

Country Name	<b>Project for Formulation of Master Plan on Logistics in Northern Economic Corridor</b>
Republic of Kenya	
Republic of Uganda	

**I. Project Outline**

Background	The Northern Economic Corridor (NEC), a key logistics passage in East Africa, comprises road, rail, pipeline, and inland waterways transport, extending from Mombasa Sea Port through Kenya and Uganda to Rwanda, Burundi, and the Democratic Republic of Congo (DRC), with links to Juba in South Sudan. The NEC had seen an annual traffic growth of 20% as of 2014 but faced challenges such as inadequate infrastructure and high transport costs, which had deterred regional economic development. To address these issues, the Government of Kenya (GOK) and the Government of Uganda (GOU) both requested the Government of Japan (GOJ) to for a project to devise a master plan focused on logistics improvement and regional development along the NEC.								
Objectives of the Project	<p>This project aims to formulate a Master Plan (MP) on Logistics for the NEC in Eastern Africa, along with an integrated regional development strategy consistent with sub-regional development plans and national development plans, thereby contributing to the improvement of transportation and logistics, reduction of transportation costs, and increase in public and private investment in the region.</p> <p>1. Expected Goals through the Proposed Plan<sup>1</sup>:</p> <p>(1) Transportation and logistics in the region is improved.</p> <p>(2) Transportation costs in the region are reduced.</p> <p>(3) Public and private investment increases through the development of the logistics network in the region.</p>								
Activities of the Project	<p>1. Project Site: The target areas for the MP to cover the following routes, which are part of the NEC and its surrounding areas:</p> <p>Main route: Mombasa-Nairobi-Tororo-Kampala-Katuna-(Kigali/Rwanda);</p> <p>Sub-route: Eldoret-Nadapal-(Juba/South Sudan);</p> <p>Sub-route: Tororo-Gulu-Elegu-(Juba/South Sudan);</p> <p>Sub-route: Kampala-Gulu-Elegu-(Juba/South Sudan); and</p> <p>Sub-route: Mbarara-Mpondwe-(Kisangani/DRC).</p> <p>2. Main Activities: 1) Understanding of Current Situation and Issues (situational analysis), 2) Freight Transport Survey, Market Survey, and Freight Lead Time Survey, 3) Identification of Development Potentials and Bottlenecks, 4) Formulation of Development Vision, 5) Establishment of Social and Economic Framework, 6) Formulation and Comparison of Alternative Development Scenarios, 7) Formulation of Comprehensive Development Strategy, 8) Development of Draft Master Plan on Logistics with Regional Development Strategy, and 9) Technical Support to Strategic Environmental Assessment/Stakeholder Meetings.</p> <p>3. Inputs (to carry out above activities)</p> <table border="0"> <tr> <td>Japanese Side</td> <td>Partner Countries' Side (Kenya, Uganda)</td> </tr> <tr> <td>1) Mission members: 16 persons</td> <td>1) Staff allocated (Uganda): 3 persons</td> </tr> <tr> <td>2) Trainees received: 8 persons</td> <td>2) Staff allocated (Kenya)</td> </tr> </table>			Japanese Side	Partner Countries' Side (Kenya, Uganda)	1) Mission members: 16 persons	1) Staff allocated (Uganda): 3 persons	2) Trainees received: 8 persons	2) Staff allocated (Kenya)
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Project Period	(ex-ante) March 2015 – August 2016 (18 months) (actual) 1 March 2015 – 31 August 2016 (18 months) <sup>2</sup>	Project Cost (Japanese side only)	(ex-ante) 300 million yen, <sup>3</sup> (actual) 324 million yen						
Implementing Agency	<p>[Kenya] Ministry of Transport and Infrastructure (MoTI Kenya)</p> <p>* The Ministry of Roads and Transport (MoRT) at the time of the ex-post evaluation</p> <p>[Uganda] Ministry of Works and Transport (MoWT Uganda)</p>								
Cooperation Agency in Japan	Nippon Koei Co., Ltd.; Eight-Japan Engineering Consultants Inc. PADECO Co., Ltd.								

**II. Result of the Evaluation**

&lt;Special Perspectives Considered in the Ex-Post Evaluation&gt;

- Since this project covered Kenya and Uganda, the evaluation was conducted jointly by JICA Kenya Office and Uganda Offices. Basically, the evaluation judgment was made by averaging the judgment on each country by the respective JICA overseas offices with an exception for Efficiency, which was evaluated by comparing the total input with the plan.

1 Relevance/Coherence
[Relevance]

<sup>1</sup> The degree of achievement of expected goals is not to be assessed in principle at the time of ex-post evaluation, since it is defined as the medium-to-long-term goals which will be attained as a result of crystallizing the proposed plan (“output” of the project).

<sup>2</sup> While the JICA internal system records the project period as 18 months ending August 31, 2016, the Final Report states that the project was completed in March 2017. Although activities to formulate this MP primarily took place between March 2015 and August 2016, this project was carried out under a contract combined with another project called the Project for the Formulation of a Comprehensive Development Master Plan in the Mombasa Gate City. The project period for the Mombasa Gate City project was 24 months, which resulted in the overall contract period ending March 2017. Consequently, although most activities related to the formulation of this MP were completed within 18 months, the completion date of the consultants’ activities for both projects was reported as March 2017. Based on this situation, this evaluation considers the project period for this specific MP to have concluded on August 31, 2016, rather than March 2017.

<sup>3</sup> Although the ex-ante evaluation sheet states the planned project cost to be “approx. 200 million yen,” this evaluation used “300 million yen,” the amount approved prior to the project commencement (i.e., the *Jisshi Kessai* amount) as the planned value.

<Consistency with the Development Policy of Kenya and Uganda at the Time of Ex-Ante Evaluation>

The project was consistent with the development policies of Kenya and Uganda at the time of ex-ante evaluation. The Kenya Vision 2030 (2008) prioritizes investment in infrastructure development, including roads, railroads, and ports. The Uganda Vision 2040 (2007) and the National Development Plan (2010/11-2014/15) set infrastructure development and the construction of transportation networks as important issues.

<Consistency with the Development Needs of Kenya and Uganda at the Time of Ex-Ante Evaluation>

The project was consistent with the development needs of Kenya and Uganda at the time of ex-ante evaluation. As mentioned in “Background” above, both countries faced challenges such as inadequate infrastructure and high transport costs in the NEC, which hindered regional economic development.

<Appropriateness of Project Design/Approach>

The project design/approach was appropriate. No problem attributed to the project design/approach was confirmed.

<Evaluation Result>

In light of the above, the relevance of the project is ③<sup>4</sup>.

[Coherence]

<Consistency with Japan’s ODA Policy at the Time of Ex-Ante Evaluation>

The project was consistent with Japan’s ODA policy to Kenya and Uganda at the time of ex-ante evaluation. In Kenya, this project aligned with the priority area “Economic Infrastructure Development” of Japan’s Country Assistance Policy for the Republic of Kenya (April 2012). The policy outlines that Japan would support the formation of international corridors and the appropriate planning and development of transportation and urban infrastructure with the development of the entire East African region in mind.

In Uganda, this project aligned with the priority area “Environmental Improvement to Achieve Economic Growth” of Japan’s Country Assistance Policy for the Republic of Uganda (June 2012). The project aimed to revitalize the economies of Uganda and neighboring countries by facilitating logistics and movement of people through the development of international corridors, trunk roads, and local roads.

Region-wise, the promotion of regional integration and the development of wide-area transportation corridors fall under an action item, “strategic masterplans for urban transportation/infrastructure planning” for the priority area of “Accelerating Infrastructure and Capacity Development” in the Yokohama Action Plan 2013-2017 (adopted at the Fifth Tokyo International Conference on African Development, TICAD V, in 2013).

<Collaboration/Coordination with JICA’s Other Interventions>

In Kenya, the collaboration/coordination between the project and the Mombasa Port Development Project Phase I,<sup>5</sup> a Japanese ODA Loan project, was planned during the project period and was implemented beyond the plan, and the positive effect expected was confirmed at the time of ex-post evaluation. Specifically, this information sharing ensured that the MP adequately reflected the developments at Mombasa Port – the starting point of the NEC and crucial for its freight transport – thereby enhancing the MP’s consistency and practicality concerning this vital nodal infrastructure.

In Uganda, no collaboration/coordination between the project and JICA’s other intervention was clearly planned at the time of ex-ante evaluation and during the project period.

<Cooperation with Other Institutions/ Coordination with International Framework>

In Kenya, cooperation/coordination with initiatives of the Kenya Port Authority (KPA) was planned during the project period and implemented as planned, and the positive effects were confirmed at the time of ex-post evaluation. Specifically, the MP’s recommendation for improving the Standard Gauge Railway (SGR) service levels to reduce import freight costs was made in close alignment with the KPA’s SGR initiatives evidenced in its Strategic Plan (2018-2022). This alignment enhanced the relevance of the MP’s proposals and supported their potential for effective implementation.

In Uganda, the cooperation/coordination with a project supported by the European Union (EU) was planned during the project period and implemented as planned, and the positive effects were confirmed at the time of ex-post evaluation. Specifically, the EU-supported Gulu Logistics Hub was under design at the time of the MP formulation. It later formed one of the projects listed in the MP considered implemented.

<Evaluation Result>

In light of the above, the coherence of the project is ③.

[Evaluation Result of Relevance/Coherence]

In the light above, the relevance/coherence of the project is ③.

2 Effectiveness/Impact

<Status of Achievement for the Objectives at the Time of Project Completion>

The project objectives were mostly achieved as planned by the project completion. The project formulated the MP, namely, the Logistics Master Plan with Regional Development Strategy (target year 2030). This MP contained the Regional Development Strategy (consisting of the regional, industrial, transport, organizational and policy, and financial strategies) and the Implementation Plan identifying 119 suggested projects across various sectors, categorized by implementation timeframe (short-term, medium-term, long-term, and post-2030). From these, 27 projects were designated as NEC flagship projects, selected based on criteria such as addressing logistical bottlenecks, contributing to cross-border infrastructure, and promoting regional investment.

<Utilization Status of the Proposed Plan at the Time of Ex-post Evaluation>

The proposed plan has been partially utilized by the time of ex-post evaluation. Formal approval of the MP as a policy was not given in either Kenya or Uganda. In Kenya, a hindering factor was that the MP reportedly lacked an enabling framework for effective cross-ministerial coordination. For Uganda, a key obstacle to approval was the high estimated implementation cost, which exceeded the government’s resource envelope and prevented financial clearance. Despite these formal approval challenges, the MP was used as a reference for development planning in both countries (Indicator 1).

Out of 119 suggested projects, those classified as short-term (by 2020) or medium-term (by 2025) numbered 39 in Kenya and 48 in

<sup>4</sup> ④ : very high, ③ : high, ② : moderately low, ① : low

<sup>5</sup> The Loan Agreement (L/A) was signed in 2007, and the project was completed in 2017.

Uganda. This study found that, among these projects, many sectors had projects that were in a preparatory phase (feasibility study, design, or tender stage), under implementation, or had been completed. Regarding the 27 flagship projects designated for each country, the status was confirmed for 14 in Kenya and 12 in Uganda. Of these confirmed projects, 12 in Kenya and 8 in Uganda, respectively, were found to be in a preparatory phase, under implementation, or completed (Indicator 2). In both countries, JICA has implemented several projects listed in the MP.<sup>6</sup>

Besides the flagship projects, the development of Roadside Stations (RSS) recommended by the MP has made some progress in Kenya: the Northern Corridor Transit and Transport Coordination Authority (NCTTCA), established under the MoRT to oversee the implementation of the Northern Corridor Transit and Transport Agreement,<sup>7</sup> is at the final stages of preparing an investor's conference in collaboration with Kenya National Highways Authority for RSS across the East African Countries.

<Status of Achievement for Expected Goals through the Proposed Plan at the Time of Ex-post Evaluation>

Although the Expected Goals are set as outcomes of the MP to be achieved by 2030, some progress is already reported. For Kenya, specific improvements reported include improved turnaround times at the Port of Mombasa, more efficient customs clearance at the Malaba border, and reductions in some transportation costs, such as those for rail freight following the partial opening of the SGR. Uganda has also seen improvements, including reduced processing times at its operationalized border posts and lower transportation costs due to factors like decreased levies within the East African Community (EAC) countries, alongside a reported, albeit unquantified, increase in investment.

<Other Impacts at the Time of Ex-post Evaluation>

The MP addressed environmental and social aspects through the strategic environmental analysis and proposed mitigation measures, which were implemented for suggested projects.<sup>8</sup> For instance, for the Mombasa Port Development Project, concerns were raised by diverse stakeholders regarding the effects of sand harvesting on marine life. In response, comprehensive countermeasures were implemented, including extensive stakeholder engagement and public dissemination concerning the Environmental Management Plan (EMP), the involvement of conservation groups in monitoring exercises, and ongoing public awareness collaborations with agencies such as the National Environmental Management Authority (NEMA). Also, mangrove deforestation in Kenya due to a road project was mitigated by a replanting program. For projects involving land acquisition and resettlement, mitigation efforts included resettlement planning for 1,759 Project Affected Persons (PAPs) for Kenya's Mombasa Special Economic Zone, while in Uganda, Resettlement Action Plans (RAPs) were implemented for numerous PAPs under projects such as the SGR. Also, the project included studies on gender and vulnerable groups and stakeholder discussions on integrating cross-cutting issues (like gender, HIV/AIDS, and the elderly) into the MP.

<Evaluation Result>

In light of the above, the effectiveness/impact of the project is ③.

#### Status of Achievement of Utilization Status of the Proposed Plan and Expected Goals through the Proposed Plan

Aim	Indicators	Results	Source										
(Utilization Status of the Proposed Plan) The results of this study are approved by the respective governments and incorporated into the formulation of the next national and local development plans, and development projects based on these plans are then implemented.	Indicator 1 Status of approval of the proposals made by the project as policies of the governments of Kenya and Uganda	Status of Achievement: Not achieved (Ex-post Evaluation) The MP was not officially approved as a policy but used as a reference document for formulating development plans such as the following: - Kenya: The Medium-Term Plan III (2018-2022) and IV (2023-2027) - Uganda: The National Development Plan III (2020-2024) and the National Development Plan IV (2025-2029)	Questionnaires and interviews with the implementing agencies										
	Indicator 2 Status of implementation of the formulated plans in the target areas	Status of Achievement: Partially achieved (Ex-post Evaluation) 1) Implementation status of the short-term (by 2020) and medium-term (by 2025) suggested projects 11 sectors: road, airport, waterway, railway, logistic hub, border post, oil & gas, agribusiness, industry, water, and power: - Kenya: Out of a total of 39 applicable projects, some projects in the port, railway, and logistic hub sectors are in the preparation to bidding stage; some projects in the water and power sectors are under implementation; and some projects in the road, port, waterway, railway, and power sectors have been completed. - Uganda: Out of a total of 48 applicable projects, some projects in the waterway, railway, and oil & gas sectors are in the preparation to bidding stage, and some projects are under implementation in the other sectors. Specifically, in the railway sector, according to MoWT, rehabilitation of Meter Gauge Railway is on-going and the Contractor for Malaba-Kampala Standard Gauge Railway commenced preparatory works. They aim to contribute to a modal shift from road to rail. 2) Implementation status of the 27 flagship projects as of September 2024 <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Country</th> <th>ID</th> <th>Project Name</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Kenya</td> <td>1</td> <td>Eldoret-Kampala-Kigali Oil Pipeline Project</td> <td>Preparation</td> </tr> <tr> <td></td> <td>2</td> <td>ICT Project in Northern Corridor</td> <td>Preparation</td> </tr> </tbody> </table>		Country	ID	Project Name	Status	Kenya	1	Eldoret-Kampala-Kigali Oil Pipeline Project	Preparation		2
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<sup>6</sup> The following JICA projects were listed in the MP (the year in parentheses indicates the L/A signing year).

- Kenya: Mombasa Port Development Project (2015); Mombasa Special Economic Zone Project (2020); Geothermal Project in Olkaria (2018); Mombasa Port Area Roads Development (2017)

- Uganda: Construction of a New Bridge Across River Nile at Jinja Project (Nov. 2010)

<sup>7</sup> The NCTTCA is an authority established by an agreement signed in 2012 between Burundi, DRC, Kenya, Rwanda and South Sudan for regional cooperation with a view of facilitating interstate and transit trade between the Member States. The NCTTCA Secretariat is mandated to facilitate trade and movement of people, stimulate economic and social development, transform the Northern Corridor into a development corridor by stimulating investments, implement strategies for accelerating economic and social growth while ensuring environmental sustainability.

<sup>8</sup> This MP formulation project was classified as Category B based on the JICA Guidelines for the Confirmation of Environmental and Social Consideration (2010). The environmental categories for individual projects listed in the MP are not specified with some exceptions such as the Mombasa Port Development Project being classified as Category A.

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(Expected Goals through the Proposed Plan) (1) Transportation and logistics in the region are improved.	(Indicators were not set.)	<p>(Ex-post Evaluation)</p> <p>Kenya:</p> <ul style="list-style-type: none"> <li>- Port of Mombasa: Turnaround time improved to approximately 60 hours (post-2020), which is within the MP target of up to 96 hours.</li> <li>- Malaba border customs: Clearance time largely met the 0.5-1-day target, with 2021 figures such as 2.14 hours for eastbound traffic.</li> <li>- Transit time (Mombasa-Malaba): Reduced from 87 hours in 2022 to 76 hours in 2023, though still above target.</li> <li>- Mombasa Port Area Roads Development: Substantially completed in July 2024 and is expected to significantly improve local travel times.</li> </ul> <p>Uganda:</p> <ul style="list-style-type: none"> <li>- Border posts: Their construction and operationalization have reduced border processing and travel times.</li> <li>- Gulu Logistics Hub: Constructed. A Memorandum of Understanding (MOU) for its joint operation was signed between the Uganda Railways Corporation and the Uganda Revenue Authority to attract business to Northern Uganda and neighboring regions.</li> <li>- Meter Gauge Railway: Rehabilitation is ongoing, aiming to contribute to a modal shift from road to rail.</li> </ul>	Ditto																																																																														
(2) Transportation costs in the region are reduced.	(Indicators were not set.)	<p>(Ex-post Evaluation)</p> <p>Kenya:</p> <ul style="list-style-type: none"> <li>- Transportation costs in the region have reportedly decreased.</li> <li>- The partial opening of the SGR reduced rail transportation costs by approximately US\$100 compared to 2018, based on a 2022 study. The SGR (Phase 1-2A) has also contributed to reduced road congestion along the corridor.</li> <li>- Interventions at the Port of Mombasa, attributed to MP implementation (such as JICA's New Container Terminal and the Mombasa Port Area Roads Development project), have reportedly reduced transport costs by (i) enhancing cargo evacuation efficiency through increased handling capacity, (ii) shortening ship waiting times, and (iii) improving port accessibility and evacuation time for cargo trucks.</li> </ul> <p>Uganda:</p> <ul style="list-style-type: none"> <li>- Transportation costs have reportedly been reduced.</li> </ul>	Ditto																																																																														

		<ul style="list-style-type: none"> <li>- Levies for trucks carrying goods within EAC countries have been reduced.</li> <li>- Efficiency gains in cargo clearance at the Port of Mombasa have contributed to cost reduction for Uganda.</li> <li>- The construction and operationalization of border posts at Ugandan borders have increased efficiency and helped reduce costs.</li> </ul>	
(3) Public and private investment increases through the development of the logistics network in the region.	(Indicators were not set.)	(Ex-post Evaluation) Kenya: <ul style="list-style-type: none"> <li>- There is currently no concrete information confirming an increase in private investment resulting from the logistics network development.</li> <li>- However, the development of Northern Corridor Logistics hubs, including the JICA-financed Mombasa SEZ, Konza City, and Naivasha SEZ, is ongoing. These are planned to be open for private investment upon their completion. It is expected that these SEZs will create demand for export and import cargo, which in turn could lead to increased revenue and employment creation in the future.</li> </ul> Uganda: <ul style="list-style-type: none"> <li>- Investment in Uganda has reportedly increased following developments in the logistics network, though specific supporting data on this increase is not available.</li> </ul>	Ditto

### 3 Efficiency

The project cost slightly exceeded the plan (the ratio against the plan: 108%) due to combined factors, and the project period was as planned (the ratio against the plan: 100%). Outputs were produced as planned.

In the light above, the efficiency of the project is ③.

	Project Cost (Japanese side only, yen)	Project Period (months)
Plan (ex-ante)	300 million yen	18 months
Actual	324 million yen	18 months
Ratio (%)	108%	100%

### 4 Sustainability

#### <Policy Aspect>

Although the MP has not been officially approved, the MP is incorporated into several policies across various sectors in both countries.

In Kenya, this incorporation occurs as elements of the MP align to established national strategies for the NEC's development, rather than through a dedicated rollout plan for the MP itself. Key documents among these existing frameworks are the Kenya Vision 2030 (and its Medium-Term Plan), the Updated Integrated Transport Policy (2024), the Kenya Ports Strategic Masterplan (FY 23/24 – FY27/28)), and the Northern Corridor Improvement Project (NCIP, 2013 to present), with which the MP shares common ground.

In Uganda, the MP's proposals are integrated into numerous national-level policies and masterplans across key sectors, with the National Planning Authority overseeing planning. This integration is evident in documents such as the National Integrated Transport Masterplan (2021-2040), the Road Tolling Policy (2017 to present), the Energy Policy (2023 to present), and the Uganda Digital Transformation Roadmap (2023/24-2027/28), among others.

#### <Institutional/Organizational Aspect>

In Kenya, the Northern Corridor Transit and Transport Coordination Authority (NCTTCA), under the MoRT, is responsible for the coordination of NEC initiatives across the region. However, its capacity to execute this mandate is reportedly limited by the lack of an adequate implementation framework. Furthermore, a specific multi-stakeholder coordination mechanism for this MP has not been established, and information regarding dedicated personnel for its implementation was not confirmed.

In Uganda, the effective functioning of any designated institutional structure for coordinating the MP's proposed plans and the establishment of a related multi-institutional coordination mechanism are contingent upon the MP's cabinet endorsement, which is currently pending. Consequently, dedicated personnel have not been allocated for the MP's implementation as the plan has not been officially adopted by the relevant organizations.

Nevertheless, despite these challenges regarding the overall coordination for the MP, it is understood that the various organizations and agencies tasked with implementing individual projects suggested by the MP—some of which are detailed in the 'Effectiveness/Impact' section above—are generally operational.

#### <Technical Aspect>

In Kenya, interview findings indicate that relevant staff have reportedly not sustained the necessary skills and knowledge to implement the MP. The interview with the staff at the Ministry of Transport who responded to the evaluation questionnaire attributed to the fact that since the MP was multi-sectoral, there was need for technical capacity building to empower the ministerial staff to be able to effectively coordinate the stakeholders of the projects of the Master Plan.

In Uganda, the technical capacity within relevant organizations to implement this specific MP has not been actively engaged, as the plan is yet to be officially adopted for implementation by these entities.

Nevertheless, it is recognized that technical expertise for implementing various individual sectoral projects exists to a certain extent within specific line ministries and agencies in both countries, even if specialized capacity for a comprehensive, multi-sectoral MP like this requires further development.

#### <Financial Aspect>

In Kenya, the government has demonstrated a capacity to finance flagship and other NEC projects, largely drawing on support from development partners such as JICA, the World Bank, and the African Development Bank (AfDB) through grants and ODA loans. While it is also reported that sufficient financial resources from the GOK are available to implement projects described in the MP, the country concurrently faces a severe fiscal situation due to recent global events like the COVID-19 pandemic and the conflict in Ukraine, which have caused high inflation and interest rates; this economic contraction presents a significant challenge for project financing.

In Uganda, there are positive prospects for funding MP-related projects, with various options cited as available by the government.

These include direct GOU funding, support from development partners through grants or loans, and an increasing focus on Public-Private Partnership (PPP), which the GOU is actively working to scale up alongside traditional financing mechanisms.

#### <Environmental and Social Aspect>

As already described, there are mechanisms to address and monitor environmental and social risks of MP-listed projects in both countries.

In Kenya, environmental and social aspects are consistently monitored throughout project lifecycles. For projects with potentially significant impacts, such as the Mombasa Port and its access road projects, this involves detailed EMPs that mandate regular contractor reports aligned with NEMA guidelines, including post-completion monitoring requirements.

In Uganda, key mechanisms include the required approval of Environmental Social Impact Assessments (ESIAs) by the National Environmental Management Authority (NEMA), complemented by the development and implementation of project-specific Environmental Social Impact Monitoring Plans and subsequent ESIA follow-ups. Further measures like the gazetting of environmentally sensitive areas and procedures for compensating and relocating PAPs are also implemented according to individual project needs and their environmental and social monitoring plans.

#### <Evaluation Result>

In light of the above, some problems have been observed in terms of the institutional/organizational, technical, and financial aspects of the implementing agencies. Therefore, the sustainability of the project effects is ②.

#### 5 Summary of the Evaluation

The project prepared the Master Plan (MP), specifically the Logistics Master Plan with Regional Development Strategy (target year 2030). After project completion, the MP has been partially utilized: in both Kenya and Uganda, although not officially approved as a policy document, the MP has served as a reference in formulating development policies and plans, and a fair number of its suggested projects have either been prepared for implementation or are already underway. Regarding sustainability, while there are concerns about institutional/organizational and technical aspects of coordination functions for MP implementation in both countries and funding for some individual projects in Kenya, the MP's alignment with mainstream development policies in both countries is a strength.

Considering all of the above points, this project is evaluated to be satisfactory.

### III. Recommendations & Lessons Learned

#### Recommendations for Implementing Agency:

##### [Kenya]

The NCTTCA is the institution which is responsible for the coordination of NEC initiatives. However, since the NCTTCA belongs to the state department of transport, it doesn't have the authority to coordinate projects conducted by the other agencies, even though MP includes the projects conducted by the other ministries. The GOK is recommended to put the NCTTCA to the ministry level or create a coordinating mechanism involving the related agencies to implement the project related to MP and improve the NEC. The most favorable approach based on previously executed multi-sectoral projects is to embed the master plan in a Ministry that has a mandate of policy implementation [e.g. Kenya Vision 2030] that cuts across all the other ministries, and this will enable the coordination to be easy as it aligns with the ministry's other functions.

##### [Uganda]

Regardless of the fact that the MP was not approved and officially adopted, MoWT should take advantage of the program approach under the National Development Plan IV to maximally rally other Ministries to implement more proposed projects. MOWT belongs to a number of Program Working Groups which gives them a coordinating advantage. It is expected that MoWT will leverage this position to take a leading role in fostering coordination among the relevant agencies.

#### Lessons Learned for JICA:

##### [Kenya]

For the MoRT and other relevant ministries/agencies, it is difficult to implement some of the proposed projects in line with the MP because those projects proposed in the MP include not only projects under the jurisdiction of the MoRT but also projects under the jurisdiction of other ministries and agencies. In particular, it is important to engage organizations such as the National Treasury and Economic Planning, and to ensure that the plan is incorporated into the review of medium-term plans based on national long-term strategies such as Kenya Vision 2030.

In addition to including the related ministries and agencies involved in the MP formulation process, consider the establishment of the coordination mechanism to implement proposed projects in the MP, and if there is a coordinating institute, grant them the authority to coordinate.<sup>9</sup>

##### [Uganda]

The reason as to why the MP was not approved in Uganda was due to the MP cost that was perceived as being beyond GOU's capacity to mobilize. It is recommended that for future Masterplans, Ministry of Finance, Planning and Economic Development is engaged at higher levels for them to review the MP costs and advise before completion of the MP.

<sup>9</sup> A necessity for a coordination mechanism was also highlighted as a lesson learned from previous master plan formulation projects, and although the implementing agencies made some efforts to address it during the implementation of this project, they were not able to fully ensure such measures after the project was completed.