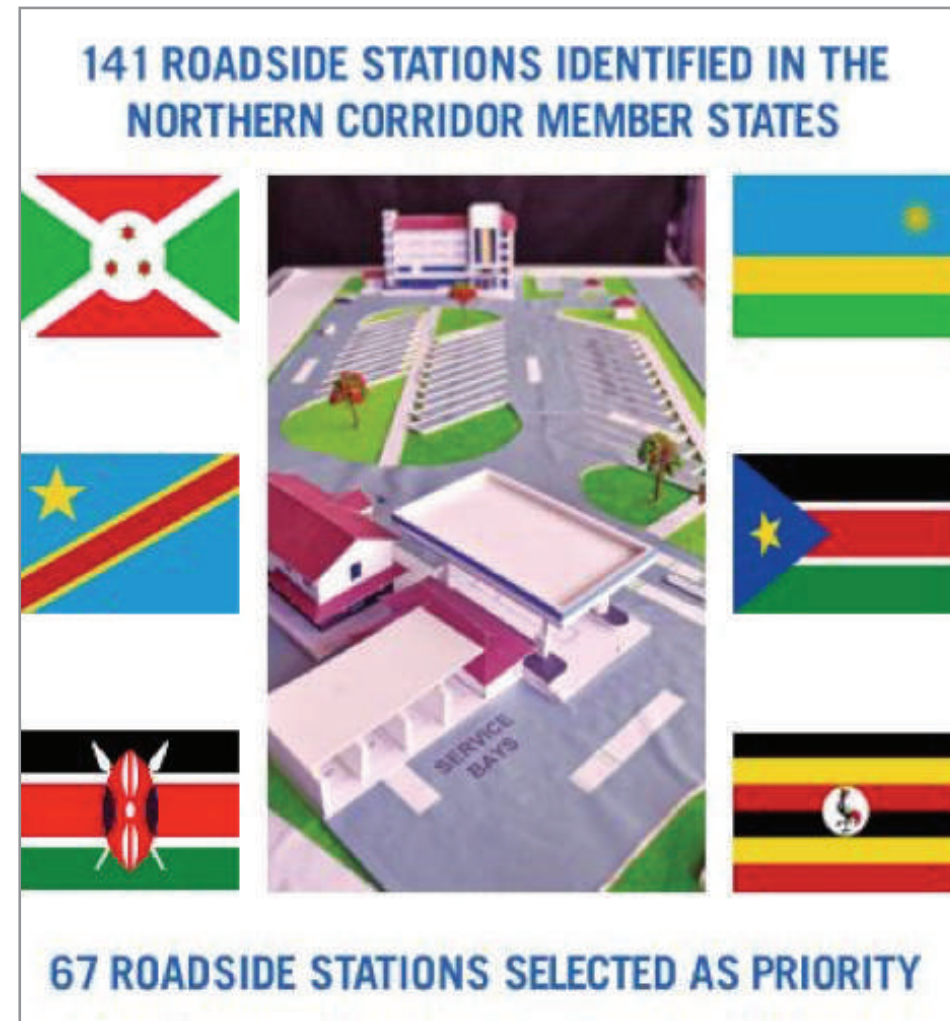
- Employment and wealth creation for the proponent through the investment
- Rising of local economies
- Creation of market for goods and services
- Influx of immigrants
- Disruption of Community Life Cycles



## OPENING SESSION

- Reduction of illicit trade/Promotion of legitimate trade
- Promotion of Cultural heritage
- Improved sanitation and water supply
- Improved health services

7 After the opening speeches, the Deputy President officially unveiled the RSS Model design to be adopted while promoting the development of the Services. The Kenya Government reiterated its high level support of the program and welcomed prospective Investors in the facilities.



**141 ROADSIDE STATIONS IDENTIFIED IN THE  
NORTHERN CORRIDOR MEMBER STATES**

**67 ROADSIDE STATIONS SELECTED AS PRIORITY**

# PRESENTATIONS AND HIGH-LEVEL PANEL DISCUSSION

8 A high-level panel discussions were led by Key Note Speakers, Panellists and Discussants from the following institutions; African Development Bank, East African Community, JICA, TMAE, TYPISA, ANAPI, Ken. Invest, Kenyan Treasury and PPP Unit, Kenya National Transport Safety Authority (NTSA), Safe Way Right way, Rwanda High Commission in Kenya.

## A. PRESENTATIONS

9 In the luminary introduction, NCTTCA presented the concept of the Roadside Stations along the Northern Corridor, stressing on compiling reasons for investing in Roadside Stations.



10 The consultant TYPISA, author of the study highlighted the main conclusions of the study as follows:

### a. 20 RSS (29.85% upon 67 )

- » Totally feasible from a financial perspective
  - Globally financially feasible
  - Without Public support (funding, subsidies...).
  - Totally "bankable" / full solvency
- » High private financing potential
  - They could be of interest of private investors and therefore could be proposed to private funding.

### b. 22 RSS (32.84% upon 67) could be financially feasible with some financial support from Public Authorities / Institutional / Multi-lateral funding.

- Forms of Public support:
  - Public grants
  - Subsidies
  - Soft loans
- » Medium private financing potential: The level of financial support must be analyzed case by case

### c. 25 additional RSS (37.3% upon 67) are not even sustainable by themselves from an operational point of view.

- Average EBITDA < 0 in all cases.
- » Low private financing potential è If project completion is a key issue in these cases, Public support would be needed:
    - Not only to reach financial profitability levels,
    - But first basically to cover operational costs.

Detailed information is given in the Project information Paper

## PRESENTATIONS AND HIGH-LEVEL PANEL DISCUSSION

**11** Dr. Chris KIPTOO, Country Director representing Trade Mark East Africa (TMEA) that funded the study delivered a keynote address. He stressed the collaboration between TMEA and NCTTCA notably in the monitoring indicators agreed upon in the Mombasa Port Charter that was supported by TMEA. TMEA is of the opinion that RSS should implemented taking into account the design of the toll highway (Mombasa-Nairobi-Kampala-Kigali – Bujumbura) in pipeline. TMEA pledged to do everything in order to reach out for development partners for funding at least 2 RSS in Kenya. Sultan Hamud and Salgaal were identified as priority.

**12** Mr. Philip WAMBUGU, the Director Infrastructure EAC and Moderator of the Conference delivered a keynote address. He stated that the EAC Treaty provides for cooperation in infrastructure and services development including joint resource mobilization and financing of projects and that ongoing infrastructure regional policies harmonization and implementation are yielding positive benefits for the region and that they are receiving excellent support from the highest political authorities leading to keen and growing interest on regional infrastructure projects and programs - an opportunity for investment and development of infrastructure for the region, He said. For Mr. WAMBUKU, Insufficient domestic/own resources from governments to implement infrastructure projects and programs at the region is further an opportunity for lending or PPPs frameworks. The Common Market Protocol implementation opens up expanded collaboration in the provision of infrastructure services. Cross border services provisions will become more pronounced; and the Tripartite (COMESA, EAC and SADC) arrangement has opened a new frontier for collaborative infrastructure planning and development. He stated that efforts were undergoing towards harmonization of PPP laws in EAC to facilitate potential investors.

**13** Mr. Hideo EGUCHI, Chief Representative, JICA Kenya presented the Northern Corridor master plan JICA is preparing. The objective is to formulate a Master Plan on Logistics for Northern Economic Corridor, along with integrated regional development strategy consistent with sub-regional development plans and national development plans. He also highlighted the MICHINOEKI Model that has been developed in Japan. The main function of MICHINOEKI is to provide to road users rest facilities, required information and also to secure linkages with communities. MICHINOEKI in Japan is developed by public institution and exist since 1993. So far there are 1000 MICHINOEKI.

**14** Mr. Shemy SIMUYEMBA, represented the Director of African Development Bank, Kenya office Mr. Gabriel NEGATU and read the statement on his behalf. Indeed Mr. NEGATU showed that Infrastructure is one of the continent's biggest challenges, but also greatest investment opportunities for both the public and private. Unfortunately, public budgets to finance infrastructure are limited. Even Bank lending is limited both because of resource constraints, but also because of limited capacity by Governments as borrowers to sustain increased debt. He elaborated on various alternative financing mechanisms for infrastructure as follows:

- **The first** is to deepen existing financing mechanisms such as those of the AfDB through leverage and co-financing arrangements.
- **The second** is enhanced domestic resource mobilization (DRM) by deepening financial markets and leveraging pension, insurance and other funds including Sovereign Wealth Funds (SWFs) for infrastructure financing.
- **The third** which is already happening in East Africa in countries like Kenya, is the issuance of Infrastructure Bonds. However, this needs to be scaled-up from purely a national to regional and even global dimension. For example, it is estimated that, diaspora remittances by Africans have reached US\$65 bill. This is a potential source of financing for infrastructure provided the right instruments and frameworks are put in place.
- **The fourth** is geographical diversification to look more at south-south cooperation and tap into markets such as South America and Asia. Brazilian mining and construction companies already have a large presence in Africa. China's role in financing Africa's infrastructure needs no highlighting as it is there for all to see. The creation of the Asia Infrastructure Investment Bank (AIIB) should be seen as a positive development for Africa as it will provide another avenue for financing Africa's infrastructure.
- **The fifth** is of course, private sector financing, whether this be from African or international private sector through direct private capital investments, concessions and public-private partnerships (PPPs). While most our Governments must be commended for taking measures to create the enabling environment for PPPs through relevant policies and institutional frameworks, in most countries, this is yet to be translated into sound legal frameworks and enabling regulations as well as transparent procurement processes. Creating the requisite capacity is critical in this area.



## PRESENTATIONS AND HIGH-LEVEL PANEL DISCUSSION

- **The sixth** consideration should be the realization that alternative financing mechanisms require to be supported by a pipeline of well-prepared and bankable projects which can translate into “deal flows” for the private sector. This is an area where considerable work is still required. The Bank, through the Infrastructure Consortium for Africa (ICA) carried out an assessment of project preparation facilities in Africa or focused on Africa and found that there are 67 such facilities out of which only about 17 were considered viable. The ICA has now brought the 17 together into a Project Preparation Facilities Network (PPFN) since last year but this on its own will not address the dire shortfall of resources for project preparation to move projects to bankability and therefore, financing.

Africa Growing Together Fund (AGTF) – The AGTF is a multilateral fund which is a partnership between the AfDB and China with initial funding of US\$ 2.0bn. It also targets viable infrastructure projects and could be a potential source of funding for RSS projects provided such projects are viable and meet the requirements of the Fund. In Conclusion, Mr. NEGATU stated that the Bank remains committed to working with East Africa both at the regional level and with individual countries and this is part of the reason the Bank as established Regional Centers based in Kenya and South Africa to serve the Eastern and Southern African regions better. In addition, the Bank has a presence in all East African countries through its Country Offices.

**15** MS. Ada EZE Chairperson Safe Way Right Way (SWRW) highlighted efforts made by her organization in collaboration with North Star Alliance (NSA) in tackling health issues and HIV Aids along the Northern Corridor. Health centers have indeed been established but are sheltered in containers. The RSS will therefore serve to put in place appropriate permanent structure as well as provide required services.

**16** Kenya PPP Unit presented the Kenyan experience undergoing in promoting PPP frameworks. They presented the case study on the transaction advisory under development on the road section Nairobi Nakuru.

**17** Mr. Robert MOUSTAFA Deputy General Director of ANAPI (DRC Investment Authority) and Pacifique KAOZE, Advisor to DRC Prime Minister on Infrastructure presented the investment environment in DRC and the business climate for private investment in their Country. Seven RSS have been located in DRC and the Country has taken several measures to improve the business climate to allow private sector to invest massively.

### B. DISCUSSIONS

- 18** Discussions focused on a number of issues such as:
- Land: the availability of land and if Governments will avail land to investors
  - Harmonisation of PPP laws across the Northern Corridor countries
  - Whether to start developing the highways along the NC and then implement RSS in order to get these two infrastructure to work in harmony.
  - Security at the RSS etc.



# IV CONFERENCE RECOMMENDATIONS AND WAY FORWARD

19 The conference made the following recommendations and resolutions:

- **Re-affirming** their policy organs resolution, the Hon. Ministers commit the support from the Member States to;
  - Development of RSS as an integral plan of Transport Infrastructure Services along the Corridor.
  - Putting in place and development of required Policy and Regulatory and Institutional Frameworks for promoting RSS in partnership with the Private Sector
- **It was agreed** that Institutional Frameworks for spearheading the implementation of the Project be set up in each of the Member States coordinated by the Ministry in charge of Transport. The Membership to comprise of High Way/ Road Authorities, Agencies in charge of Road Safety, Ministries of Finance and Treasury ( PPP Unit), Ministries of Land, Housing and Urban Development, National Investment Agencies and Ministries of Health.
- **It was further agreed** that the Coordinating Ministries of Transport in Consultations with the Ministry of Finance will come up with an appropriate financing model and concession mechanisms for implementing these infrastructure services.
- **Secured commitment** from Development Partners and Regional Financial Institutions to enter into dialogue with prospective private investors in collaboration with Governments with view of identifying financing windows from Development Banks.
- The NCTTCA was tasked with overall coordination and steering of the program in all the 6 member states of the Northern Corridor as well as to ensure Roll out of the program to all the Member States.

## CLOSURE OF THE CONFERENCE

**20** The Conference was closed by the Chairman NCTTCA Executive Committee, Mr. Vincent NZOYISABA

**21** The motion of thanks was moved by His Excellency the High Commissioner of the Republic of Rwanda in Kenya.

**22** The Executive secretary, Mr. Donat M. Bagula thanked the delegates for their valuable contributions to the Conference and assured them that the Secretariat would work with Governments, Development Partners, and Regional Economic Institutions towards the implementation of the project. He expressed a sincere vote of thanks to the Government of Kenya for hosting the conference and the high level political commitment towards working with Private sector in developing Transport infrastructure and other services through PPPs.



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