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For further information please visit the Virtual PIDA Information Centre at www.au-pida.org.

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The Institutional Architecture for Infrastructure Development in Africa (IAIDA) Handbook
ACKNOWLEDGEMENT

The Institutional Architecture for Infrastructure Development in Africa (IAIDA) Handbook outlines the roles and responsibilities of PIDA Implementing Partners both at decision-making and implementation level. The IAIDA Handbook is a publication of the African Union Commission (AUC), in partnership with the African Development Bank (AfDB), the NEPAD Planning and Coordinating Agency (NPCA) and the United Nations Economic Commission for Africa (ECA).

The Handbook is a joint effort from experts affiliated with the AUC, the AfDB, the NPCA and the ECA. Together, the authors provided insight into the PIDA implementation process, which is grounded in the Institutional Architecture for Infrastructure Development in Africa (IAIDA).

The main purpose of this Handbook is to provide in one document a summary of the roles and responsibilities of the key stakeholders both at decision-making and implementation processes for an efficient and effective steering and coordination of PIDA Implementation.

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The Programme for Infrastructure Development in Africa (PIDA) is an African Union Commission (AUC) initiative, in partnership with the NEPAD Planning and Coordinating Agency (NPCA) and the African Development Bank (AfDB). The AU Assembly (Assembly/AU/Decl.2 (XVIII)) approved PIDA and the Institutional Architecture for Infrastructure Development in Africa (IAIDA) during the 18th ordinary session of the Heads of State and Government, held in Addis Ababa, Ethiopia, on 29 and 30 January 2012.

The PIDA Priority Action Plan (PIDA-PAP), with implementation period till 2020, comprises 51 programmes and projects divided into more than 400 actionable projects covering the sectors Transport, Energy, Information and Communication Technology (ICT) and Trans-Boundary Water Management. PIDA will enable countries to meet forecast demand for infrastructure services and boost competitiveness by: (i) Increasing efficiencies; (ii) Accelerating growth; (iii) Facilitating integration in the world economy; (iv) Improving living standards and; (v) Unleashing intra-African trade.

PIDA assumes that the average economic growth rate for African countries will be 6% a year between 2010 and 2040, driven by a surging population, increasing levels of education and technology absorption. This growth implies that, within 30 years, the GDP of African countries will multiply six-fold and the average per capita income will rise above $10,000 for all countries. This continuing growth and prosperity will swell the demand for infrastructure, already one of the continent’s greatest impediments to sustainable development. As a result:

- Power needs will increase six times; Africa will reap savings on electricity production costs of $30 billion a year, or $850 billion through to 2040.
- Transport volumes will increase 6–8 times, with a particularly strong increase of up to 14 times for some landlocked countries; Transport efficiency will allow gains of at least $172 billion in the African Regional Transport Integration Network (ARTIN), with the potential for much larger savings as trade corridors open.
• Water needs will push some river basins—including the Nile, Niger, Orange and Volta basins—to the ecological brink; the necessary infrastructure for water storage needed for food production and trade will be realized.

• Information and Communications Technology (ICT) demand will swell by a factor of 20 before 2020 as Africa catches up with broadband.

Since the adoption of PIDA in January 2012, many activities have been undertaken in the areas of creating an enabling environment, human capacity building and advocacy towards high-level decision makers including:

• Development of the Virtual PIDA Information Center VPIC (www.au-pida.org)
First meeting of the Council for Infrastructure Development in January 2014;
Dakar Financing Summit in June 2014;
Launch of the PIDA Service Delivery Mechanism in November 2014;
Organization of the First and Second PIDA Week in November 2015 and 2016 including the meetings of Infrastructure Advisory Group and the Council for Infrastructure Development, etc; and

In addition, initiatives such as the Project Preparation Facilities (PPF) Network as well as the PIDA Journalists Network have been established to facilitate synergies among donors and to increase the visibility of PIDA, its projects and its impact respectively.
The 2012 African Union Summit adopted the Institutional Architecture for Infrastructure Development in Africa (IAIDA) to support a smooth implementation of PIDA.

The main objective of IAIDA is to create an integrated and enabling management environment capable of enhancing the capacity of the African Union and its institutions to streamline all efforts into tangible achievements.

IAIDA comprises two mechanisms including decision-making and implementation that are hereafter defined with respect to the political mandates of the participating institutions.
The African Union Commission (AUC)

The African Union vision is “An integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the global arena”. Agenda 2063, officially adopted by the AU Assembly in 2015, provides a new collective vision and roadmap to build a prosperous and united Africa based on shared values and a common destiny.

The Department of Infrastructure and Energy is responsible for overseeing infrastructure development and operational efficiency in the sectors of Energy, Transport, Information and Communication Technologies (ICT) and Tourism at the African Union Commission. Its main goal is: “Achieving integrated infrastructure of energy, transport, ICT and tourism that is safe, reliable, efficient and affordable, capable of promoting regional and continental integration as well as sustainable development of the Continent”.

The main roles of the Department with regards to PIDA implementation are as follows:

1. Ensure that PIDA is reflected within the AU Agenda 2063 and within the agenda of all related Specialized Technical Committees (STCs);
2. Mobilize Resources notably domestic resources under the NEPAD Infrastructure Project Preparation Facility (IPPF) for project preparation;
3. Develop and implement the PIDA Communication strategy;
4. Coordinate PIDA events including PIDA Week and African Union Partners’ Group (AUPG) for projects promotion;
5. Organize regular meetings of the PIDA Implementation Steering Committee, the Infrastructure Advisory Group (IAG) and the Council for Infrastructure Development (CID);
6. Coordinate Regional consultation meetings to follow-up on the implementation of priority projects;
7. Conduct studies notably on PIDA reviews, regulatory frameworks and cross-cutting issues for infrastructure development;

8. Mobilize partner funds for Capacity Building programme;

9. Formulate and propose policies and regulatory frameworks for infrastructure development; and

10. Organize the meetings of the EU-Africa Infrastructure Partnership.
2. The NEPAD Planning and Coordinating Agency (NPCA)

The mandate of the NEPAD Planning and Coordinating Agency (NPCA) is to: (i) Facilitate and coordinate the implementation of continental and regional priority programmes and projects; (ii) Mobilise resources and partners in support of the implementation of Africa’s priority programmes and projects; (iii) Conduct and coordinate research and knowledge management; (iv) Monitor and evaluate the implementation of programmes and projects; and (v) Advocate on the AU and NEPAD vision, mission and core values.

The NPCA’s Regional Integration, Infrastructure and Trade Programme (RIITP) was established in 2016 as one of four broad pillars for the Agency’s delivery on its mandate. The RIITP is the focal unit to drive the NEPAD Agency’s implementation of PIDA across the four sectors of Energy, ICT, Transport and Water as well as trade facilitation initiatives in the context of Boosting Intra-African Trade (BIAT) and Accelerating Industrial Development in Africa (AIDA) initiatives. With regards to PIDA implementation, the roles and responsibilities of the RIITP are:

1. Acceleration of PIDA projects through five implementation instruments:
   - Service Delivery Mechanism (SDM) & Project Preparation Facility (PPF);
   - Continental Business Network (CBN) & Africa50;
   - Regulatory and Policy Support;
   - PIDA Information Management (Africa Infrastructure Database and Virtual PIDA Information Center, www.au-pida.org); and
• PIDA Implementation Monitoring, Evaluation and Reporting (Virtual PIDA Information Centre);

2. Strengthening regional and national organizations/institutions through the Infrastructure Skills for Development (IS4D) project with Australia and other capacity building measurements (e.g. with support of Germany through GIZ);

3. Providing technical assistance to Regional Economic Communities (RECs) to undertake upstream pre-investment work to move PIDA projects to bankability, financing and implementation through the PIDA Capacity Building Programme supported by the African Development Bank (AfDB); and

4. Engaging African leaders to champion PIDA projects through the Presidential Infrastructure Champion Initiative (PICI).

3. The African Development Bank (AfDB)

The African Development Bank (AfDB) is the premier multi-lateral development finance institution fostering economic growth and social progress in Africa. The AfDB’s primary goal is to reduce poverty and improve living standards by mobilizing resources within and outside Africa, and providing financial and technical assistance for development programs and projects in Africa. The Bank’s ‘High 5s’ provide the overarching framework for its activities to accelerate Africa’s economic transformation by focusing on five core priorities (i.e., ‘Feed Africa’ ‘Light up and Power Africa,’ ‘Industrialize Africa,’ ‘Integrate Africa,’ ‘Improve the Quality of Life for the People of Africa’). Regional Integration (RI) and Infrastructure has been part of the Bank’s mandate since its creation in 1963.

Today, “Integrate Africa” is one of the Bank’s five development priorities as articulated in the High Fives (H5s). Operationally, the Regional Integration Coordination Office (RDRI) at the Bank serves as the organizational “hub” to oversee implementation of the Regional Integration Strategy (RIS) as well as coordination and management of continental infrastructure initiatives including PIDA. The African Development Bank is a partner executing agency of the Programme for Infrastructure Development in Africa (PIDA).
The main roles of the Bank include:

1. Contractual, financial, technical and administrative management of the programme including responsibility for procurement procedures, in conformity with its existing regulations, budget management and disbursements;

2. Foster institutional arrangements, legal frameworks, and the financing mechanisms for the implementation and monitoring of PIDA programs;

3. Mobilize and provide resources for capacity building of RECs, countries and specialized institutions as well as project preparation and investment in infrastructure development;

4. Work closely with partner implementing agencies for effective implementation and process management;

5. Champion regional integration and provide direct and indirect operational support.

4. The United Nations Economic Commission for Africa (ECA)

Infrastructure development falls mainly within the Regional Integration and Trade sub-programme of ECA. One of the objectives of the sub-programme is to contribute to Africa’s transformation agenda through conducting research and analytical work in support of the efforts of Member States to implement the Action Plan for Accelerated Industrial Development in Africa (AIDA), PIDA and other initiatives in the areas of industrialization and infrastructure that promote regional integration as a strategy for economic development. ECA also promotes climate resilient infrastructure, and is involved in a newly created facility to build capacity in planning, designing and constructing climate resilient infrastructure. PIDA was the basis of a technical study on which the facility is anchored. PIDA projects will be prioritized in the use of the facility.

In facilitating private sector investment in infrastructure projects, and in response to a request of African Heads of States, ECA produced a continental framework which harmonizes policies, laws and regulations pertaining to investment in transboundary infrastructure. ECA also conducted a comprehensive study on investment risks and risk mitigation with
particular reference to the 16 infrastructure projects adopted in Dakar at the Dakar Financing Summit (DFS).

ECA continues to be involved in mainstreaming PIDA in UN processes and initiatives such as:

1. The 2030 Agenda for Sustainable Development;
2. The Vienna Programme of Action that deals with transit transport issues for landlocked countries, including infrastructure; and
3. Sustainable Energy for All (SE4All).
5. **Regional Economic Communities (RECs) – Infrastructure Department**

Key PIDA activities are undertaken at country and Regional Economic Community (REC) levels. RECs’ strategic or programmatic frameworks are used as guidelines. RECs and Member States are the pillars of the integration process. PIDA activities at the RECs level include:

1. Sensitize Member States through Sectorial Ministerial Conferences to ensure continued alignment of national infrastructure priority projects and plans with PIDA PAP;
2. Prioritize regional projects;
3. Provide regular information on the implementation status of the regional PIDA PAP projects to be included in the Africa Infrastructure Database (AID); and
4. Assess available capacities and gaps to properly and timely implement PIDA PAP projects and identify studies and training for human capacity building.

6. **Member States**

Member States are responsible for implementing PIDA projects. They, therefore, have the duty to mainstream PIDA projects in national infrastructure development plans and allocate budgets to the projects, to the extent possible. Member States should also play a lead role in raising awareness of PIDA projects at the national level, placing PIDA on the national agenda and mobilizing resources for the implementation of its projects. In addition, Member States should be actively involved in monitoring progress in the implementation of PIDA projects.

7. **Partners and the Infrastructure Consortium for Africa (ICA)**

Different partner countries are supporting the implementation of PIDA and its projects through infrastructure investment and capacity building. Hereby, the Infrastructure Consortium for Africa (ICA) serves as a key platform for donor and partner coordination for coherent approaches towards infrastructure development in Africa.
DESCRIPTION OF THE KEY IAIDA PROCEDURAL ORGANS

PIDA’s governance processes are anchored in the IAIDA. The latter details the institutional environment for the development of integrated African infrastructure and serves as the reference framework for the PIDA, covering transport, energy, ICT and water.

For monitoring and evaluation, coordination and reporting for decision making, IAIDA includes three (3) key procedural organs named in decreasing order of hierarchy as follows:

1. Council for Infrastructure Development (CID);
2. Infrastructure Advisory Group (IAG); and
3. PIDA Steering Committee.
The missions/mandate and composition of these organs is presented on the following pages.

1. Council for Infrastructure Development (CID)

Mission

The main function of the CID is to review selected projects and ensure coherence and harmonization across sectors, arbitrate and approve priority projects, as well as provide strategic guidance for resource mobilization and technical cooperation. It also reviews project or programme implementation reports and may resolve any issue brought to its attention.

The CID advises the AU Executive Council on ways of tackling challenges in the implementation of PIDA projects and guarantees successful realization of the programme by 2020.
Composition

The CID is composed of the following members:

1. The Chairperson of the AUC, Chairperson of the CID;
2. The Four (4) Chairpersons of the bureau of the STCs;
3. The Chief Executive Officer of NPCA;
4. The Eight (8) CEOs/Executive Secretaries of the RECs;
5. The President of the African Development Bank (AfDB);
6. The Executive Secretary of the United Nations Economic Commission for Africa (UNECA); and
7. The Chair of the Presidential Infrastructure Champion Initiative (PICI).

The African Union Department of Infrastructure and Energy is the Secretariat of the CID.
2. Infrastructure Advisory Group (IAG)

Mission
The Infrastructure Advisory Group advises the AUC on technical economic and financial relevance on sectoral infrastructure projects and programmes. The Group is in charge of alignment of programmes to African priorities; resource mobilization strategies and policies; and lobbying and advocacy. It meets at least twice a year in ordinary sessions to prepare the CID meetings.

Composition
The Infrastructure Advisory Group chaired by the Commissioner for Infrastructure and Energy is composed of the following members:

1. The AUC Director for Infrastructure and Energy;
2. The AUC Director in charge of Water;
3. The Vice President in charge of Infrastructure at the African Development Bank;
4. The Representative of the United Nations Economic Commission for Africa in charge of Infrastructure;
5. NPCA Directors in charge of Infrastructure;
6. The Directors of Infrastructure of the Regional Economic Communities;
7. The Representative of the Network of African Development and Regional Banks;
8. The PICI Representative;
9. Representatives of the African Specialized Institutions and Agencies;
10. Representatives of CEO of regional Regulatory Bodies/associations.

The NPCA’s Regional Integration Infrastructure and Trade Programme serves as the Secretariat of the IAG.
3. **PIDA Steering Committee (PSC)**

The PIDA Steering Committee (PSC) is an ad-hoc organ to provide advice to the IAG on the implementation of PIDA. It is co-chaired by the AU Director for Infrastructure and Energy and the NPCA Head of Regional Integration Infrastructure and Trade.

**Mission**

1. Prioritize PIDA projects while ensuring coherence and harmonization across sectors;
2. Process the review of the PIDA PAP;
3. Propose to decision making organs resource mobilization strategies and policies;
4. Prepare projects and programmes implementation reports and recommendations to the IAG;
5. Prepare the statutory meetings of the IAG and CID;
6. Organize communication and advocacy events such as PIDA Week and Road Show.

**Composition**

The CID is composed of the following members:

1. The African Union Department of Infrastructure and Energy;
2. The African Development Bank (AfDB);
3. The United Nations Economic Commission for Africa (UNECA);
4. The NEPAD Planning and Coordinating Agency (NPCA);
5. Regional Economic Communities;
6. Partner Institutions like GIZ as observers.

The NPCA is the Secretariat of the PIDA Steering Committee.
The purpose of this handbook is to inform Member States, intergovernmental organizations and the Regional Economic Communities on the Institutional Architecture for Infrastructure Development in Africa (IAIDA), the implementation strategy for the PIDA programme and its related projects.

Implementing PIDA will rely on all actors at all levels of the African development process taking coordinated action—AUC, NPCA and ECA at the continental level, the RECs at the regional level and, at the national level, the individual countries on whose territory the projects will be constructed and whose populations should benefit from them. These key governance processes ensure that the PIDA PAP achieves the goals established for 2020 by adhering to a robust and transparent process.
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<tr>
<th>Outputs</th>
<th>Expected Deliverables</th>
<th>Remarks</th>
</tr>
</thead>
</table>
| PIDA PAP implementation promoted and facilitated | • Concrete actions to accelerate PIDA-PAP implementation to be submitted to the CID through the IAG  
• PIDA ownership by Member States  
• Advocacy for domestic resource mobilization for PIDA PAP projects  
• PIDA Study documents published  
• PIDA Week  
• AU Partners’ Group | AUC  
NPCA  
RECs, AfDB  
ECA  
Member States |
| PIDA report finalized and published          | Annual PIDA Implementation Progress Report  
VPIC and AID available for use | NPCA  
AUC/ AfDB |
| Virtual PIDA Information Center (VPIC) / Africa Infrastructure Database (AID) architecture developed and managed |  
Institutional Arrangement (CID and IAG of the IAIDA structure) for PIDA Implementation operationalized | NPCA  
AUC  
NPCA/ AfDB/ AUC |
| RECs PIDA Capacity Building Programmes implemented | RECs capacitated  
AUC DIE capacitated | NPCA  
AUC  
ECA |
<p>| AUC PIDA Capacity Building Programmes implemented | AUC DIE capacitated | AUC |</p>
<table>
<thead>
<tr>
<th>Outputs</th>
<th>Expected Deliverables</th>
<th>Remarks</th>
</tr>
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</table>
| Resources mobilized and partnerships enhanced | • SDM Operational Procedures & Manual.  
• Council of the CBN operationalized.  
• Portfolio of PIDA projects to be considered by Africa50. | NPCA | AfDB/ AUC/ Partners |
| Communication strategy operationalized | • Production of promotional materials  
• Video documentary on PIDA.  
• Production and deployment of tools which address the concerns of investors.  
• Production of Video News Release which can be embedded in regular TV programmes across Africa.  
• Aggressive use of social network to underscore the development gains of infrastructure on personal levels.  
• Initiate an informal Infrastructure Advisory Council composed of high net worth Africans as “ambassadors” across Africa.  
• Use the Continental Business Network as an outreach/ advocacy platform.  
• Use the PIDA Journalists Network to increase the visibility of PIDA. | AUC | NPCA ECA |