



THE INVESTMENT OPPORTUNITIES BRIEF (IOB) CONSULTATIVE PROCESS: KEY FINDINGS AND RECOMMENDATIONS

March 2015

The United Nations Office of the Special Envoy of the Secretary-General for the Great Lakes Region

The establishment of the United Nations Office of the Special Envoy of the Secretary-General for the Great Lakes Region (OSESG) represents the most recent effort by the United Nations to bring peace and stability to Africa's Great Lakes sub-region, which has been plagued by decades of political instability and armed conflicts, porous borders and humanitarian crisis, along with tensions over natural resources and other potentially destabilising factors. A key step in recent efforts has been the adoption, in February 2013, of a UN-brokered accord aimed at stabilising the Democratic Republic of the Congo and the region. The Peace, Security and Cooperation Framework – signed by Angola, Burundi, Central African Republic, the Republic of the Congo, the Democratic Republic of the Congo, Kenya, Rwanda, South Africa, South Sudan, Sudan, Uganda, Tanzania and Zambia – encompasses commitments at the national, regional and international levels to bring peace and stability to the eastern DRC and the region. The OSE-GL has been especially tasked with supporting the implementation of this “Framework of Hope”.

The International Conference on the Great Lakes Region

The International Conference on the Great Lakes Region (ICGLR) is an inter-governmental organisation of the countries in the African Great Lakes Region. Its founding history began in 2000 when the United Nations Security Council, as stated in its resolutions 1291 and 1304, called for an International Conference of peace, security, democracy and development in the Great Lakes region. Later that year, the Secretariat of the International Conference was established in Nairobi, Kenya, under the umbrella of the United Nations and the African Union. The ICGLR Executive Secretariat celebrated its inauguration in May 2007 at its headquarters in Bujumbura, Burundi. Its responsibility is to coordinate, facilitate, monitor and thereby ensure the implementation of the Pact in order to attain peace, security, political stability and development in the Great Lakes Region. The organisation is composed of twelve member states, namely: Angola, Burundi, Central African Republic, Republic of Congo, Democratic Republic of Congo, Kenya, Uganda, Rwanda, Republic of South Sudan, Sudan, Tanzania and Zambia.

This project background and overview document is part of a three volume set of documents and should be read in conjunction with Investing in the Great Lakes Region: An Opportunities Brief, Volume 1: Promoting Increased Private Sector Investment in the Great Lakes Region and Volume 2: Country Profiles of the Expanded Great Lakes Region: The 13 Peace, Security and Cooperation Framework Signatories

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Abbreviations and Acronyms

AA	Action Aid
ACTED	Agency for Technical Cooperation and Development
AECF	Africa Enterprise Challenge Fund
AT	AEGI Trust
AFD	French Agency for Development
AFDB	African Development Bank
AHA	Africa Humanitarian Action
AI	Amnesty International
AGRA	Alliance for Green Revolution in Africa
ANIP	Angolan National Private Investment
API	Angola Partnership Initiative
ASAREC	Association for Strengthening Agricultural Research in Eastern and Central Africa
AWEPA	Association of European Parliaments with Africa
BMG	Bill and Melinda Gates Foundation
BOT	Build - Operate - Transfer
CAR	Central African Republic
CDF	Community Development Fund
CENSAD	Community of Sahel Saharan States
CES	Cooperazione e Sviluppo
CF	Clinton Foundation
CEPGL	Communauté Économique des Pays des Grand Lacs
CIDA	Canadian International Development Agency
CIPA	Community Initiative for Prevention of HIV/AIDS
CLSP	Strategic Framework for Growth and Poverty Reduction (Cadre de Croissance et Lutte contre la Pauvreté)
COMESA	Common Market for East and Southern Africa
CORAID	Catholic Organization for Relief and Develop Aid
COU-PDR	Church of Uganda – Program Development and Relief
COU-KDPA	Church of Uganda – Karamoja Diocese Development Services
CPAR	Canadian Physicians for Aid and Relief
CRS	Catholic Relief Services
CWR	Concern Worldwide Foundation
DANIDA	Denmark Embassy
DCA	Dan Church Aid
DDAG	Darfur Development Advisory Group
DDRO	Darfur Development
DFID	UK Department for International Development
DRC	Democratic Republic of the Congo
EAC	East African Community
ECCAS	Economic Commission of Central Africa States
DWB	Doctors without Borders
ECGLC	Economic Community of the Great Lake Countries
EU	European Union
EC	European Union Commission
FTA	Free Trade Agreement
GDP	Gross Domestic Product
GF	Global Fund
GIF	Global Integrity
GIZ	German Development Agency
GLR	Great Lakes Region
GLRPSIC	Great Lakes Region Private Sector Investment Conference
GOA	Government of Angola
GOZ	Government of Zambia
HBF	Howard Buffet Foundation
ICGLR	International Conference on the Great Lakes Region
ICT	Information, Communications and Technology
ICRC	International Committee of the Red Cross
IEE	International Education Exchange
IF	Imbutu Foundation
IFAD	International Fund for Agricultural Development

IFC	International Finance Corporation
IGAD	Intergovernmental Authority on Development
ILO	International Labor Organization
IMF	International Monetary Fund
IOB	Investment Opportunities Brief
IPP	Independent Power Producer
Irish AID	Irish Agency for International AID
ISS Africa	Institute for Security Studies Africa
IWPR	Institute for War and Peace Reporting - Netherlands
JRF	Jesuit Refugee Foundation
KPA	Kenya Ports Authority
KSI	Kickstart International
LWF	Lutheran World Federation
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
MONARLIP	Moroto Nakapiripirh Religious Leaders Initiatives for Peace
MSF	Medecin Sans Frontieres
MV	Millennium Village
NGO	Non-Governmental Organization
NORAD	Norwegian Agency for Development
OCHA	Office for the Coordination of Humanitarian Affairs
OHADA	Organization for the Harmonization of Business law in Africa
ONE	One Acre Fund
OSESG	The Office of the Special Envoy of the Secretary General for the Great Lakes Region
PMI	President Malaria Initiative
PPP	Public Private Partnership
PEMR	Public Expenditures Management Review
PSCF	Peace, Security and Cooperation Framework
RAKAI	Rakai Counsellors Association
RACOBABO	Rakai Community Based AIDS organization
REACH	Reproductive Educative and Community Health Program
RF	Rockefeller Foundation
R2P	Right to Play
RISD	Rwanda Initiative for Sustainable Development
SADC	Southern African Development Community
SDC	Swiss Development Cooperation
SEZs	Special Economic Zones
SIDA	Swedish International Development Agency
SNV	Netherlands Development Agency
SOCAIDO	Soroti Catholic Diocese Integrated Development Organization
SSD	Caritias Moroto Social Services and Development
SuWEP	Sudanese Women Empowerment for Peace
TPO	Transcultural Psychosocial Organization
TSC	Technical Support Committee
UCAA	Uganda Change Agent Association
UDN	Uganda Debt Network
UJCC	Uganda Joint Christian Council
ULA	Uganda Land Association
UN	United Nations
UNDP	United Nations Development Program
UNIDO	United Nations Industrial Development Organization
USAID	United States Agency for International Development
UWONET	Uganda Women Network
WB	World Bank
WFE	Wellspring Foundation for Education
WFP	World Food Programme
WHO	World Health Organization
WV	World Vision
WVI	World Vision International
WWF	World Wildlife Foundation

Executive Summary

In February 2014, the 13 signatories of the Peace, Security and Cooperation Framework of the Great Lakes Region agreed among themselves that an important additional lever, to undertake in their collective efforts to stimulate regional integration and to foster collective economic development, was to pursue the engagement of private sector investors in the various projects being undertaken across the region.

Convening a "Private Sector Investment Conference" and developing an "Investment Opportunities Brief" as an illustrative guide to the potential of the region was identified as a concrete process to commence and stimulate intra-regional trade and investment, to change perceptions about the region as one solely with a troubled and conflict filled past, and to attract new investors to the region based on the attractive rates of return possible.

A key component to the development of the Investment Opportunities Brief (IOB) was the identification of illustrative projects across the region that fit the criteria of including at least two countries and/or one country if it's a project that had a "regional impact" (i.e. supported development in neighboring Great Lakes countries, such as the potential supply of petroleum products in the region from the Uganda Oil Refinery project). To identify such "projects", it was determined that a process of consultation with the member state signatory countries be undertaken to also assess what the national project priorities were and to identify who the promoters and/or existing/ potential supporters are.

A set of criteria were also agreed upon to create a common lens and set of metrics through which to evaluate the projects. Seven sectors – Agriculture, Energy, Finance, ICT, Infrastructure, Mining, and Tourism – were identified as priorities given their potential for creating job, economy stimulation, and their potential catalytic impact in the region.

The metrics used in the abovementioned evaluation "lens" involved analyzing the projects identified using a 10 question project review process:

To what extent:	Score	Evidence
Is the project viable and attractive as a private sector or PPP initiative?		
Given the existing market opportunity	1-5	Competitiveness given local, regional, international demand, supply and price
Given the existing incentives for the project	1-5	Competitiveness given fiscal, infrastructure, available technical support
Given available risk mitigants	1-5	Competitiveness given available guarantees, on-going peace advocacy/ programmes
Given the uniqueness of opportunity and/or asset	1-5	Competitiveness given the uniqueness of product/resources/markets
Is the project aligned with the goals of the PSCF and likely to have the desired development impact?		
Engages target communities-women/youth/ex-combatants/refugees	1-5	Projected job creation, income generations, skills development
Facilitates/supports increased regional integration	1-5	Projected inclusion of/impact upon two or more countries
Can be undertaken in adherence to high governance standards	1-5	Projected compliance with globally accepted good practice in terms of responsible investment
Is the project ready to be implemented?		
Has strong government, private sector, social enterprise, and/or development partner support	1-5	Existing stakeholders to drive/promote/support/fund implementation of the project
A feasibility assessment/business planning exercise has been carried out	1-5	Existing design and analysis of the project
Can be completed within 2 – 4 years	1-5	Estimated project cycle of within 2 -4 years
Overall Prioritization	1-5	Weighted average score on all 10 questions

Evaluation Key: 5=Very High; 4=Positive; 3=Neutral; 2=Negative; 1=Very Negative

Note: Weightings for each criteria can be adjusted depending on priorities; analysis presented in this report assumes equal weight for each criteria.

Thus, over a six month period, a consulting team was dispatched to visit national stakeholders suggested by representatives of the International Conference on the Great Lakes Region, the UN, the government and private sector representatives in each country. Furthermore, representatives of regional economic communities in the region, development finance institutions and development partners active in the region were also interviewed and requested to suggest projects that would have the desired economic impact on the region when undertaken.

Consultative visits were made to 12 of the 13 countries (Angola, Burundi, the Republic of Congo, the Democratic Republic of Congo, Kenya, Rwanda, South Africa, South Sudan, Tanzania, Uganda, and Zambia). Efforts were made to also identify domestic private investors that were active in more than one country in the region, and to engage with organized business bodies

to gauge their interest in meeting other private sector members in the signatory countries of the Peace, Security and Cooperation Framework (PSCF). There was a general positive response to the idea of participating in a platform that would bring the private sector of the 13 countries together to explore partnership, investment opportunities and public-private partnerships.

In total, 404 projects were suggested and reviewed during the consultation process. Many were ultimately determined to have their greatest impact domestically and as such not given high rankings for their regional impact and regional economic development fostering potential, even if they were admittedly potentially strong domestic projects. Furthermore, a definitive decision was made to denote the projects to be profiled in the Investment Opportunities Brief as “Illustrative” projects, not excluding other projects that investors might be interested in and “should” invest in, or that should be promoted to investors.

ILLUSTRATIVE SECTORAL PROJECTS

Agriculture	
1	Transfrontier Markets
2	SAGCOT
3	South Sudan Nzara Agro Industrial Complex
4	Ruzizi Growth Pole
5	UNDP Regional Maize VC Project
6	ABSA-SAB Miller DRC Grains Project
7	Rwanda Bonded Warehouse Facility
Energy	
8	WB/CEPGL Ruzizi III
9	DRC/Rwanda Lake Kivu Methane Gas Development
10	WB/CEPGL Ruzizi I and II Rehabilitation
Finance	
11	ICGLR Regional Microfinance Project/ SOIGL
12	ICGLR/ CEPGL Reestablishment of the Development Bank of the Great Lakes States
ICT	
13	WB Central Africa Backbone Project
Infrastructure	
14	Trademark East Africa Northern Corridor
15	Angola/ DRC/ Zambia Lobito Corridor
16	ICGLR Southern Corridor
17	CEPGL One Stop Border Posts
18	South Sudan/ Kenya Lamu Port/ LAPSET Corridor
19	Kisumu Port and Other Lake Victoria Ports
20	Brazzaville, Congo – Kinshasa, DRC Road – Rail – Bridge
21	Central Multimodal Transport Corridor
Mining	
22	Uganda Oil Refinery
23	Chambers Federation South Kivu DRC Cooperative Mining Project
Tourism	
24	IGAD Sustainable Tourism Roadmap
25	Lake View Resort City in Kisumu, Kenya

The underlying aim was to identify projects that offer public-

private collaboration opportunities that involved multiple countries, and that illustrated the economic opportunities existent and emerging in the region. Twenty-five projects were identified that fit these criteria and these were chosen for presentation in the IOB. However, a decision was also taken that it would be useful to make this a living document and establish a digital online database, where projects could be uploaded and classified by sector and country so that those seeking investment opportunities in the region could search for initiatives that might not be included among the illustrative projects. Furthermore, beyond the timeframe of the convening of the inaugural “Investment Conference”, it was determined that it would be useful to have a repository of opportunities that could be updated as new initiatives are developed and new opportunities are identified.

An additional aim of the consultative process was to create initial awareness of the planned Great Lakes Region Private Sector Investment Conference. The conference has been conceptualized as an important component of a multi-year investment promotion campaign, and therefore would ideally occur on an annual basis with the host country rotating between PSCF signatory countries of the Great Lakes Region. Ideally, the conference and investment generation campaign would be embedded in and support the proposed “ICGLR Private Sector Forum”.

The Conference would also ultimately be designed to foster interaction, learning and ‘matchmaking’ around concrete investment opportunities. With a view to achieving its objectives, it would be structured in different ways including plenary sessions to set the context, along with sector-focused break-away sessions, and a wrap up session(s) at the end of the event. It is also envisioned that the Conference will involve high level speakers from the public and private sectors.

As a proposed two-day conference, it has also been envisioned that the event could involve a Public-Private Dialogue (PPD) and a session to highlight regional economic development trends and opportunities and showcase various investments that have been made to date in the region. Additionally, it could serve as a platform for the announcements of new investments and investment pledges for the near future.

Lastly, the conference would also, ideally, offer the PSCF signatories an opportunity to showcase priority projects under country specific pavilions or exhibition stands, manned by national investment agency authorities and possibly project promoters.

Overall, along the path of developing the IOB and consulting with project stakeholders, the consultative process involved “technical meetings” of stakeholders to provide input and insight on the process at various stages to ensure collective input and buy-in into, not only the work that was being done,

but also to seek advice on “how” such a task should be done.

LESSONS LEARNED

Key lessons learned during the process included the following:

- a) **Regional Efforts are Working but Need to Be Accelerated and Deepened to Support the PSCF and to Attract More Private Sector Investment** – While efforts to stimulate economic development regionally and foster regional integration specifically are increasing, greater emphasis on harmonizing cross-border trade policies and regulations and working to improve the ability for capital and human capital resources, to move within the region, would stimulate greater regional economic growth;
- b) **A Great Lakes Region Business Forum would be Constructive and Helpful** – A public sector effort to establish a platform for private sector actors to meet and focus on potential areas of collaboration is a well endorsed idea and one that would have the support of a diverse group of stakeholders, including development partners, financial institutions as well as the PSCF signatory states and their organized business bodies;
- c) **Collaboration and Information Sharing Importance** – Improved collaboration and information-sharing between the various stakeholders working to promote peace, security and cooperation in the region is something that should be encouraged; it is relatively easy, given the size of the region and the various complexities found in each member state, to develop a very silo-oriented and narrow scope of vision and activity;
- d) **Women and Youth are Important Stakeholders to Support with Private Sector Investment Projects** – Women and youth are important stakeholders to consider supporting in all of the sectors identified, as their inclusion in greater numbers in the economic activity of the region (and their absorption among the ranks of the employed) would help reduce the potential for participation in disruptive and conflict oriented activity (especially for young men) and stimulate economic development at local and community levels toward the betterment of families in the region;
- e) **Transportation Corridors are Catalytic in Spurring Economic Development in the Region** – The crowding in of support and acceleration of implementation is most possible through the development of longstanding “corridors” in the region, and these corridor projects offer many types and sizes of “investment” opportunity as their development opens up access and the potential for commerce in the region;
- f) **Despite Historic Conflicts, the Great Lakes Region is already an Important Continental Investment**

Destination – There is importance in realizing that despite the past conflict in the region, countries, such as Angola, South Africa, Kenya, Tanzania, Rwanda, and Uganda within it, were emerging as leading investment capital destinations on the continent, and nations such as Kenya and South Africa (along with Nigeria in West Africa) are increasingly becoming important investment source countries for the PSCF region broadly;

- g) **Trading Natural Resources for Infrastructure Development is a Growing Model in Many Great Lakes Region Countries** – Commodity extraction opportunity for infrastructure development finance is emerging (driven by China) as an important alternative source of capital for infrastructure development in the region for countries with abundant natural resources, modest means, and significant needs, in terms of the construction of infrastructure, particularly transportation infrastructure such as road and railways; and
- h) **Developing, Refining and potentially even Providing After Investment Support for Identified Strategic Investment Projects should be a Component of the Great Lakes Region Investment Promotion Effort** – There are growing numbers of African investment conferences (particularly related to energy, mining, infrastructure and agriculture) and it will be important to differentiate the proposed Great Lakes Region Private Sector Conference from these competing efforts. Defining the investment opportunities with great specificity, identifying investors that have track records that indicate that they have the capacity to successfully undertake the initiatives, and establishing a target(s) for commitment levels of investment that should be garnered out of the conference are all key ways to ensure that the initiative is successful and impactful.

In addition to these findings, some potentially useful recommendations emerged in terms of things that seemed to be working among the PSCF member states to attract investment. The idea also emerged that there were replicable steps that could be followed to increase investment within each nation.

SELECTED RECOMMENDATIONS

These recommendations included the following:

- a) **Approach the Conference as an Inaugural Event that will also be Held Annually in Years to Come** – As this will be the first time that all of the countries and stakeholders undertake this type of collective investment promotion initiative, conceptualizing and developing it as one that will be convened annually to ensure that good projects may be in the pipeline and not ready for the inaugural get appropriate promotional support

when ready. This will help to ensure that the event plays a meaningful role in all of the 13 states' as well as ICGLR and OSESG's regional investment promotion efforts. Rotating the conference, so that each year it affords a different country the opportunity to be showcased, will also add value to the effort. Lastly, as a yearly effort, investors from year to year will have an opportunity to update stakeholders on progress (and challenges) and these testimonials can be used to attract new-to-market investors to the region;

- b) **Formally Promote Public Private Partnerships** – Developing formal public private partnership regulations, identifying strategic projects to promote as public-private partnership investment opportunities and priorities and the promotion of these projects to private sector investors and industry operators are a tangible way for nations to increase the role being played by the private sector in the achievement of the respective country's economic development agendas;
- c) **Promote Corridors and/ or Regional Value Chains and Special Economic Zones** – Identifying, creating, promoting and incentivizing collective activity from the public sector, private sector, social enterprise institutions and the development partner community to develop projects around established transport routes that connect the region, offer access to regional and international markets through ports (lake ports and sea ports), while promoting inclusive project development, where there are abundant natural resources, arable land, water, and human capital, is a constructive way to stimulate growth and development in a particular region;
- d) **Fully Leverage Regional Investors and Companies to Drive Regional Investment** – As nearly 24 percent of recent foreign direct investment in sub-Saharan Africa is being made by continentally based investors, it is prudent to pursue and support investors that already have a presence in the region (both domestic and multinational companies and investors) as they are more likely to understand and be able to navigate the nuances of the business environment in the region and mitigate against real and perceived risks in the region;
- e) **Pursue Regional Policy Development and Coordination** – Where countries are able to negotiate with one another and agree on shared strategy, regulation and policy (such has been the case in the East African Community), it creates a catalytic environment that is attractive to investors and encourages them to think and plan regionally and across borders, which helps to achieve regional integration goals. Key partners here include the regional economic communities: CEPGL, COMESA, EAC, IGAD and SADC;
- f) **Prioritize Key Regional Infrastructure Projects** – As job creation and increasing regional integration and trade are key aims of the PSCF, it will be valuable if PSCF members prioritize and agree to support selected infrastructure projects whose implementation will help accelerate these aims;
- g) **Promote Responsible Investment in the Extractive Industry Sectors** – As much of the conflict in the region has been tied to the natural resources and extractive sectors, strengthening public-private collaboration in this area and promoting responsible business practices, value addition and environmental sustainability will help achieve the aims of the PSCF;
- h) **Encourage the Expansion of Impact Investment** – Impact investing can play an important role in furthering efforts to develop inclusive business in the region. Thus, the development of incentives to support and attract impact investors to invest in the region should be encouraged;
- i) **Support ICGLR Leadership and Capacity Development Initiatives** – As ICGLR has emerged as a leading catalyst for development and the implementation of the PSCF, supporting the programmes and projects of ICGLR should be a priority for both development partners active in the region and private sector investors/ companies that aim to support the PSCF's implementation;
- j) **Support Social Enterprise within the PSCF Implementation Process** – There is an important role that social enterprises, NGOs and civil society (who often work closely with small holders and SMEs) in the region can play, and these institutions should be encouraged to work closely with both government and the private sector to support the participation of private sector companies and private investors in the Great Lakes Region;
- k) **Explore Opportunities to Work with Project Promoters to Develop Additional Investment Promotional Material and Analyses** – ICGLR and OSESG might consider supporting the creation of project development teams that can work with promoters before the conference and after the conference to ensure that the projects are presented in a way that responds to investors' interests and improves the likelihood that the projects and investments made are sustainable and get implemented as designed/ intended.

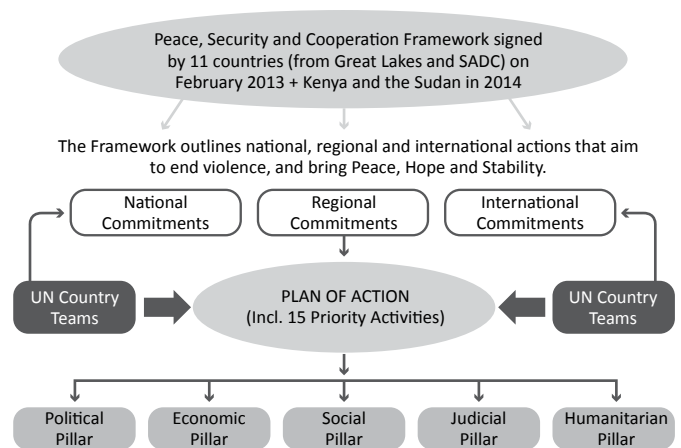
What is captured in this report is an overview of the process followed to identify the illustrative projects, engage with stakeholders, and develop the Investment Opportunities Brief.

Chapter 1. Great Lakes Region Investment Conference Origin and Mandate

In February 2013, 11 nations¹ signed the Peace, Security and Cooperation (PSC) Framework for the Democratic Republic of Congo (DRC) and the region. On 31 January, two more countries, Kenya and Sudan, became signatories of the PSC Framework. The framework aims to help “address the root causes of conflict and put an end to recurring cycles of violence” in eastern DRC and the Great Lakes Region.

On 31 January 2014, signatories endorsed a plan of action to guide the implementation of commitments outlined in the PSC Framework. Recognizing that economic cooperation, expanded trade opportunities and job creation could help bring long-term stability and peace in the region, signatories identified key activities for greater regional cooperation including the organization of a Great Lakes Private Sector Investment Conference.

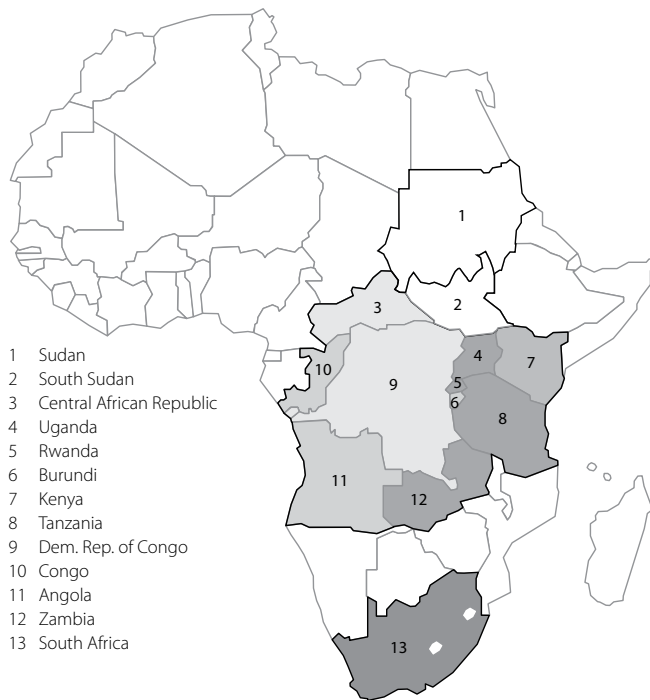
Figure 1. Peace, Security and Cooperation Framework Overview



Source: OSESG

A Communiqué issued by the signatories of the PSC Framework echoed the Declaration of the Summit of Heads of States of the International Conference on the Great Lakes Region (ICGLR) held on 15 January 2014 in Luanda, Angola, which also welcomed the plan of action and called upon the Office of the Special Envoy of the Secretary-General to organize a private sector conference jointly with the Executive Secretariat of the ICGLR. The Conference is intended to build on ongoing and planned initiatives at national, regional and continental levels.

Figure 2. Signatories of the Peace, Security and Cooperation Framework



The expanded ICGLR and Peace, Security and Cooperation Framework of the “Great Lakes Region”, which is the focus of the Investment Opportunities Brief development initiative, is a region of 13 countries with an aggregate population of over 350 million people, an aggregate GDP of \$1.1 trillion, and an aggregate area in square kilometers of 10,829,106 that is slightly larger than the United States of America. The region offers a potentially significant market for domestic and international investors.

For many development partners and NGO institutions that support peace in the Great Lakes Region, the key countries of focus around the Democratic Republic of the Congo are Burundi, Rwanda, Tanzania and Uganda². Beyond this grouping of countries, there are the other Democratic Republic of the Congo-contiguous countries of Angola, the Central African Republic, the Republic of the Congo, South Sudan and Zambia. On the outskirts of the region you have the strategic port/ logistics countries of Kenya, Sudan, and the PSC signatory and fellow Southern African Development Community member state of South Africa – a long time economic and peace keeping negotiation influence in the region.

It is envisaged that the Great Lakes Private Sector Investment Conference will serve as an instrument for peace, stability and prosperity for the concerned countries. Specifically, the conference is expected to provide participants with better knowledge of the investment opportunities and implications

for doing business in the region; provide a platform for private sector actors to meet and exchange with policy makers at national and regional levels; help identify key drivers of growth, suggest determinants for a favorable business climate in the region, and provide ‘matchmaking’ opportunities of potential flagship investment opportunities/projects with interested investors.

When conceptualized, the Great Lakes Private Sector Investment Conference was to be preceded by three activities:

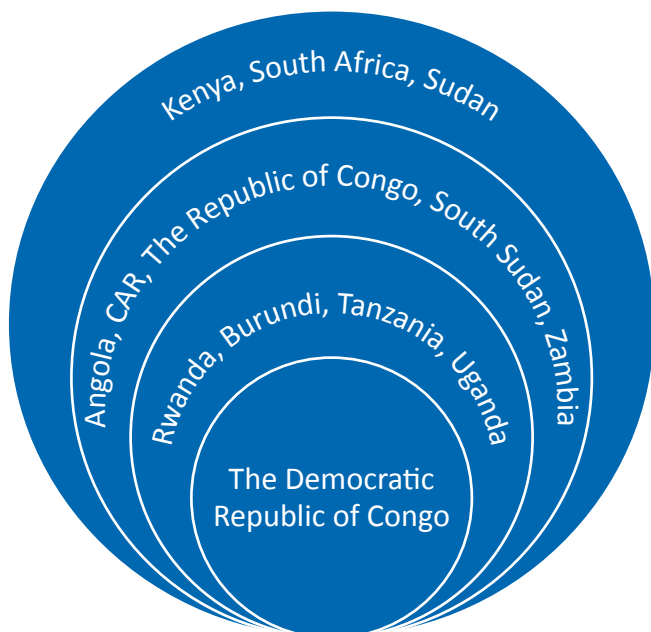
1. **Investment Opportunities Brief (IOB):** the preparation and validation of an Investment Opportunities Brief (IOB), focused on specific projects and existing investment support programmes and mechanisms was critical. The IOB includes information regarding key sectors/projects, investment opportunities and potential investors. It also provides a comprehensive list of incentives available (tax incentives, MSMEs, micro finance entities, employment creation incentives etc.), an assessment of the regulatory and judicial frameworks, the availability and affordability of debt, equity financing, investment insurance products, as well as an analysis of the macro economic and financial frameworks. This includes the most recent sovereign risk ratings of the 13 signatory countries.
2. **Private Sector Roundtable:** a Great Lakes responsible investment roundtable alongside the UN Global Compact event was held from 9-12 June 2014 in Addis Ababa, Ethiopia and it brought together key private sector and regional stakeholders. It also presented an opportunity to discuss responsible investment and inclusive business models involving public private collaboration and enabling conditions for investing in the region; and
3. **Regional Consultation:** The draft IOB was validated at a regional consultation held from 17-18 December 2014 in Luanda, Angola in its capacity as the current ICGLR Chair, bringing together the 13 PSC Framework signatory countries. It was organized under the leadership of the signatory countries and facilitated jointly by the ICGLR, SADC, AUC and the OSESL, with assistance from bilateral and multilateral partners. The outcome of the regional consultation will provide the basis for deliberations at the actual Conference.

To undertake the implementation of the Private Sector Investment Conference and related production of the Investment Opportunities Brief, the OSESG mobilized the assistance of UNDP's African Facility for Inclusive Markets (AFIM) to lead the anticipated technical and consultative process. The World Bank's International Finance Corporation and the African Development Bank were also requested to support the effort given the institutions' experience and activity in promoting investment in Africa, generally, and within the Great Lakes Region, specifically.

While this Investment Opportunities Brief, which was to be developed as an input for attendees of the investment conference, and to reflect the varying sectorial investment opportunities across the region, aims to promote investment that will serve to address some of the root causes of conflict in the region – poverty, joblessness (particularly among youth), poor infrastructure (particularly related to transport and energy) – its purpose is also to support investment in concentric circles outward from the eastern part of the Democratic Republic of Congo.

Thus, the projects identified have a particular nexus to the DRC - as it stands at the center of the underlying Peace, Security and Cooperation Framework, which is the catalyst of this initiative. After the DRC, the countries that have most often been in conflict with the DRC, are targeted secondarily for investment – with the intent that economic development and regional integration in the region that involves these countries can generate greater stability in the region and an improved investment overall environment.

Figure 3: The DRC and the Great Lakes Region Countries – from a Development Partner Perspective



Source: author's illustration





Chapter 2.

Project Roadmap and Components

From inception the stakeholders supporting the convening of the Private Sector Investment Conference and the development of the Investment Opportunities Brief, recognized that the project was ambitious in terms of the timetable proposed for implementation. However, the driving factor behind the desire to implement the project quickly was the realization that as a “peace focused” exercise, timely delivery was deemed an important component of the ability of the project to serve its intended goal of catalyzing economic growth and development in the region, and providing an economic buffer against conflict in the region.

The draft IOB concept and related roadmap implementation plan was first presented to the members of Technical Support Committee (TSC) of the Great Lakes Peace, Security and Cooperation Framework at their regular meeting in 27-28 March 2014, Nairobi, Kenya. At this meeting the TSC members gave their principle agreement and pledged their support for the holding of the consultative processes at the Country level.

Under OSESG guidance, the UNDP AFIM Team and its technical consultants went to Bujumbura on 17-18 April 2014 to present the IOB and project “Roadmap” to ICGLR. As a result of this visit they received technical feedback from ICGLR and operational guidance, as well as a commitment of support to link the consultants with ICGLR country representatives in support of the country consultative processes.

The two key components of the project to be undertaken prior to the convening of the Private Sector Investment Conference were the desired country consultations to the 13 PSC countries and the preparation of the Investment Opportunities Brief.

The consultations were ultimately organized in collaboration with the OSESG Technical Support Committee members in each country, the ICGLR representatives in each country (although in some countries they were one and the same), as well as the UNDP staff in each country. The IFC also notified country representatives of the consultative visits local IFC officers met with the consulting team undertaking the consultations. Ultimately, 12 of the 13 countries were visited in the time frame of April - September 2014. The Central African Republic was not able to host consultations within the period required under the timelines of the terms of reference for the project.

Parallel to the undertaking of the consultative meetings, the effort to develop the Investment Opportunities Brief was undertaken during the period of June – October 2014. After the Regional Consultation meeting held in December 2014, further updates were integrated in January and February 2015.



Chapter 3.

Investment Opportunity Brief Goals and Inclusive Consultative Methodology

The Investment Opportunities Brief was developed in response to the aims of the Peace, Security and Cooperation Framework and an analysis of identified areas where private sector investment could help accelerate the region's economic development agenda.

The IOB was meant to include a pipeline of illustrative, relevant, investment opportunities and projects and viable public-private partnership opportunities. It was deemed key within the IOB to identify a critical mass of investment opportunities with project promoters and potential investors. A strong focus on cross-border and regional level projects was suggested, particularly those contributing to job creation and regional integration - which were seen as important components of peace and security and regional stability. Within the scope of these consultations, seven target sectors were identified as having catalytic impact in the region toward the aims of the PSC Framework and were selected for focus and discussion in the IOB, namely agriculture, energy, finance, ICT, infrastructure, mining and tourism.

The IOB was also developed to include information on key sectors/projects and to: a) provide a comprehensive list of available incentives, infrastructure and implementation support resources; b) analyze the macro economic and financial frameworks for investment (i.e. availability, affordability and type of finance); c) focus on an illustrative pipeline of 18-25 projects and existing investment support programmes and mechanisms; d) assess key constraints and best practices in the legal, regulatory and judiciary frameworks for a conducive investment climate; and e) identify available sovereign risk ratings and investment insurance coverage for the 13 PSCF signatory countries.

A core aim of the Investment Opportunities Brief development process was the development of the contents, particularly the projects, through a very consultative process. With the support of the UN Office of the Special Envoy of the Secretary General to the Great Lakes Region and ICGLR, a broad range of stakeholders were also consulted over a roughly six month period.

Various representatives of the governments, regional institutions, development partners, active project promoters/ developers (from the public and private); domestic and international companies already operating in the region; existing and new prospective regional companies and investors; selected financiers; particularly development finance institutions, micro-financiers, as well as ICGLR, CEPGL, SADC, COMESA and the EAC were among those consulted during the project.

In terms of content, the IOB has been written in a style such that each section, and the content within each section, can be quickly digested and readers are able to focus on the salient information of interest in it without getting bogged down in dense prose and text. Thus, the IOB is designed to be visual and meant to provide a quick reference for readers.

The IOB also aims to provide comprehensive information about all 13 PSCF GLR states, and based upon the comparative research undertaken, the IOB is also meant to be a unique document and a useful addition to the body of material currently available on the Great Lakes Region, as well as to compliment other ongoing development partner efforts (i.e. of ICGLR, CEPGL, the AfDB, World Bank, EU and institutions within the UN System) to catalyze economic development in the region. See full list of institutional representatives consulted in the Appendices.



Chapter 4.

IOB Criteria and Project Analysis

In the deliberations with stakeholders about what the intent was and the measuring gauge for project selection, the initial key criteria by which the IOB illustrative projects were to be judged was their potential impact on the achievement and sustainability of peace in the region. Thus, projects involving two or more countries or projects in one country that had potential for regional impact, were the projects that were deemed as priority projects in accordance with the Peace, Security and Cooperation Framework.

Also, the ability of the projects to be implemented or at least started quickly (i.e. within 12 – 36 months) was mentioned as important because peace in the region needs to be nurtured and strengthened – and some if not all of the projects ideally would either be already approved and being implemented or were very catalytic and as such met the criteria of involving multiple countries. Infrastructure was noted as an important sector (particularly transport and energy) even though those projects would take longer to implement.

The broader general project criteria was developed in March 2014 and presented to the Technical Support Committee (TSC) members in Nairobi. During a June 9, 2014 Technical Group meeting, the criteria was considered, refined and given an expanded scoring matrix.

1. Attractiveness/ Viability (private Sector) (Scale of 1 – 5)

- Quality of the market opportunity (Scale of 1-5)
- Incentives (Scale of 1-5)
- Risk mitigants (Scale of 1-5)
- Uniqueness of the asset (Scale of 1-5)

2. Development Impact (PSC Responsiveness) (Scale of 1 – 5)

- Target Community Support (Women /Youth/Ex-Combatants/ Refugees) (Scale of 1-5)
- Increasing Regional Integration (Scale of 1-5)

3. Readiness (Scale of 1 – 5)

- Level of public, private sector, development partner support (Scale of 1-5)
- Stage of feasibility assessment/ business plan completion (Scale of 1-5)
- Time to implementation (Scale of 1-5)

Overall Scale: 1-5

Borrowing from a scoring matrix template developed by the IFC, the final project prioritization criteria was captured in a table such as that below:

To what extent:	Score	Evidence
Is the project viable and attractive as a private sector or PPP initiative?		
Given the existing market opportunity	1-5	Competitiveness given local, regional, international demand, supply and price
Given the existing incentives for the project	1-5	Competitiveness given fiscal, infrastructure, available technical support
Given available risk mitigants	1-5	Competitiveness given available guarantees, on-going peace advocacy/programmes
Given the uniqueness of opportunity and/ or asset	1-5	Competitiveness given the uniqueness of product/resources/markets
Is the project aligned with the goals of the PSCF and likely to have the desired development impact ?		
Engages target communities – women/ youth/excombatants/refugees	1-5	Projected job creation, income generations, skills development
Facilitates/ supports increased regional integration	1-5	Projected inclusion of/ impact upon two or more countries
Can be undertaken in adherence to high governance standards	1-5	Projected compliance with globally accepted good practice in terms of responsible investment
Is the project ready to be implemented?		
Has strong government, private sector, social enterprise, and/or development partner support	1-5	Existing stakeholders to drive/ promote/ support/ fund implementation of the project
A feasibility assessment/ business planning exercise has been carried out	1-5	Existing design and analysis of the project
Can be completed within 2-4 years	1-5	Estimated project cycle of within 2-4 years
Overall Prioritization	1-5	Weighted average score on all 10 questions
Evaluation Key 5 = Very High 4 = Positive 3 = Neutral 2 = Negative 1 = Very Negative		

Note: Weightings for each criteria can be adjusted depending on priorities; analysis presented in this report assumes equal weight for each criteria.

Projects from the seven sectors selected below were reviewed using the scoring metrics above.

- Agriculture
- Energy
- Finance
- ICT
- Infrastructure
- Mining
- Tourism

In reviewing the projects, it became quickly apparent that they were in quite varying states of development and preparedness. In analyzing the projects it was determined that a project would receive a:

- 1 score – if the project did not present a clear opportunity for the private sector (i.e. scores poorly on criteria Group 1) (as many of the projects were designed to attract development partner grant or technical support rather than investment capital that would seek a return on investment);
- 2 score – if it was too domestically-focused (i.e. scores poorly on criteria Group 2), and
- 3 score – if it were a project where the private sector will likely have a role but where this role is not yet clearly defined or where the project was not deemed “investor-ready” (i.e. scores poorly in criteria group 3), and
- 4 score – if the project involves multiple countries but lacks information, readiness or community impact (i.e. scores high in 2 of the 3 groups), and
- 5 score – if the project involves multiple countries, is supported by both private and public institutions, and impacts the community (i.e. scores highly in all 3 Groups).

Ultimately, 25 projects were selected as illustrative projects that could provide investors with a sense of the types of projects that might be pursued in the region.

ILLUSTRATIVE SECTORAL PROJECTS

Agriculture
1 Transfrontier Markets
2 SAGCOT
3 South Sudan Nzara Agro Industrial Complex
4 Ruzizi Growth Pole
5 UNDP Regional Maize VC Project
6 ABSA-SAB Miller DRC Grains Project
7 Rwanda Bonded Warehouse Facility
Energy
8 WB/CEPGL Ruzizi III
9 DRC/Rwanda Lake Kivu Methane Gas Development
10 WB/CEPGL Ruzizi I and II Rehabilitation
Finance
11 ICGLR Regional Microfinance Project/ SOIGL
12 ICGLR/ CEPGL Reestablishment of the Development Bank of the Great Lakes States
ICT
13 WB Central Africa Backbone Project
Infrastructure
14 Trademark East Africa Northern Corridor
15 Angola/ DRC/ Zambia Lobito Corridor
16 ICGLR Southern Corridor
17 CEPGL One Stop Border Posts
18 South Sudan/ Kenya Lamu Port/ LAPSET Corridor
19 Kisumu Port and Other Lake Victoria Ports
20 Brazzaville, Congo – Kinshasa, DRC Road – Rail – Bridge
21 Central Multimodal Transport Corridor
Mining
22 Uganda Oil Refinery
23 Chambers Federation South Kivu DRC Cooperative Mining Project
Tourism
24 IGAD Sustainable Tourism Roadmap
25 Lake View Resort City in Kisumu, Kenya

Selected Illustrative Agriculture Sector Projects

Project Name:
Transfrontier Market Development
Project Country (ies):
Rwanda, DRC, Burundi
Project Sector:
Agriculture (women)
Project Source/Sponsor/Funder(s):
CEPGL (Sponsor)
Short Description of the Project:
This project was designed by CEPGL to aid women traders in three border regions between the DRC and Rwanda: 1) Kampala a Goma-Gisenyi (North Kivu) (DRC and Rwanda); 2) Bukavu-Kamembe (South Kivu) (DRC and Rwanda) NORTH KIVU UGANDA; and 3) Kamanyola-Sange (South Kivu) (DRC near Burundi border).
The intent is to develop three DR CONGO "trans-frontier" markets/ trading zones to provide the women a more structured and secure environment to trade their wares. This would also seek to improve their experience at the border crossings between these two GLR countries.
Investment Opportunity:
Management of markets construction and management of logistics infrastructure; provision of finance facilities for traders
Stage of Project:
Construction of a Border Market at the border of Gatumba (Burundi) and Uvira (DRC) was completed in February 2015 with the financial support of NEPAD / Spanish Fund
Type of Project:
Agriculture related Infrastructure/Trade Facilitation
Duration of Project:
Estimate 15 months to develop
Cost of Project:
US\$21 million
Funding Available:
Seeking funding for Transboundary Markets on the borders of Goma and Gisenyi (Rwanda-DRC), Bukavu and Kamembe (DRC-Rwanda), Kamanyola Bugarama and Cibitoke (DRC-Rwanda-Burundi)
Funding Gap:
TBD
For More Information:
Secrétariat Exécutif Permanent de la CEPGL BP 58 GISENYI/RUBAVU République du Rwanda Tel: +250 280 30 30 40/40/50/60 Email: info@ceppl.org URL: www.ceppl.org



To what extent:	Score	Evidence
Is the project viable and attractive as a private sector or PPP initiative?		
Given the existing market opportunity	5	Currently there are no competing trans-frontier markets in the region but there is vibrant cross border trade, mostly by women traders
Given the existing incentives for the project	5	Government on both sides are seeking to support this initiative to stimulate improved trade conditions for women
Given available risk mitigants	5	This initiative is also competitive given the peace and security initiatives happening alongside that seek to protect women traders
Given the uniqueness of opportunity and/or asset	5	Again, stakeholders on both sides of the border see the potential of this initiative and recognize the unique opportunity
Is the project aligned with the goals of the PSCF and likely to have the desired development impact ?		
Engages target communities – women/ youth/excombatants/ refugees	5	This initiative has the potential to create more permanent jobs for those working in the market., and increase new jobs in areas such as logistics, warehousing and could attract microfinance
Facilitates/ supports increased regional integration	5	Increased regional trade would come as a consequence of facilitating and formalizing the activities of women crossborder traders in Rwanda , DRC and Burundi
Can be undertaken in adherence to high governance standards	5	The project would be compliant with global responsible investment standards
Is the project ready to be implemented?		
Has strong government, private sector, social enterprise, and/or development partner support	1	The project has existing government stakeholders promoters, but lacks private sector and development partner stakeholders to develop, manage and drive it in the respective countries
A feasibility assessment/ business planning exercise has been carried out	4	CEPGL has undertaken a design and analysis study of the project that would need to be updated though
Can be completed within 2-4 years	5	The market development project cycle would be 12-18 months.
Overall Prioritization	5	Weighted average score on all 10 questions
Evaluation Key 5 = Very High 4 = Positive 3 = Neutral 2 = Negative 1 = Very Negative		

Project Name:
Southern Agricultural Growth Corridor of Tanzania (SAGCOT)
Project Country (ies):
Tanzania (border Zambia, DRC)
Project Sector:
Agriculture (Livestock) / Agribusiness
Project Source/Sponsor/Funder(s):
Government of Tanzania (Multiple Partners), to date SAGCOT has already registered over 70 partners and under G8 New Alliance for Food Security and Nutrition.
Short Description of the Project:
The Southern Agricultural Growth Corridor of Tanzania (SAGCOT) is an agricultural partnership designed to improve agricultural productivity, food security and livelihoods in Tanzania. It was initiated at the World Economic Forum Africa summit in May 2010, following which the SAGCOT Investment Blueprint was launched nationally by Prime Minister Pinda in Dar es Salaam and internationally by H.E. President Kikwete at the 2011 World Economic Forum in Davos. Among the partners involved are food companies, processors, input and service providers, farmers associations, and various bilateral and multilateral development partners.
The SAGCOT targets aim at bringing 350,000ha into production, involving 10,000 small-hold farmers, with a vision of creating 420,000 new job opportunities while generating US\$ 1.2 billion in annual revenue by 2030. The impact will be a tripling of the area's agricultural output and income improvement for millions of Tanzanians. The SAGCOT Centre Ltd works as a broker and catalyst of partnerships among registered partner organisations to incubate initiatives around inclusive, sustainable, and viable agricultural value chains that engage with smallholder farmers.
Investment Opportunity:
Farming and agribusiness land concessions; supply of inputs and ICT technology; processing and packaging of products; storage facilities; energy infrastructure provision; logistics services and transportation; office and residential construction; finance.
Stage of Project:
Design completed, preliminary investment made close to 30 SAGCOT Partners have pledged almost USD 1 Billion of sustainable investments in Tanzania, whilst development partners have pledged significant public investments.
Type of Project:
PPP - Agriculture/ Agribusiness and related Infrastructure/ Trade Facilitation
Duration of Project:
On-going through 2030
Cost of Project:
US\$2.1 billion of private investment, and US\$1.3 billion in public grants and loans
Funding Available:
Annual USD 15 million of funding which is provided by the Government of Tanzania, Development Partners and fees paid by its partners.
Funding Gap:
TBD
For More Information:
See www.SAGCOT.com Tel: +255 (0)22 260 1024/ 46 Fax: +255 (0)22 260 2368



To what extent:	Score	Evidence
Is the project viable and attractive as a private sector or PPP initiative?		
Given the existing market opportunity	4	SAGCOT presents a unique opportunity in Tanzania for public, private and development partner collaboration
Given the existing incentives for the project	4	The initiative, with its sub-sectoral components presents competitive investment opportunities and has also attracted significant technical support for investors
Given available risk mitigants	4	While there are other investment opportunities in Tanzania, the project offers a very competitive locale and a corridor within which to develop a project(s)
Given the uniqueness of opportunity and/or asset	5	SAGCOT is unique within the Great Lakes region in terms of its size, scale, ambition and depth of partnerships
Is the project aligned with the goals of the PSCF and likely to have the desired development impact ?		
Engages target communities – women/ youth/excombatants/ refugees	5	As its focus is agriculture value chain development, SAGCOT has the potential to create thousands of jobs for farmers, and also jobs for processors, those in logistics, packaging and trade. It is a catalyst for economic development.
Facilitates/ supports increased regional integration	3	While primarily a Tanzania benefitting initiative, SAGCOT will aid regional food security
Can be undertaken in adherence to high governance standards	5	As it has significant development partner support, SAGCOT is being developed with globally accepted good practice in terms of responsible investment
Is the project ready to be implemented?		
Has strong government, private sector, social enterprise, and/or development partner support	5	SAGCOT has strong government support, as well as development partners and private sector support. This has helped make the initiative unique and successful to date.
A feasibility assessment/ business planning exercise has been carried out	5	As it is compartmentalized by sector, SAGCOT offers both existing investment plans and the opportunity for investors to develop their own plans.
Can be completed within 2-4 years	2	Certain aspects of SAG COT can be developed quickly, but overall it is a long term initiative.
Overall Prioritization	4	Weighted average score on all 10 questions
Evaluation Key 5 = Very High 4 = Positive 3 = Neutral 2 = Negative 1 = Very Negative		

Project Name:
Rehabilitation of the Nzara Agro Industrial Complex
Project Country (ies):
South Sudan, DRC, CAR
Project Sector:
Agriculture / Agro-Industry
Project Source/Sponsor/Funder(s):
Government of South Sudan (see king private participation via PPP)
Short Description of the Project:
Established in 1943 the Nzara complex once comprised a full integrated cotton ginning, spinning, weaving and textile mill, 2 oil mills (utilizing cotton seed, groundnut, sesame and oil palm), a soap factory, a small sugar plantation and jiggery mill, a saw mill, mango, citrus and coffee orchards and livestock, poultry and fish-farming operations. Sitting on 1000 ha of land, Nzara is located in South Sudan's "green belt" with borders with the DRC and CAR. Designed to serve the surrounding large "captive area" in the DRC and CAR, Nzara is located in an area more than 2000 from the nearest port.
Investment Opportunity:
Farming concessions, management of processing facilities; logistics and transport provision; energy; storage facilities; input provision; packaging, trade services and finance.
Stage of Project:
Existing facilities, feasibility study of new operations needed
Type of Project:
PPP-Agriculture/Agribusiness/Agro-industry
Duration of Project:
Estimate 24 months to rehabilitate and commence initial operations
Cost of Project:
TBD (note: Initial investment today would be valued at roughly US\$60 million)
Funding Available:
TBD
Funding Gap:
TBD
For More Information:
http://www.ssdi.co.za/



To what extent:	Score	Evidence
Is the project viable and attractive as a private sector or PPP initiative?		
Given the existing market opportunity	4	NZARA offers investors an opportunity to revive a once dynamic agro-industrial complex in an environment with no comparable competitors
Given the existing incentives for the project	4	South Sudan is encouraging initiatives such as the refurbishment of this project, and their support adds to the project's attractiveness
Given available risk mitigants	4	Given the government support of the project, the risks are mitigated and therefore permits, approvals and skills identification should be easier to acquire
Given the uniqueness of opportunity and/or asset	4	The project is uniquely located and also beneficially dose to the CAR and D RC borders
Is the project aligned with the goals of the PSCF and likely to have the desired development impact ?		
Engages target communities – women/ youth/excombatants/ refugees	5	As an agriculture projects, the initiative will employ women and youth
Facilitates/ supports increased regional integration	5	The project has the potential to support food security and feed its neighbors
Can be undertaken in adherence to high governance standards	5	The project can be implemented in compliance with high governance standards
Is the project ready to be implemented?		
Has strong government, private sector, social enterprise, and/or development partner support	4	The project has strong government support- but does need additional private sector support
A feasibility assessment/ business planning exercise has been carried out	3	While there are existing plans, these need to be updated
Can be completed within 2-4 years	3	Initial operations could be commenced within 12 months; but it might take 3-5 years to get all aspects of the facility restored to normal
Overall Prioritization	4	Weighted average score on all 10 questions
Evaluation Key 5 = Very High 4 = Positive 3 = Neutral 2 = Negative 1 = Very Negative		

Project Name:
Regional Ruzizi Plain Integrated Agricultural Growth Pole
Project Country (ies):
DRC, Rwanda, Burundi
Project Sector:
Agriculture/ Agro-Industry
Project Source/Sponsor/Funder(s):
World Bank/ Government of DRC (seeking private participation via PPP)
Short Description of the Project:
Growth poles are simultaneous, coordinated investments in many sectors to support self-sustaining industrialization in a country. Multi-sector spatial development project supporting households, commercial agricultural development, agribusiness, development of a regional fertilizer plant, rehabilitation of the Kamembe airport to serve as regional airport for the adjacent regions of Bukavu, Burundi and the South West of Rwanda, and support of trade logistics in the Ruzizi Plain.
In part the project is also able to build on the five year (2006-2012), IFDC CATALIST (Catalyze Accelerated Agricultural Intensification for Social and Environmental Stability) project which was funded by the government of the Netherlands. The project involved 714,000 farmers and involved activity on 650,000 hectares in the Ruzizi Plain.
Investment Opportunity:
Management of processing facilities; logistics and transport provision; energy; storage facilities; inputs (seeds and fertilizer) provision; irrigation technology provision; packaging, trade services and finance.
Stage of Project:
Inception missions visited the Ruzizi Agricultural Growth Pole Project in September and October 2014, at which point the project preparation stage was launched, and the project activities were discussed with government.
Type of Project:
PPP potential – Agriculture/ Agribusiness/
Duration of Project:
Estimate 12 months to have formal project documents – 60 months to implement
Cost of Project:
US\$200 million
Funding Available:
World Bank has included 100% funding in list of priority projects that are part of \$1 billion commitment.
Funding Gap:
World Bank has noted that there are several areas (fertilizer plant, agribusiness facilities, agriculture value chains) where the private sector can participate. Seeking interested parties.
For More Information:
Great lakes Initiative Africa Regional Integration Program. AFCRI MailstopJ11-1102 The World Bank 1818H St NW Washington, D.C. 20433 USA Tel: +1-202-458-9197 Fax: +1-202-522-1580 URI: www.worldbank.org



To what extent:	Score	Evidence
Is the project viable and attractive as a private sector or PPP initiative?		
Given the existing market opportunity	5	The land where this project is located is arable and there is also abundant water available
Given the existing incentives for the project	4	All of the governments of the three countries support the initiative and recognize its potential
Given available risk mitigants	4	The project remains attractive because there are insurance products available to protect investors
Given the uniqueness of opportunity and/or asset	5	The location of the land resource is in one of the best agricultural locations in the region
Is the project aligned with the goals of the PSCF and likely to have the desired development impact?		
Engages target communities – women/ youth/excombatants/ refugees	5	As the project(s) involve the agricultural sector, it has the potential to create hundreds to thousands of jobs and involve women and youth in all aspects of its development
Facilitates/ supports increased regional integration	5	The project involves three countries and the intent is to share experiences and expertise across all three - which will help regional integration. It will also support cross-border trade.
Can be undertaken in adherence to high governance standards	5	The project can be undertaken in compliance with high governance standards
Is the project ready to be implemented?		
Has strong government, private sector, social enterprise, and/or development partner support	5	The project has strong government and development partner support, including the World Bank
A feasibility assessment/ business planning exercise has been carried out	2	There is an existing project plan but there are components of the initiative that may require additional planning
Can be completed within 2-4 years	3	Components of the project may be developed quickly but it is a longer term project -that is to be built around annual farming seasons
Overall Prioritization	4	Weighted average score on all 10 questions
Evaluation Key 5 = Very High 4 = Positive 3 = Neutral 2 = Negative 1 = Very Negative		

Project Name:
Program to Support the Economic Integration Process of CEPGL – Regional Maize Value Chain
Project Country (ies):
DRC, Rwanda, Burundi
Project Sector:
Agriculture / Agro-Industry
Project Source/Sponsor/Funder(s):
CEPGL/ UNDP ((seeking private participation via PPP))
Short Description of the Project:
Project involves 27 communities in three countries and involves the development of a regional maize chain, strengthening the competitiveness of maize markets in the region and beyond (for supports), and strengthening the capacity of CEPGL to develop and support regional agriculture value chains.
Investment Opportunity:
Inputs provision; establishment and management of processing facilities; logistics and transport provision; energy; storage facilities; input provision; packaging, trade services and finance.
Stage of Project:
Project design has been developed by UNDP.
Type of Project:
PPP potential – Agriculture/Agribusiness/Agro-industry
Duration of Project:
Estimate 12 months to have formal project documents-36 months to implement
Cost of Project:
US\$ 20 million
Funding Available:
TBD
Funding Gap:
TBD
Issues/Comments:
Secretariat Executif Permanent de la CEPGL BP 58 GISENYI/RUBAVU Republique du Rwanda Tel: +250 280 30 30 40/50/60 Email: info@ceppl.org URL: www.ceppl.org



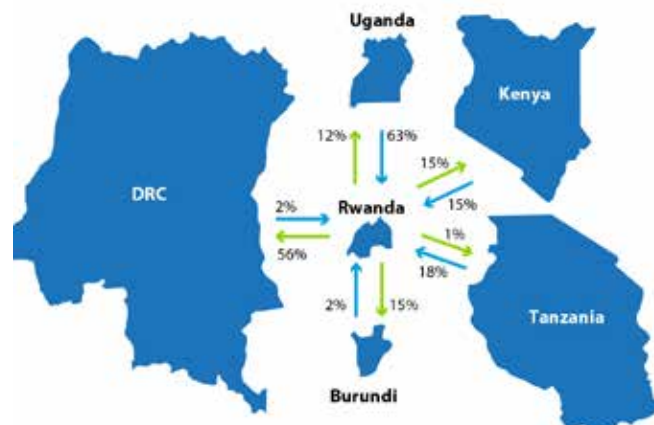
To what extent:	Score	Evidence
Is the project viable and attractive as a private sector or PPP initiative?		
Given the existing market opportunity	5	There is significant demand for maize in the region and this adds to this project's attractiveness
Given the existing incentives for the project	4	The project should be competitive financially and benefits from the government and development partner financial and technical support that it is expected to garner
Given available risk mitigants	3	The project is competitive, but would become significantly less if conflict erupted again between the target project states
Given the uniqueness of opportunity and/or asset	4	The project is positioned in an ideal area for maize growing which adds to the uniqueness of the initiative
Is the project aligned with the goals of the PSCF and likely to have the desired development impact ?		
Engages target communities – women/ youth/excombatants/ refugees	4	As an agriculture project, the initiative has the potential to benefit hundreds if not thousands of youth and women in its development
Facilitates/ supports increased regional integration	5	As the project involves three countries, its implementation will support cross-border trade
Can be undertaken in adherence to high governance standards	5	The project can be implemented in compliance with high governance standards
Is the project ready to be implemented?		
Has strong government, private sector, social enterprise, and/or development partner support	3	The project has strong development partner support as well as government support. Private sector engagement though could be strengthened.
A feasibility assessment/ business planning exercise has been carried out	3	Some preliminary planning has been done, but a private promoter to drive the initiative must be found
Can be completed within 2-4 years	3	This can be a quickly commencing project but to fully implement it may take more than 5 years
Overall Prioritization	4	Weighted average score on all 10 questions
Evaluation Key 5 = Very High 4 = Positive 3 = Neutral 2 = Negative 1 = Very Negative		

Project Name:
ABSA-SABMiller Grain and Seed Project
Project Country (ies):
DRC, Rwanda, Burundi, Uganda, Tanzania, Zambia
Project Sector:
Agriculture/ Agro-Industry
Project Source/Sponsor/Funder(s):
ABSA Bank and SABMiller
Short Description of the Project:
The project was implemented, with other agricultural value chain partners, as a pilot – starting in February 2014 (planting) and due for harvesting in September and October 2014. Maize was then dried and stored. The first year of the pilot had planned to be funded by Absa, with the second and third year funded by interested parties (including GDOs).
Maize was harvested and the maize is currently in the processing of being sold. Maize from phase 1 (year 1) of the project is likely to be sold by the end of February 2015. Phase 2 implementation will depend on available funding.
Investment Opportunity:
Inputs provision; agro dealer development; establishment and management of processing facilities; logistics and transport provision; energy; storage facilities; input provision; packaging, trade services and micro-finance.
Stage of Project:
Concept Stage
Type of Project:
PPP potential – Agriculture/ Agribusiness/ Agro-Industry
Duration of Project:
Phase 1 – complete; Phase 2 – Current, 1 year; Phase 3 (2016) – 1 year
Cost of Project:
The cost of the project was approximately US \$1.1 million. Funding requirements will be for year 2 (2015) and year 3 (2016) – similar to the current cost of the project, if the same hectareage is planted.
Funding Available:
Bank funding was US \$454,000
Funding Gap:
TBD
For More Information:
Agbiz (Agricultural Business Chamber) PO Box 76297, Lynwood Ridge 0040 Grain Building, 477 Witherite Road, The Willows, Pretoria, South Africa Tel: +27 12 807 6686 URL:www.agbiz.co.za



To what extent:	Score	Evidence
Is the project viable and attractive as a private sector or PPP initiative?		
Given the existing market opportunity	5	The market is attractive enough for SABMiller to be the project promoter
Given the existing incentives for the project	5	The support of ABSA also adds to the attractiveness and creates a unique incentive
Given available risk mitigants	3	Competitiveness given available guarantees, on-going peace advocacy/programmes
Given the uniqueness of opportunity and/or asset	3	Land is available for cassava growing and the population is traditionally growing cassava in the region
Is the project aligned with the goals of the PSCF and likely to have the desired development impact ?		
Engages target communities – women/ youth/excombatants/ refugees	4	As an agriculture sector project .. it has the potential to create jobs for both women and youth
Facilitates/ supports increased regional integration	5	As a multiple country project where expertise will be shared and cross-border trade enhanced, it supports regional integration
Can be undertaken in adherence to high governance standards	5	As a globally listed company, SABMiller will continue to adhere to high governance standards
Is the project ready to be implemented?		
Has strong government, private sector, social enterprise, and/or development partner support	3	This project has strong private sector support, but further government and development partner engagement and support would be helpful
A feasibility assessment/ business planning exercise has been carried out	1	The project promoters have stated that additional analysis must be undertaken, thus a final feasibility assessment has not been made
Can be completed within 2-4 years	3	Aspects of this project could be implemented quickly if the project receives confirmation, but overall it would take more than 3-5 years to fully be developed to scale in all of the target countries
Overall Prioritization	4	Weighted average score on all 10 questions
Evaluation Key 5 = Very High 4 = Positive 3 = Neutral 2 = Negative 1 = Very Negative		

Project Name:
Rwanda Bonded Warehouse Facilities at the Borders of Gisenyi and Ruzizi Borders
Project Country (ies):
DRC, Rwanda
Project Sector:
Agriculture/ Agro-Industry/ Trade
Project Source/Sponsor/Funder(s):
Rwanda Development Board (interested in private sector participation via PPP)
Short Description of the Project:
Rwanda has significant trade with neighboring DRC for both export and re-exported products. In North and South Kivu there are more than 10 million people and Goma and Bukavu are each within 5 kilometers of Rwanda towns (Gisenyi and Ruzizi). Prices of goods in the two DRC towns are between 9-179% higher than in Rwanda and the safety of cargo is a concern. Increasingly traders seek to store their goods on the Rwanda side of the border. This bonded warehouse initiative would accommodate this market.
Investment Opportunity:
Establishment and management of storage facilities; logistics and transport provision; energy; trade services and finance.
Stage of Project:
Project Brief prepared by Deloitte Touche
Type of Project:
PPP potential – Agriculture/ Agribusiness and related infrastructure
Duration of Project:
Estimate 6 months to have formal project documents – 12 months to implement
Cost of Project:
TBD
Funding Available:
TBD
Funding Gap:
TBD
For More Information:
Rwanda Development Board PO Box 6239 Kigali – Rwanda Tel: +250 510 248 Fax: +250 510 249 E-mail: info@rwandainvest.com Website: www.rdb.rw

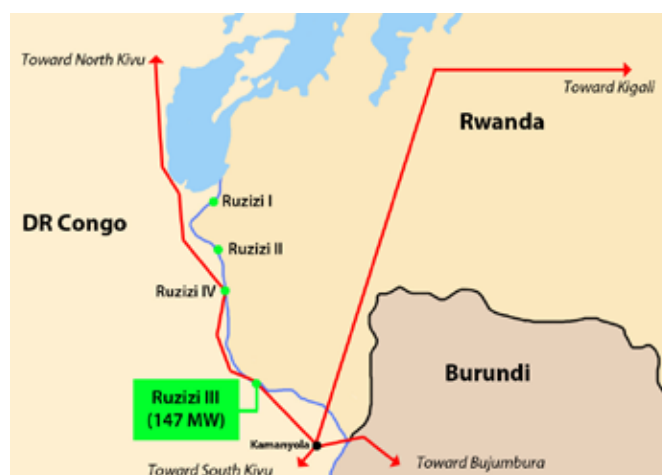


Source: Rwanda Development Board. Green arrows = exports, Blue arrows = imports

To what extent:	Score	Evidence
Is the project viable and attractive as a private sector or PPP initiative?		
Given the existing market opportunity	4	The project is attractive because there is limited storage competition at the border s of the target countries
Given the existing incentives for the project	4	The Rwandan government is keen to support this project
Given available risk mitigants	4	The project is at the border(s) with the DRC and if there was conflict it would impact their use, but in general political risk insurance can be acquired to protect investors
Given the uniqueness of opportunity and/or asset	4	There are few competing structures in the targeted countries
Is the project aligned with the goals of the PSCF and likely to have the desired development impact ?		
Engages target communities – women/ youth/excombatants/ refugees	5	The project would support cross border trade - and retrade. Women are active in this area and would benefit.
Facilitates/ supports increased regional integration	5	Yes, as it involves Rwanda and the DRC
Can be undertaken in adherence to high governance standards	5	Yes, the project can be developed with adherence to high governance standards
Is the project ready to be implemented?		
Has strong government, private sector, social enterprise, and/or development partner support	2	The project has strong government support but need greater private sector support.
A feasibility assessment/ business planning exercise has been carried out	2	An initial plan has been completed, but this would need to be updated and modified.
Can be completed within 2-4 years	3	Aspects of the project can be implemented quickly, but the overall project development might take more than 3-4 years.
Overall Prioritization	4	Weighted average score on all 10 questions
Evaluation Key 5 = Very High 4 = Positive 3 = Neutral 2 = Negative 1 = Very Negative		

SELECTED ILLUSTRATIVE ENERGY SECTOR PROJECTS

Project Name:
Ruzizi III Hydropower Project 145 MW (see http://www.au-pida.org/node/88)
Project Country (ies):
Rwanda, DRC, Burundi
Project Sector:
Energy/ Electricity (hydro power)
Project Source/Sponsor/Funder(s):
CEPGL/ ECGLC (Sponsor); World Bank (Guarantor), PPP-private investor
Short Description of the Project:
The project will supply electricity in equal proportion to Rwanda; Burundi and the Kivu region of the Democratic Republic of Congo (DRC). It is located on the border between Rwanda and DRC and in the international trans-border Kivu-Ruzizi basin. The project is expected to supply low-cost electricity to the three countries in the East African Community and the Common Market for Eastern and Southern Africa. The Ruzizi III hydropower plant is of 145 MW capacity and will be constructed on the border between Rwanda, and the DRC. It is of a run-of-the-river hydro-project type which will also allow for the control of the water level in the river basin. The Economic Community of the Great Lakes Countries (ECGLC) will be involved in the implementation of this renewable energy project.
Investment Opportunity:
Design; engineering and independent power production concession
Stage of Project:
All feasibility study completed
Type of Project:
Energy, PPP
Duration of Project:
Estimate 36 months to develop
Cost of Project:
US\$210 million
Funding Available:
World Bank Guarantee for \$210 pending
Funding Gap:
TBD
For More Information:
European Investment Bank East and Central Africa & Pacific Region 98-100 Boulevard Konrad Adenauer L-2950 Luxembourg Tel: +352 43 79 82974 U R I: www.eib.org



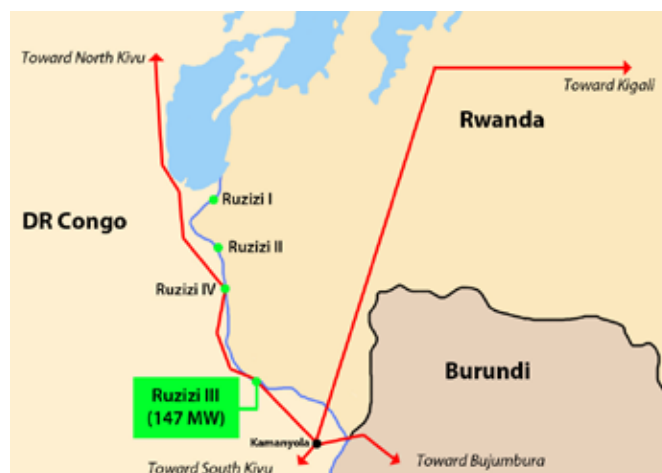
To what extent:	Score	Evidence
Is the project viable and attractive as a private sector or PPP initiative?		
Given the existing market opportunity	5	Ruzizi III is a very strategically important project given rising demand for energy in its three target countries
Given the existing incentives for the project	4	All three governments and a number of development partners support this initiative and this adds to the incentive and attractiveness for the project
Given available risk mitigants	4	Guarantees are available to support this project
Given the uniqueness of opportunity and/or asset	5	The location of the asset is unique and there are unique off take agreements in place as well
Is the project aligned with the goals of the PSCF and likely to have the desired development impact ?		
Engages target communities – women/ youth/excombatants/ refugees	5	The project will benefit the key communities targeted significantly and while it may not directly create substantial long term employment it will indirectly fuel jobs as economies grow because of increased access to electricity
Facilitates/ supports increased regional integration	5	The initiative is being developed with the support of all three target countries
Can be undertaken in adherence to high governance standards	5	With significant development partner support, the project can be undertaken with adherence to high governance standards
Is the project ready to be implemented?		
Has strong government, private sector, social enterprise, and/or development partner support	4	The governments and development partners of the three target countries support the project
A feasibility assessment/ business planning exercise has been carried out	5	These studies have been completed
Can be completed within 2-4 years	3	If all goes according to plan the project should be able to be completed within 3 - 5 years.
Overall Prioritization	5	Weighted average score on all 10 questions
Evaluation Key 5 = Very High 4 = Positive 3 = Neutral 2 = Negative 1 = Very Negative		

Project Name:
Rwanda and DRC Methane Gas Project (www.kivugas.com)
Project Country (ies):
Rwanda, DRC
Project Sector:
Energy/ Electricity (methane gas – electricity)
Project Source/Sponsor/Funder(s):
EAC/ DRC and Rwanda (private participation welcome through PPP)
Short Description of the Project:
Lake Kivu contains about 300 billion cubic metres of Co2 and 60 billion cubic metres of CH4 gas. An estimated 120 to 250 million m3 of CH4 is generated annually in the lake. Rwanda wishes to utilize this resource to develop methane-to-power projects and other uses such as fertilizer and gas-to-liquid projects. The methane in Lake Kivu is estimated to be sufficient to generate 700MW of electricity over a period of 55 years; Rwanda's share of the total generation potential is about 350MW, with the rest being DRC's share. Rwanda and DRC have agree to initially jointly develop 200MW
Investment Opportunity:
Design, engineering and independent power production concession
Stage of Project:
Feasibility study completed
Type of Project:
Methane to Electricity transmission
Duration of Project:
Estimate 36 months to develop
Cost of Project:
US\$900 million
Funding Available:
Roughly \$140 million has already been invested over past 5 years.
Funding Gap:
TBD
For More Information:
Rwanda Development Board PO Box 6239 Kigali – Rwanda Tel: +250 510 248 Fax: +250 510 249 E-mail: info@rwandainvest.com Website: www.rdb.rw



To what extent:	Score	Evidence
Is the project viable and attractive as a private sector or PPP initiative?		
Given the existing market opportunity	5	Both countries have significant unmet demand for electricity, which adds to the project's attractiveness
Given the existing incentives for the project	5	The level of support from governments and the development partner community makes this an attractive project
Given available risk mitigants	5	Political risk insurance is available in the target countries
Given the uniqueness of opportunity and/or asset	5	The presence of gas in lake Kivu is unique in the region
Is the project aligned with the goals of the PSCF and likely to have the desired development impact ?		
Engages target communities – women/ youth/excombatants/ refugees	5	The project will create more secondary jobs than direct jobs, but its economic and environmental development impact is important
Facilitates/ supports increased regional integration	5	The project involves both DRC and Rwanda which can help regional integration involving the two countries
Can be undertaken in adherence to high governance standards	5	Yes, the project can be undertaken in adhere to high governance standards
Is the project ready to be implemented?		
Has strong government, private sector, social enterprise, and/or development partner support	4	The project has strong government support and a number of private investors have undertaken tests to identify source gas
A feasibility assessment/ business planning exercise has been carried out	5	There is an existing feasibility study
Can be completed within 2-4 years	5	This project involves new technology and as such while the source gas can be exploited the experimental nature of the technology could slow down the project
Overall Prioritization	5	Weighted average score on all 10 questions
Evaluation Key 5 = Very High 4 = Positive 3 = Neutral 2 = Negative 1 = Very Negative		

Project Name:
Rehabilitation of Ruzizi I (30 MW) and II (40 MW) Transmission line Rehabilitation and Development
Project Country (ies):
Rwanda, DRC, Burundi
Project Sector:
Energy/ Electricity (hydro power)
Project Source/Sponsor/Funder(s):
CEPGL/ ECGLC (Sponsor); World Bank (Funder) – interest in PPP
Short Description of the Project:
The project will be intended to rehabilitate the existing hydro energy lines related to Ruzizi I and II; rehabilitation of the transmission lines to Bukavu and Goma plus the extension of the distribution system.
Investment Opportunity:
Engineering, management and maintenance concession/ contract
Stage of Project:
Feasibility study completed
Type of Project:
Electricity transmission
Duration of Project:
Estimate 24 months to develop
Cost of Project:
Estimated: US\$150 million
Funding Available:
World Bank
Funding Gap:
TBD
For More Information:
Great Lakes Initiative Africa Regional Integration Program, AFCRI The World Bank 1818 H St NW MailstopIII-1102 Washington, D.C. 20433 USA Tel:+ 1-202-458-9197 Fax: +1-202-522-1580 URL: www.worldbank.org



To what extent:	Score	Evidence
Is the project viable and attractive as a private sector or PPP initiative?		
Given the existing market opportunity	5	Yes the project is very competitive as its existing clientele have more demand than they can supply
Given the existing incentives for the project	4	Yes the project is competitive given the existing infrastructure
Given available risk mitigants	4	Yes the project is competitive given the incentives available
Given the uniqueness of opportunity and/or asset	5	This project is being developed around a unique hydro power source
Is the project aligned with the goals of the PSCF and likely to have the desired development impact ?		
Engages target communities – women/ youth/excombatants/ refugees	5	The projects implementation would provide increased access to electricity in the region
Facilitates/ supports increased regional integration	5	The project involves three countries and as such support regional cooperation
Can be undertaken in adherence to high governance standards	5	The project can be developed with adherence to high governance standards
Is the project ready to be implemented?		
Has strong government, private sector, social enterprise, and/or development partner support	4	The project has strong government and development partner support
A feasibility assessment/ business planning exercise has been carried out	5	A full analysis and study has been undertaken
Can be completed within 2-4 years	5	The project should be implemented within 2-3 years
Overall Prioritization	5	Weighted average score on all 10 questions
Evaluation Key 5 = Very High 4 = Positive 3 = Neutral 2 = Negative 1 = Very Negative		

SELECTED ILLUSTRATIVE FINANCE SECTOR PROJECTS

Project Name:
ICGLR Great lakes Region Micro-Finance Institution/ Societe Financiere et d' Investissement des Pays des Grands lacs Africains (SOFIGL)
Project Country (ies):
DRC, Burundi
Project Sector:
Microfinance
Project Source/Sponsor/Funder(s):
ICGLR (Sponsor)/ SOFIGL (Sponsor) (Potential PPP)
Short Description of the Project:
The immediate objective is to establish a regional micro-finance support facility by targeting micro-finance institutions in urban and rural areas to makes them more accessible, particularly to women who are generally more active in informal activities. SOFIGL was established in 2008 in Bukavu, DRC but with a regional mission to provide access to finance to artisanal miners, small hold agriculture and livestock farmers, and small enterprises in the region.
Investment Opportunity:
Provision of equity capital, management services, private equity and/ or line of credit provision
Stage of Project:
ICGLR has a concept note and SOFIGL has developed a preliminary business plan
Type of Project:
Microfinance institution development
Duration of Project:
Estimate 12 months to develop
Cost of Project:
Estimated: US\$ 4 million
Funding Available:
TBD
Funding Gap:
TBD
For More Information:
Executive Secretariat of the International Conference on the Great Lakes Region (ICGLR) P.O. Box 7076 Avenue du Gouvernement BRB Building, Second floor Bujumbura-BURUNDI Tel: +257 22 25 68 24/5/7/9 Fax: +257 22 25 6828 Email: sce retariat@icgr.org URL: www.icglr.org



To what extent:	Score	Evidence
Is the project viable and attractive as a private sector or PPP initiative?		
Given the existing market opportunity	4	There is significant unmet demand for microfinance currently in the region
Given the existing incentives for the project	4	There is also potential funding for on-lending available and this adds to the potential of the project
Given available risk mitigants	3	Political risk insurance should be available for this project, but microfinance can inherently have risk that is difficult to mitigate
Given the uniqueness of opportunity and/or asset	5	There are currently few if any competing regional microfinance institutions
Is the project aligned with the goals of the PSCF and likely to have the desired development impact ?		
Engages target communities – women/ youth/excombatants/ refugees	5	Youth and women owned enterprises would be key beneficiaries of this project
Facilitates/ supports increased regional integration	5	As a regional institution this project would promote regional integration as it could support regional projects
Can be undertaken in adherence to high governance standards	4	Yes the project can be undertaken in adherence to high governance standards
Is the project ready to be implemented?		
Has strong government, private sector, social enterprise, and/or development partner support	4	The project has strong support from ICGLR and a potential private sector partner is also keenly interested
A feasibility assessment/ business planning exercise has been carried out	4	A feasibility study has been undertaken
Can be completed within 2-4 years	5	This initiative could be launched within 12-18 months
Overall Prioritization	4	Weighted average score on all 10 questions
Evaluation Key 5 = Very High 4 = Positive 3 = Neutral 2 = Negative 1 = Very Negative		

Project Name:
CEPGL Development Bank of the Great Lakes States (BDEGL)
Project Country (ies):
DRC, Burundi, Rwanda
Project Sector:
Development Finance
Project Source/Sponsor/Funder(s):
ICGLR/ CEPGL (Sponsors) (Potential PPP – such as that of the Innovation Network Corporation of Japan (http://www.incj.co.jp/english/))
Short Description of the Project:
Established in 1977 and headquartered in Goma, DRC, BDEGL has been dormant for the past 10 years with a subscription debt from the DRC needed to replenish the institution's capital base. Historically active in funding agriculture, infrastructure, agro-industry, agribusiness, telecommunications, manufacturing, and transportation, BDEGL could be a very important regional funding partner if recapitalized. Adding private financial partners through an innovative partnership such as has been established in Japan would add to the pace at which the institution could be active and relevant again in the region.
Investment Opportunity:
Provision of equity capital, management services, private equity and/ or line of credit provision
Stage of Project:
ICGLR has developed a concept note
Type of Project:
Development Finance Institution restructuring
Duration of Project:
Estimate 24 months to develop
Cost of Project:
Estimated: US\$ 4 million
Funding Available:
TBD
Funding Gap:
TBD
For More Information:
Secretariat Executif Permanent de la CEPGL BP 58 GISENYI/RUBAVU Republique du Rwanda Tel: +250 280 30 30 40/40/50/60 Email: in fo@ceppl.org URL: www.ceppl.org



To what extent:	Score	Evidence
Is the project viable and attractive as a private sector or PPP initiative?		
Given the existing market opportunity	4	This project is attractive given the demand for project finance in the region
Given the existing incentives for the project	3	There is adequate potential technical support to make this project viable and sustainable
Given available risk mitigants	4	Political risk insurance would be available for this project and investments could be diversified to help mitigate risk
Given the uniqueness of opportunity and/or asset	3	The project is important given the proposed target markets, but the African Development Bank, World Bank, and East African Development Bank also support these countries
Is the project aligned with the goals of the PSCF and likely to have the desired development impact?		
Engages target communities – women/ youth/excombatants/ refugees	3	These communities would potentially absorb some of this institution's funding, but likely not all of it
Facilitates/ supports increased regional integration	4	As a regional financial institution comprised of the three target countries, it would support regional integration
Can be undertaken in adherence to high governance standards	4	The project could be developed with adherence to high governance standards
Is the project ready to be implemented?		
Has strong government, private sector, social enterprise, and/or development partner support	1	Not all of the governments are committed to recapitalizing the institution
A feasibility assessment/ business planning exercise has been carried out	2	A current updated feasibility analysis would be required
Can be completed within 2-4 years	5	The institution could be revitalized within 24 months of being recapitalized
Overall Prioritization	3	Weighted average score on all 10 questions
Evaluation Key 5 = Very High 4 = Positive 3 = Neutral 2 = Negative 1 = Very Negative		

* Despite "3" score project suggested because of catalytic potential in regional SME financial sector

SELECTED ILLUSTRATIVE ICT SECTOR PROJECTS

Project Name:
World Bank Central Africa Backbone APLS Project
Project Country (ies):
DRC (linking to Rwanda, Uganda, Burundi, Tanzania and Zambia)
Project Sector:
Information Communications Technology
Project Source/Sponsor/Funder(s):
World Bank (private sector co-financing of US\$50 million included)
Short Description of the Project:
This project involves the roll out of a fiber optic backbone linked to regional network to improve quality and reduce costs of communications services. Includes loop in Goma area.
The project link DRC to Rwanda and Burundi and to the East African countries networks and the submarine cables of the Indian Ocean and will offer redundancy loops for these networks with DRC and the countries in the region.
Investment Opportunity:
Engineering and system design and management; networking equipment supply and services; data management and storage services/ infrastructure; training provision
Stage of Project:
Project has been submitted to World Bank Board for approval
Type of Project:
ICT - Laying of a fiber optic backbone ICT Fiber Optic
Duration of Project:
Estimate 24 months to develop
Cost of Project:
Estimated US \$141 million
Funding Available:
World Bank has allocated US\$91 million for the project and private sector investor has committed to co-finance the backbone for \$50 million.
Funding Gap:
TBD
For More Information:
Great Lakes Initiative Africa Regional Integration Program, AFCRI Mailstop J11-1102 The World Bank 1818 H St NW Washington, D.C. 20433 USA Tel: +1 202 458 91 97 Fax: +1 202 522 1580 URL: www.worldbank.org



To what extent:	Score	Evidence
Is the project viable and attractive as a private sector or PPP initiative?		
Given the existing market opportunity	5	Demand for connectivity is high in the region
Given the existing incentives for the project	5	The government of the ORC is supportive of the project
Given available risk mitigants	5	Investment guarantees are available for the project
Given the uniqueness of opportunity and/or asset	5	The project is the only one of its kind in the ORC linking the other target countries
Is the project aligned with the goals of the PSCF and likely to have the desired development impact ?		
Engages target communities – women/ youth/excombatants/ refugees	5	The target communities will benefit from increased and faster connectivity and this should help the region's digital economy to grow
Facilitates/ supports increased regional integration	5	This creates an information superhighway within the region
Can be undertaken in adherence to high governance standards	5	Yes; the project can be undertaken in adherence to high governance standards
Is the project ready to be implemented?		
Has strong government, private sector, social enterprise, and/or development partner support	5	The government of the DRC and the World Bank support this initiative
A feasibility assessment/ business planning exercise has been carried out	5	A feasibility assessment has been undertaken
Can be completed within 2-4 years	5	The project can be implemented within 12- 24 months
Overall Prioritization	5	Weighted average score on all 10 questions
Evaluation Key 5 = Very High 4 = Positive 3 = Neutral 2 = Negative 1 = Very Negative		

SELECTED ILLUSTRATIVE INFRASTRUCTURE SECTOR PROJECTS

Project Name:
Trade Mark East Africa Northern Corridor Roadside Station Project
Project Country (ies):
Kenya, Uganda, Rwanda, Burundi, and DRC
Project Sector:
Transport Infrastructure
Project Source/Sponsor/Funder(s):
Trademark East Africa (interested in private sector participation via PPP)
Short Description of the Project:
The Northern Corridor Transit and Transport Coordination Authority and Trade Mark East Africa in their efforts to facilitate trade and transport along the Northern Corridor have come together with a project aiming at the establishment of the Roadside Stations (RSSs) program aims to enhance road safety and health along the RSSs as a launch pad. Other benefits include better health, safety and security for communities along the Northern Corridor and enhanced protection of the environment.
Investment Opportunity:
Storage facility development, Office building development, Other infrastructure, Management services, Logistics
Stage of Project:
A Feasibility study has been undertaken by TMEA
Type of Project:
Transport Infrastructure
Duration of Project:
Estimate 24 months to implement
Cost of Project:
TBD
Funding Available:
TBD
Funding Gap:
TBD
For More Information:
2nd Floor, Equatorial Fidelity Centre Waiyaki Way, Westlands P.O. Box 313 00606 Nairobi, Kenya Tel: +254 20 423 3000 Email : info@trademarkea.com URL: www.trademarkea.com



To what extent:	Score	Evidence
Is the project viable and attractive as a private sector or PPP initiative?		
Given the existing market opportunity	5	There is significant demand for the facilities envisioned along the northern corridor at present
Given the existing incentives for the project	5	There is adequate technical support available
Given available risk mitigants	5	There is political risk insurance available for the project(s)
Given the uniqueness of opportunity and/or asset	5	The northern corridor is a unique access route to trade for these target countries of the Great Lakes region
Is the project aligned with the goals of the PSCF and likely to have the desired development impact ?		
Engages target communities – women/ youth/excombatants/ refugees	5	Youth and women will be key beneficiaries of the employment opportunities created by this project
Facilitates/ supports increased regional integration	5	The project is along a major trade route and as such supports regional integration
Can be undertaken in adherence to high governance standards	5	The project has development partner support and as such can be undertaken in adherence to high governance standards
Is the project ready to be implemented?		
Has strong government, private sector, social enterprise, and/or development partner support	3	The project has strong government and development partner support but needs private sector input and stakeholders as well
A feasibility assessment/ business planning exercise has been carried out	4	A feasibility study has been done for the overall project., but additional business plans are needed for various components of the project
Can be completed within 2-4 years	4	Components of the project can be completed within 36 months but completing all of the aspects envisioned is likely to take up to 4-5 years
Overall Prioritization	5	Weighted average score on all 10 questions
Evaluation Key 5 = Very High 4 = Positive 3 = Neutral 2 = Negative 1 = Very Negative		

Project Name:
Lobito Corridor
Project Country (ies):
Angola, DRC, Zambia
Project Sector:
Transport Infrastructure (Sea Port, Rail, Airport) Energy Refinery
Project Source/Sponsor/Funder(s):
ICGIR (Supporter), Governments of Angola, DRC and Zambia (interest in private investment vi a PPP(s))
Short Description of the Project:
The Corridor of Lobito is an important array of integrated infrastructure, formed by various enterprises and economic units, mainly in the sectors of transportation and communication. Historically, it was one of the busiest transportation routes in the Southern and Central Africa Regions. The Benguela Railway was the main carrier along the Corridor of a whole range of produce from within and outside the region, including copper, cobalt, coal zinc, lead timber, sugar, maize, coffee, etc. During the Angola civil war the railway activity ceased and due to insecurity in the 1990s, the section of the railway in the DRC stopped operations in 1997. When these operations were suspended, Zambia was forced to seek longer routes (including via ports of Dar es Salaam, Beria, and Durban) for exportation of its copper and its many other produce. The aim of this project is to rehabilitate the entire railway system from Lobito on the Atlantic through Lubumbashi in the DRC to the Zambian Copperbelt.
Investment Opportunity:
Engineering; Construction; Storage facilities, Management, Transport Equipment
Stage of Project:
With assistance from China the railway has been completed in Angola to the DRC border.
Type of Project:
Rail, port and airport rehabilitation
Duration of Project:
Estimate 60 months to develop
Cost of Project:
US\$600 million
Funding Available:
TBD
Funding Gap:
TBD
For More Information:
See (http://portandcorridor.org/wp-content/uploads/2013/03/Lobito-Lusaka-corridor.pdf and http://www.icglr.org/images/pdf_files/project_3-3-3-_lobito_corridor_project.pdf)



To what extent:	Score	Evidence
Is the project viable and attractive as a private sector or PPP initiative?		
Given the existing market opportunity	5	As a pre-existing trade route there is significant potential demand for the project
Given the existing incentives for the project	5	The project is competitive given the existing infrastructure and financial support available
Given available risk mitigants	5	There is political risk insurance available for the projects
Given the uniqueness of opportunity and/or asset	5	The route of the project is unique and there is no alternative competition to that direct route passing via the South Western coast
Is the project aligned with the goals of the PSCF and likely to have the desired development impact ?		
Engages target communities – women/ youth/excombatants/ refugees	5	The project would be directly and indirectly catalytic for economic development in the three countries involved, particularly though Angola and Zambia
Facilitates/ supports increased regional integration	5	The project supports regional integration and cooperation
Can be undertaken in adherence to high governance standards	5	The project can be undertaken in adherence to high governance standards
Is the project ready to be implemented?		
Has strong government, private sector, social enterprise, and/or development partner support	3	The project has strong government support from Angola and Zambia but needs greater DRC support and private sector participation
A feasibility assessment/ business planning exercise has been carried out	4	Longstanding feasibility studies exist
Can be completed within 2-4 years	4	The project could be operational within 24-36 months once funded
Overall Prioritization	5	Weighted average score on all 10 questions
Evaluation Key 5 = Very High 4 = Positive 3 = Neutral 2 = Negative 1 = Very Negative		

Project Name:
Southern Corridor Project
Project Country (ies):
Zambia, Tanzania, Burundi, Rwanda, DRC, Uganda
Project Sector:
Transport Infrastructure
Project Source/Sponsor/Funder(s):
ICGLR (Seeking private sector participation via a PPP)
Short Description of the Project:
In their commitment to cope with the ever present and onerous problem of finding easy access to the sea, the countries of the Great Lakes, including Burundi, DRC, Rwanda, Uganda Zambia, have expressed an interest in the development of the Southern Corridor (Great Lakes Region Railway) Project. The Project entails interlinking the lakes with a railway system, and connecting the same with both the Southern and Eastern Africa railway systems. The project would therefore provide an alternative transportation route for goods and people in and from the region. Eventually, the region could be connected with the Benguela Railway (Corridor Lobito Project).
Investment Opportunity:
Engineering services, Construction, management, transport Equipment
Stage of Project:
A concept note has been undertaken by ICGLR
Type of Project:
Transport Infrastructure
Duration of Project:
Estimate 12 months to implement feasibility study, 48 months to implement project
Cost of Project:
US\$ 3.5 billion
Funding Available:
TBD
Funding Gap:
TBD
For More Information:
Executive Secretariat of the International Conference on the Great Lakes Region (ICGLR) PO Box 7076 Avenue du Government, BRB Building, Second floor Bujumbura – Burundi Tel: +257 22 25 68 24/5/7/9 Fax: +257 22 25 6828 Email: secretariat@icglr.org URL: www.icglr.org Other sources: http://www.macauhub.com.mo/en/2015/01/09/angola-and-china-open-atlantic-to-african-neighbours/



To what extent:	Score	Evidence
Is the project viable and attractive as a private sector or PPP initiative?		
Given the existing market opportunity	4	There is significant regional trade demand along the proposed route of the project
Given the existing incentives for the project	4	The project is competitive given the existing incentives and potential resources available
Given available risk mitigants	4	Political risk insurance would be available for this project
Given the uniqueness of opportunity and/or asset	5	The project is unique as there is no competing alternative transport route currently
Is the project aligned with the goals of the PSCF and likely to have the desired development impact ?		
Engages target communities – women/ youth/excombatants/ refugees	4	Youth and women would benefit from the development of the trade routes that this project would support
Facilitates/ supports increased regional integration	5	This project links the countries along the lakes of the Great Lakes Region
Can be undertaken in adherence to high governance standards	4	The project can be undertaken in adherence to high governance standards
Is the project ready to be implemented?		
Has strong government, private sector, social enterprise, and/or development partner support	1	The project needs government support and private sector stakeholders
A feasibility assessment/ business planning exercise has been carried out	1	An updated feasibility assessment is needed
Can be completed within 2-4 years	2	The project would probably require more than 3-4 years to develop and implement
Overall Prioritization	3	Weighted average score on all 10 questions
Evaluation Key 5 = Very High 4 = Positive 3 = Neutral 2 = Negative 1 = Very Negative		

* Despite score of "3" project was selected because of its potential as a catalyst for region integration

Project Name:
CEPGL One Stop Border Posts
Project Country (ies):
Burundi, Rwanda, DRC
Project Sector:
Transport Infrastructure – Border Post
Project Source/Sponsor/Funder(s):
CEPGL and Member States (private participation via PPP)
Short Description of the Project:
The border posts between the three member states of CEPGL (Burundi, DRC and Rwanda) are heavily used by both pedestrians and cargo vehicles hauling commercial goods. However, at present in their current configuration of two step border crossing, they do not provide for efficient movement of people nor goods within the region.
Thus it is suggested that 4 one stop border posts be established at:
1) Gatumba, Burundi-Kavimvira, DRC;
2) Bukavu, Burundi, Cyangugu, Rwanda;
3) Goma – DRC, Gisenyi – Rwanda, Akanyaru, Rwanda/Burundi and Kanyaru – Burundi
Investment Opportunity:
Border post Management, Storage Facilities, Construction
Stage of Project:
A concept note has been undertaken by CEPGL
Type of Project:
Transport Infrastructure (Border Post Construction/Rehabilitation)
Duration of Project:
Estimate 24 months
Cost of Project:
US\$12 million
Funding Available:
TBD
Funding Gap:
TBD
For More Information:
Secretariat Executif Permanent de la CEPGL BP 58 GISENYI/RUBAVU Republique du Rwanda Tel: +250 280 30 30 40/40/50/60 Email: in fo@ceppl.org URL: www.ceppl.org



To what extent:	Score	Evidence
Is the project viable and attractive as a private sector or PPP initiative?		
Given the existing market opportunity	4	This project would represent an innovation to the current two border posts system
Given the existing incentives for the project	3	There is on-going governmental negotiation regarding the deployment of the project
Given available risk mitigants	4	Political risk insurance would be available for the project
Given the uniqueness of opportunity and/or asset	3	The project would be unique in the region, but needs greater political support
Is the project aligned with the goals of the PSCF and likely to have the desired development impact ?		
Engages target communities – women/ youth/excombatants/ refugees	4	Youth and women involved with cross border trade would benefit significantly, as would logistics companies in general
Facilitates/ supports increased regional integration	5	The project supports regional trade
Can be undertaken in adherence to high governance standards	4	The project can be undertaken in adherence to high governance standards
Is the project ready to be implemented?		
Has strong government, private sector, social enterprise, and/or development partner support	4	There is significant support among regional stakeholders - CEPGL and various development partners
A feasibility assessment/ business planning exercise has been carried out	3	Further feasibility assessment in regard to potential returns and sustainability might be needed
Can be completed within 2-4 years	3	The project could be undertaken within 24-36 months if the requisite political will was developed
Overall Prioritization	4	Weighted average score on all 10 questions
Evaluation Key 5 = Very High 4 = Positive 3 = Neutral 2 = Negative 1 = Very Negative		

Project Name:
Lamu Port and Southern Sudan-Ethiopia Transport (LAPSSET) Corridor
Project Country (ies):
Kenya, South Sudan, Ethiopia and Uganda
Project Sector:
Transport Infrastructure (Road, Rail, Port)
Project Source/Sponsor/Funder(s):
Kenya, South Sudan governments (Seeking private sector participation via a PPP(s)), The World Bank, African Development Bank
Short Description of the Project:
Managed under the Kenya based "LAPSSET corridor Development Authority (LCOA)", this initiative involves the development of a new transport corridor from the new port of Lamu through Garissa, Isiolo, Mararal, Lodwar and Lokichoggio to branch at Isiolo to Ethiopia and Southern Sudan. It will comprise of a new road network, a railway line, oil refinery at Lamu, oil pipeline, Isiolo and Lamu Airports and a free port at Lamu (Manda Bay) in addition to resort cities at the coast and in Isiolo. It will be the backbone for opening up Northern Kenya and integrating it into the national economy and provide port access to south Sudan and Ethiopia (and alternative access to other states in the Great Lakes region).
The World Bank has funded the feasibility study and design of the transport corridor linking Kenya to southern Sudan. Feasibility studies for corridor component and the design of three (3) berths and associated facilities in Lamu are complete. The Kenya government has set aside Kshs.2 billion for the construction of the three berths. Tendering process for the construction of the three berths is ongoing.
Investment Opportunity:
Engineering, construction, storage, logistics, rail and road development
Stage of Project:
The project has commenced development as part of the Kenyan governments Vision 2030 priority projects program.
Type of Project:
Infrastructure (Rail, roads, airports, port)
Duration of Project:
Started already, 5-7 years conservatively
Cost of Project:
US \$24 billion dollars (i.e. US\$ 484 million has already been awarded to China Communication Construction & Co to build the first three Berths)
Funding Available:
The Kenyan government has allocated 2% of national GDP annually to support the project. The World Bank and African Development Bank are also supporting components.
Funding Gap:
TBD 4 The Government has prioritized the participation of private sector in the development of LAPSSET corridor infrastructure through infrastructure bonds and equity participation among other money market instruments
For More Information:
Chester House Building P.O. Box 45008-00100 Koinange Street, Nairobi Telephone: +254-(0)20-2218968 URL: http://www.lapsset.go.ke Other sources: http://www.reuters.com/article/2013/04/11/kenya-port-lamu-idUSL5N0CX38D20130411



To what extent:	Score	Evidence
Is the project viable and attractive as a private sector or PPP initiative?		
Given the existing market opportunity	5	There is significant demand from South Sudan and Ethiopia for port access and this project will provide this
Given the existing incentives for the project	5	There is significant technical support and the government of Kenya has made a significant financial commitment as well
Given available risk mitigants	5	Political risk insurance is available for this project
Given the uniqueness of opportunity and/or asset	5	There is no existing road/ rail access from Lamu Port to the designated countries so this is a unique project
Is the project aligned with the goals of the PSCF and likely to have the desired development impact ?		
Engages target communities – women/ youth/excombatants/ refugees	5	The project will create hundreds of jobs during construction and open opportunities for thousands of jobs as th is new trade route develops
Facilitates/ supports increased regional integration	5	The project fosters regional integration and regional trade
Can be undertaken in adherence to high governance standards	5	The project can be undertaken using globally accepted good practices in terms of responsible investment
Is the project ready to be implemented?		
Has strong government, private sector, social enterprise, and/or development partner support	3	The governments of South Sudan, Ethiopia and Kenya all support the project, but there is room for more private sector participation and investment
A feasibility assessment/ business planning exercise has been carried out	5	Feasibility analysis has been undertaken for this project
Can be completed within 2-4 years	3	Aspects of the project can be undertaken within 12-24 months as it has many facets but overall the project may take more than ten years to complete
Overall Prioritization	5	Weighted average score on all 10 questions
Evaluation Key 5 = Very High 4 = Positive 3 = Neutral 2 = Negative 1 = Very Negative		

Project Name:
Kisumu Seaport and other Lake Victoria Ports
Project Country (ies):
Kenya, Uganda, Tanzania
Project Sector:
Transport Infrastructure – Lake Port rehabilitation and expansion
Project Source/Sponsor/Funder(s):
EAC, Kenya Government (seeking private participation via PPP)
Short Description of the Project:
Since the 1900s, Lake Victoria ferries have been an important means of transport between Uganda, Tanzania and Kenya. The main ports on the lake are Kisumu, Mwanza, Bukoba, Entebbe, Port Bell and Jinja.
This project involves development of Kisumu Port into a modern commercial Lake Port to serve the growing trade in the East African community region on a build-operate-transfer basis. The goal is develop these ports, provide requisite physical and super infrastructure, develop a mechanism to effectively manage these ports and ensure their efficient utilization. Private sector parties will be invited to design, finance, build, operate and transfer. The Kenya Port Authority (will own the port and be the landlord).
Investment Opportunity:
Port Management, Engineering, Storage, Logistics
Stage of Project:
Recruitment of Transaction Advisors: Negotiations with preferred bidder are complete. Contract signing and commencement of consultancy service is envisaged in February 2015.
The project forms part of a list of 68 proposed national PPPs.
Type of Project:
Transport Infrastructure (lake port rehabilitation/ development)
Duration of Project:
Estimate 36-48 months
Cost of Project:
US\$150 million
Funding Available:
Kenya government has begun this project
Funding Gap:
TBD
For More Information:
Kenya Ports Authority PO Box 20072 – 00200 Nairobi Tel: +254 693 1000 Email: micd@kpa.co.ke See http://www.pppunit.go.ke/index.php/news/2015/02/ppp-pipeline-progress-report-for-quarter-one-2015



To what extent:	Score	Evidence
Is the project viable and attractive as a private sector or PPP initiative?		
Given the existing market opportunity	5	There is significant trade demand in the region and Kisumu has been designated by the Kenyan government as a strategically important port to support intraregional trade
Given the existing incentives for the project	5	There is adequate technical support for the project and it is a national government PPP priority
Given available risk mitigants	5	The project is eligible for political risk insurance
Given the uniqueness of opportunity and/or asset	5	The project is unique due to the uniqueness of Lake Victoria
Is the project aligned with the goals of the PSCF and likely to have the desired development impact ?		
Engages target communities – women/ youth/excombatants/ refugees	5	The project will support regional trade and beyond the immediate jobs it creates it will indirectly help stimulate regional economic growth and development
Facilitates/ supports increased regional integration	5	The project has a strong trade facilitation component and thus will stimulate regional trade, cooperation and integration
Can be undertaken in adherence to high governance standards	5	The project can be implemented in adherence to high governance standards
Is the project ready to be implemented?		
Has strong government, private sector, social enterprise, and/or development partner support	4	The government of Kenya is a strong supporter of the project but is looking for private sector investors/ partners
A feasibility assessment/ business planning exercise has been carried out	5	There have been feasibility assessments undertaken for this project
Can be completed within 2-4 years	5	This project should be able to be completed within 24-36 months
Overall Prioritization	5	Weighted average score on all 10 questions
Evaluation Key 5 = Very High 4 = Positive 3 = Neutral 2 = Negative 1 = Very Negative		

Project Name:
Brazzaville, Congo – Kinshasa, DRC Road-Rail-Bridge Project
Project Country (ies):
DRC, Republic of Congo
Project Sector:
Transport Infrastructure – Multi-modal (rail, bridge, road)
Project Source/Sponsor/Funder(s):
DRC and Republic of Congo Governments, ECCAS (seeking private participation via PPP)
Short Description of the Project:
This rail and road bridge will link the two capital cities of Brazzaville (Republic of Congo) and Kinshasa (DRC), across the Congo River. The railway line will be connected with the Lumbumbashi-Ilebo line. It will also complete the missing road link of the Trans-African Highway: Tripoli – Windhoek – Cape Town, and a rail link for the Pointe Noire – South Eastern Africa Railway Network. The sub-project involves only the construction of Brazzaville-Kinshasa Road/Rail Bridge across the Congo River, the construction of a one-stop border post (OSBP), equipping of border post and training/capacity building.
The bridge will promote regional integration and economic development in both countries, and also serve as a inter-state and sub-regional trans-African link. This project has been identified by the African Union as a priority regional and continental project under the “Presidential Infrastructure Champion Initiative” (PIC). ECCAS, COMESA and SADC are key supporters of this initiative.
Investment Opportunity:
Engineering, Rail System Management, Construction
Stage of Project:
<ul style="list-style-type: none"> The Joint Technical Monitoring for the bridge section of the project has been appointed. Feasibility study and detailed design are being prepared under the supervision of ECCAS and financed by AfDB. The railway section of the project will be the responsibility of the DRC government, which has already formed a Railway Technical Committee to oversee the pre-feasibility study.
Type of Project:
Multi-modal Transport Infrastructure – road, rail, bridge
Duration of Project:
Estimate 36-48 month
Cost of Project:
US\$1.65 billion
Funding Available:
TBD
Funding Gap:
TBD
For More Information:
See http://addisababa.mfa.ir/uploads/Brazzaville_-_Kinshasa_19953.pdf http://au-pida.org/kinshasa-brazzaville-bridge-road-and-rail-project-rail-ilebo http://www.nepad.org/system/files/Fact%20Sheet_FINAL.pdf



To what extent:	Score	Evidence
Is the project viable and attractive as a private sector or PPP initiative?		
Given the existing market opportunity	5	The project unlocks trade between Central and Southern Africa and thus holds significant benefit for both regions
Given the existing incentives for the project	4	The two target countries and many development partners support this project
Given available risk mitigants	4	Political risk insurance is available for the project
Given the uniqueness of opportunity and/or asset	5	There is no existing thoroughfare, making this is a very unique and strategically important project
Is the project aligned with the goals of the PSCF and likely to have the desired development impact ?		
Engages target communities – women/ youth/excombatants/ refugees	5	The project will create direct jobs during the construction phase and indirect jobs afterwards because it will open up the West – Central – South trade corridor
Facilitates/ supports increased regional integration	5	The project definitely supports regional integration as well as benefiting the Republic of the Congo and the Democratic Republic of the Congo
Can be undertaken in adherence to high governance standards	5	The project can be developed with adherence to high governance standards
Is the project ready to be implemented?		
Has strong government, private sector, social enterprise, and/or development partner support	5	The governments of both countries and the African Development Bank support this initiative – which is also one of the PIDA projects
A feasibility assessment/ business planning exercise has been carried out	5	A full feasibility study has been completed for this project
Can be completed within 2-4 years	5	This project can be developed within 36-48 months
Overall Prioritization	5	Weighted average score on all 10 questions
Evaluation Key 5 = Very High 4 = Positive 3 = Neutral 2 = Negative 1 = Very Negative		

Project Name:
Central Multimodal Transport Corridor
Project Country (ies):
Tanzania, Uganda, Rwanda, Burundi, and DRC
Project Sector:
Transportation Infrastructure - Roads
Project Source/Sponsor/Funder(s):
COMESA, EAC
Short Description of the Project:
This project entails the upgrading and modernization of roads between Tanzania, Uganda, Rwanda, Burundi and the Democratic Republic of Congo in order to improve transport efficiency in the region. More specifically the modernization of 176 kilometres of highway and upgrading of 890 kilometres of road comprising five road-related smart corridor modules, including the creation of seven one-stop border posts. A rail module will be implemented later.
Since the transport system will be more efficient, people and goods will easily cross borders, while transport capacities and regional trade will increase. This will add to cost savings and speed up regional integration in East Africa.
Investment Opportunity:
Engineering, construction, storage facility development, logistics, road development
Stage of Project:
A public-private partnership structure and a toll system are proposed for this project, and these need to be accepted by all participating countries. The role players must harmonize the norms and standards and the financial plan for the project.
Each project within the program is currently at different stages. See http://www.au-pida.org/central-multimodal-transport-corridor
Type of Project:
Multimodal Transport Infrastructure
Duration of Project:
5-10 years conservatively
Cost of Project:
TBD
Funding Available:
TBD
Funding Gap:
TBD
For More Information:
Central Corridor Transit Transport Facilitation Agency Posta House Ghana Avenue PO Box 2372 Dar es Salaam, Tanzania T: +255 222 127 149 E: ttfa@centralcorridor-ttfa.org W: http://centralcorridor-ttfa.org Other source: http://www.au-pida.org/central-multimodal-transport-corridor



To what extent:	Score	Evidence
Is the project viable and attractive as a private sector or PPP initiative?		
Given the existing market opportunity	5	There is significant regional trade demand along this corridor at present
Given the existing incentives for the project	3	The project is competitive
Given available risk mitigants	4	Political risk insurance would be available for this project
Given the uniqueness of opportunity and/or asset	5	No equivalent infrastructure
Is the project aligned with the goals of the PSCF and likely to have the desired development impact ?		
Engages target communities – women/ youth/excombatants/ refugees	4	Job creation and regional economic development are guaranteed.
Facilitates/ supports increased regional integration	4	Includes the DRC, as well as 4 other PSC countries
Can be undertaken in adherence to high governance standards	4	Projected compliance with globally accepted good practice in terms of responsible investment
Is the project ready to be implemented?		
Has strong government, private sector, social enterprise, and/or development partner support	5	COMESA and EAC project with support from AU Program for Infrastructure Development in Africa (PIDA)
A feasibility assessment/ business planning exercise has been carried out	0	TBD
Can be completed within 2-4 years	2	The project would require more than 5 years to develop
Overall Prioritization	4	Weighted average score on all 10 questions
Evaluation Key 5 = Very High 4 = Positive 3 = Neutral 2 = Negative 1 = Very Negative		

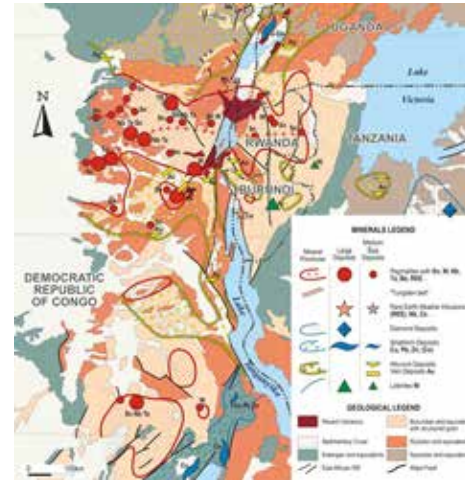
SELECTED ILLUSTRATIVE MINING SECTOR PROJECTS

Project Name:
Uganda Oil Refinery
Project Country (ies):
Uganda
Project Sector:
Mining – Petroleum Refinery
Project Source/Sponsor/Funder(s):
Uganda Government (Seeking private sector participation via a PPP)
Short Description of the Project:
A lead investor for the 60,000 barrels-a-day refinery is vital for Uganda's vast oil fields that are believed to contain as much as 3.5 billion barrels of crude. Russia's RT Global Resources and South Korea's SK Energy Co have been shortlisted for the project. Negotiations, with the winning bidder, are expected to be completed by February 2015 to pave way for the start of construction. The refinery will be developed under a PPP with the lead investor taking 60% stake and the government taking the remaining equity.
The refinery and the oil field are both expected to come to stream around 2018 and serve the national and regional markets. Uganda also plans to start awarding fresh oil and gas exploration licenses next year after an eight-year freeze, in attempt to speed up the development of its largely unexplored oil industry.
Investment Opportunity:
Engineering, oil refinery systems management, procurement services
Stage of Project:
Two potential private sector bidders have been shortlisted and should be announced in February 2015.
Kenya Government to acquire 2.5% stake at an estimated \$67.2 million.
Type of Project:
Development of an oil refinery
Duration of Project:
3 years
Cost of Project:
US\$2.5 billion
Funding Available:
TBD
Funding Gap:
TBD
For More Information:
see http://www.oilinuganda.org/categories/infrastructure



To what extent:	Score	Evidence
Is the project viable and attractive as a private sector or PPP initiative?		
Given the existing market opportunity	5	There is significant demand for petroleum products in the region that this project can potentially supply
Given the existing incentives for the project	4	There is significant technical and financial support from the Ugandan government
Given available risk mitigants	4	The project is eligible for political risk insurance
Given the uniqueness of opportunity and/or asset	3	Competitiveness given the uniqueness of product/resources/markets
Is the project aligned with the goals of the PSCF and likely to have the desired development impact ?		
Engages target communities – women/ youth/excombatants/ refugees	4	Projected job creation, income generation, skills development
Facilitates/ supports increased regional integration	3	The project will support regional energy security
Can be undertaken in adherence to high governance standards	4	The project can be undertaken with adherence to high governance standards
Is the project ready to be implemented?		
Has strong government, private sector, social enterprise, and/or development partner support	5	The government of Uganda is strongly behind this project as are oil companies in the region
A feasibility assessment/ business planning exercise has been carried out	4	Feasibility assessments have been undertaken on this project
Can be completed within 2-4 years	4	The project can be developed within 24-36 months
Overall Prioritization	4	Weighted average score on all 10 questions
Evaluation Key 5 = Very High 4 = Positive 3 = Neutral 2 = Negative 1 = Very Negative		

Project Name:
Chambers Federation South Kivu DRC Cooperative Mining Project
Project Country (ies):
DRC
Project Sector:
Mining – Gold/Industrial Diamonds
Project Source/Sponsor/Funder(s):
Chambers Federation (seeking private investment, equipment finance)
Short Description of the Project:
This is an ongoing impact investment into the South Kivu region of DRC. Cooperative structures have already been setup and five offices built in every major gold producing region in the area (Bukavu, Kaziba, Shabunda, Fizi-Misisi, & Minembwe). Experienced US based company already managing cooperatives in the area and creating a fair trade market for cooperative products such as gold, diamonds, copper, coltan, and several others.
Phase 3, which requires further investment, implements low cost, modern extraction equipment to drastically increase the cooperatives production. The company manages the cooperatives, provides security, processes the ore and exports it to the international market and splits profits with the cooperatives. A portion of the company's profits is also reinvested back into the community through CSR and diversified for-profit businesses. Cooperatives exceed 200,000 miners, therefore scalability and impact is substantial.
Investment Opportunity:
Mineral Extraction, Processing, Aggregation, Beneficiation and Export
Stage of Project:
Legal, infrastructure, management & sales systems in place
Type of Project:
Development of a cooperative mining project
Duration of Project:
3 to 6 months for Phase 3 implementation
Cost of Project:
US \$5 million, not to exceed, phased over 2 years
Funding Available:
TBD
Funding Gap:
US \$700,000 for next phase (3); Remaining Phase 4 and beyond TBD, not to exceed \$5,000,000 in total
For More Information:
Matthew Scott President, Chambers Federation T: +254 725 039 690 Email: chambersfederation@gmail.com See http://www.chambersfederation.com/drc-congo-mining-project/

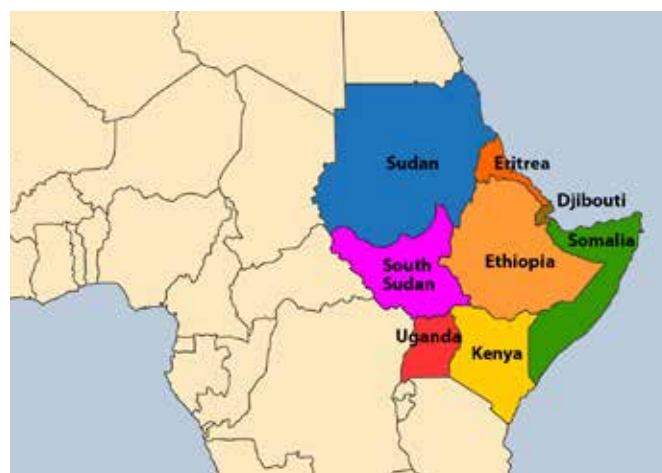


Source: http://www.transafrikasources.com/i/great_lakes_region.gif

To what extent:	Score	Evidence
Is the project viable and attractive as a private sector or PPP initiative?		
Given the existing market opportunity	4	There is global demand for the mined minerals that makes the project commercially viable
Given the existing incentives for the project	5	The project is competitive because it aggregates the work of existing artisanal miners
Given available risk mitigants	4	The project shall remain competitive as long as peace holds in the eastern D.R.C
Given the uniqueness of opportunity and/or asset	5	The project is situated in a region with significant mineral reserves
Is the project aligned with the goals of the PSCF and likely to have the desired development impact ?		
Engages target communities – women/ youth/excombatants/ refugees	5	The project involves young male artisanal miners and thus lessens the risk of their becoming combatants
Facilitates/ supports increased regional integration	5	The project while focused in the DRC is a useful model for projects that could be launched in other countries in the region with mineral assets and prospective artisanal miners
Can be undertaken in adherence to high governance standards	3	The project, with significant monitoring can be undertaken in adherence to high governance standards
Is the project ready to be implemented?		
Has strong government, private sector, social enterprise, and/or development partner support	4	The project has strong private sector support
A feasibility assessment/ business planning exercise has been carried out	3	The promoter has developed a feasibility analysis of the project
Can be completed within 2-4 years	5	The project can be implemented within 12 months
Overall Prioritization	4	Weighted average score on all 10 questions
Evaluation Key 5 = Very High 4 = Positive 3 = Neutral 2 = Negative 1 = Very Negative		

SELECTED ILLUSTRATIVE TOURISM SECTOR PROJECTS

Project Name:
IGAD Sustainable Tourism Roadmap
Project Country (ies):
Kenya, South Sudan, Sudan, Uganda
Project Sector:
Tourism
Project Source/Sponsor/Funder(s):
UNECA, IGAD and Governments of Kenya, Sudan and Uganda (Seeking private sector participation via a PPP(s))
Short Description of the Project:
Supported by UNECA and sponsored by IGAD and its member states, this dynamic program seeks to help each country improve its tourism offerings in the area of business tourism, eco-tourism, and cultural tourism and involves both skills development, training and infrastructure development.
The initiative thus involves the development in each country of: Policy and Regulatory Frameworks; Tourism Safety and Security; Tourism Product Development; Tourism Infrastructure, Tourism Marketing; Human Resource Development, Research and Development, and Tourism, Natural and Cultural Heritage Conservation.
Beyond the four PSCF GLR states, the other IGAD member states Djibouti, Eritrea, Ethiopia and Somalia are also intended beneficiaries of the initiative.
Investment Opportunity:
Eco tourism, development of infrastructure, transportation
Stage of Project:
A Sustainable Tourism Master plan 2013-2023 has been developed
Type of Project:
Development of tourism in the IGAD 8 member states (of which 4 are PSC Countries)
Duration of Project:
Ongoing
Cost of Project:
TBD
Funding Available:
TBD
Funding Gap:
TBD
For More Information:
See http://igad.int/ http://www.uneca.org/sites/default/files/publications/uneca_stmp.pdf



To what extent:	Score	Evidence
Is the project viable and attractive as a private sector or PPP initiative?		
Given the existing market opportunity	5	There is growing demand for tourism opportunities in Africa , particularly business and conference tourism
Given the existing incentives for the project	5	The countries involved all have tourism as a priority sector for development
Given available risk mitigants	4	Political risk insurance is available for all of the target countries
Given the uniqueness of opportunity and/or asset	4	Each country has unique tourism offerings
Is the project aligned with the goals of the PSCF and likely to have the desired development impact ?		
Engages target communities – women/ youth/excombatants/ refugees	4	Tourism has significant potential to employ women and youth -these initiatives will create hundreds of jobs
Facilitates/ supports increased regional integration	5	These projects -particularly the EAC's ONE VISA promote and facilitate regional integration
Can be undertaken in adherence to high governance standards	5	This project(s) can be undertaken with adherence to high governance standards
Is the project ready to be implemented?		
Has strong government, private sector, social enterprise, and/or development partner support	5	The governments of all countries are strong backers of this project
A feasibility assessment/ business planning exercise has been carried out	3	Some projects have been identified but others need to be assessed
Can be completed within 2-4 years	3	Estimated project cycle of within 2-4 years
Overall Prioritization	4	Weighted average score on all 10 questions
Evaluation Key 5 = Very High 4 = Positive 3 = Neutral 2 = Negative 1 = Very Negative		

Project Name:
Lake View Resort City in Kisumu, Kenya
Project Country (ies):
Kenya
Project Sector:
Tourism
Project Source/Sponsor/Funder(s):
Kenya Railways Corporation
Short Description of the Project:
Kenya Railways Corporation, as part of its mandate to develop its assets, has developed a strategy to create exciting and innovative property developments. One of the key developments is the Lake View Resort City. The proposed Lake View Resort City will be located on the Kenya Railways land measuring 20 acres in Kisumu City on the shores of Lake Victoria. It will be situated between Jomo Kenyatta Highway, Bank Street, the railway station and the State Lodge.
The project will involve the development of the following facilities:
1. Five star hotel – 400 rooms
2. Two three star hotels – 300 rooms each
3. Conference facilities for over 2000 people
4. Office park – 10 commercial buildings
5. Car park – 2000 cars
6. Entertainment and recreation areas
7. Shopping Mall
8. Business Process Outsourcing (BPO) Park
Investment Opportunity:
Construction, leisure facilities services and management, tourism services
Stage of Project:
Studies developed, looking for joint venture partner(s)
Type of Project:
Resort development
Duration of Project:
Estimate 48 months
Cost of Project:
US\$130 million
Funding Available:
KRC seeking joint venture partner(s) – capitalization TBD
Funding Gap:
TBD
For More Information:
Kenya Railways Corporation Workshop Road, Off Haile Selassie Avenue, opposite Kenya Polytechnic PO Box 30121 – 00100 Nairobi Tel: +254 20 222 1211 Email: info@kenyarailways.co.ke See http://www.matchdeck.com/article/352-government-agency-seeks-credible-property-developers#/index



To what extent:	Score	Evidence
Is the project viable and attractive as a private sector or PPP initiative?		
Given the existing market opportunity	4	Named as the United Nation's first Millennium City, Kisumu has experienced a development boom and is the 3rd largest city in Kenya
Given the existing incentives for the project	4	The planned financial support of the project promoter, Kenya Railways makes his an attractive project
Given available risk mitigants	5	Political risk insurance and the partial financial contribution of Kenya railways helps mitigate risks
Given the uniqueness of opportunity and/or asset	4	The lake is a unique regional asset and provides a compelling resort development opportunity for potential investors
Is the project aligned with the goals of the PSCF and likely to have the desired development impact ?		
Engages target communities – women/ youth/excombatants/ refugees	4	The project has the potential to create jobs during construction and development, as well as for the businesses developed around the resort
Facilitates/ supports increased regional integration	3	Potentially the project illustrates what can be done in other lake towns in the region
Can be undertaken in adherence to high governance standards	5	The project can be undertaken with adherence to high governance standards
Is the project ready to be implemented?		
Has strong government, private sector, social enterprise, and/or development partner support	5	The project has strong support from the Kenya Railways
A feasibility assessment/ business planning exercise has been carried out	4	A feasibility study(ies) has been undertaken
Can be completed within 2-4 years	3	The project can be developed within 36-48 months
Overall Prioritization	5	Weighted average score on all 10 questions
Evaluation Key 5 = Very High 4 = Positive 3 = Neutral 2 = Negative 1 = Very Negative		



Chapter 5.

Key Findings and Lessons from the IOB Consultations

Between April - September, the project consulting team undertook roughly 255 consultative meetings with a wide variety of regional stakeholders (See appendices with list of meetings and overview of discussions).

Key findings and lessons learned during the process included the following:

- a) **Regional Efforts are Working but Need to Be Accelerated and Deepened to Support the PSCF and to Attract More Private Sector Investment** – While efforts to stimulate economic development regionally and foster regional integration specifically are increasing, greater emphasis on harmonizing cross-border trade policies and regulations and working to improve the ability for capital and human capital resources, to move within the region, would stimulate greater regional economic growth;
- b) **A Great Lakes Region Business Forum would be Constructive and Helpful** – A public sector effort to establish a platform for private sector actors to meet and focus on potential areas of collaboration is a well endorsed idea and one that would have the support of a diverse group of stakeholders, including development partners, financial institutions as well as the PSCF signatory states and their organized business bodies;
- c) **Collaboration and Information Sharing Importance** – Improved collaboration and information-sharing between the various stakeholders working to promote peace, security and cooperation in the region is something that should be encouraged; it is relatively easy, given the size of the region and the various complexities found in each member state, to develop a very silo-oriented and narrow scope of vision and activity;
- d) **Women and Youth are Important Stakeholders to Support with Private Sector Investment Projects** – Women and youth are important stakeholders to consider supporting in all of the sectors identified, as their inclusion in greater numbers in the economic activity of the region (and their absorption among the ranks of the employed) would help reduce the potential for participation in disruptive and conflict oriented activity (especially for young men) and stimulate economic development at local and community levels toward the betterment of families in the region;
- e) **Transportation Corridors are Catalytic in Spurring Economic Development in the Region** – The crowding in of support and acceleration of implementation is most possible through the development of longstanding “corridors” in the region, and these corridor projects offer many types and sizes of “investment” opportunity as their development opens up access and the potential for commerce in the region;

- f) **Despite Historic Conflicts, the Great Lakes Region is already an Important Continental Investment Destination** – There is importance in realizing that despite the past conflict in the region, countries, such as Angola, South Africa, Kenya, Tanzania, Rwanda, and Uganda within it, were emerging as leading investment capital destinations on the continent, and nations such as Kenya and South Africa (along with Nigeria in West Africa) are increasingly becoming important investment source countries for the PSCF region broadly;
- g) **Trading Natural Resources for Infrastructure Development is a Growing Model in Many Great Lakes Region Countries** – Commodity extraction opportunity for infrastructure development finance is emerging (driven by China) as an important alternative source of capital for infrastructure development in the region for countries with abundant natural resources, modest means, and significant needs, in terms of the construction of infrastructure, particularly transportation infrastructure such as road and railways; and
- h) **Developing, Refining and potentially even Providing After Investment Support for Identified Strategic Investment Projects should be a Component of the Great Lakes Region Investment Promotion Effort** – There are growing numbers of African investment conferences (particularly related to energy, mining, infrastructure and agriculture) and it will be important to differentiate the proposed Great Lakes Region Private Sector Conference from these competing efforts. Defining the investment opportunities with great specificity, identifying investors that have track records that indicate that they have the capacity to successfully undertake the initiatives, and establishing a target(s) for commitment levels of investment that should be garnered out of the conference are all key ways to ensure that the initiative is successful and impactful.



Chapter 6.

The Great Lakes Investment Conference

The Great Lakes Private Sector Investment Conference is intended to bring together selected actors from the public and private sectors with significant power and influence in the region. The Conference is intended to offer a platform to discuss investment opportunities and needs in the region and to help inform the participants' investment decisions. It aims to foster interaction, learning and the identification of concrete investment opportunities.

The Conference will also seek to attract private investors and commercial actors to the region by:

- Preparing the ground for potential investments and articulating opportunities, across a range of specific sectors, that can create jobs and livelihoods;
- Helping identify key drivers of inclusive growth and sustainable development as well as determinants for a favorable business climate and articulating commitments to improve the investment climate in the region;
- Providing a platform for private sector actors and policy makers at national and regional levels to meet to discuss specific projects and exchange ideas on additional project opportunities toward enhancing private sector-led regional cooperation and commercial integration;
- Providing a platform for the 'matchmaking' of potential investment opportunities/projects with potential investors; and
- Making the case for responsible investment as the way leading to regional economic development and stability and providing participants with a better knowledge of investment implications of doing business in the region;

Through a consultative process with the conveners, participants to attend the Conference will be proposed based upon their actual and estimated potential for involvement in the implementation of the economic development goals of the PSC Framework, their roles in the realization of the IOB and their potential influence on the region's investment climate and the implementation of actual investment projects.

Thus, prospective participants shall include:

- Key policy makers and selected government representatives;
- CEOs of national and regional companies;
- CEOs of international companies investing and operating in the region;
- Chambers of Commerce, Business Councils;
- Investment promotion agencies;
- Bilateral and multilateral development institutions;
- Equity Firms and banking institutions; and
- Credit rating agencies.

The conference is suggested as an important component of a multi-year investment promotion campaign and therefore should ideally occur on an annual basis and the host country could rotate between signatory countries of the Great Lakes region. Overall the conference and investment generation campaign should be embedded in and support the proposed “ICGLR Private Sector Forum”.

The Conference will ultimately be designed to foster interaction, learning and ‘matchmaking’ around concrete investment opportunities. With a view to achieving its objectives, it shall be structured in different ways including plenary sessions to set the context – along with sector-focused break-away sessions, and a wrap up session(s) at the end of the event. It is also envisioned that the Conference will involve high level speakers from the public and private sectors.

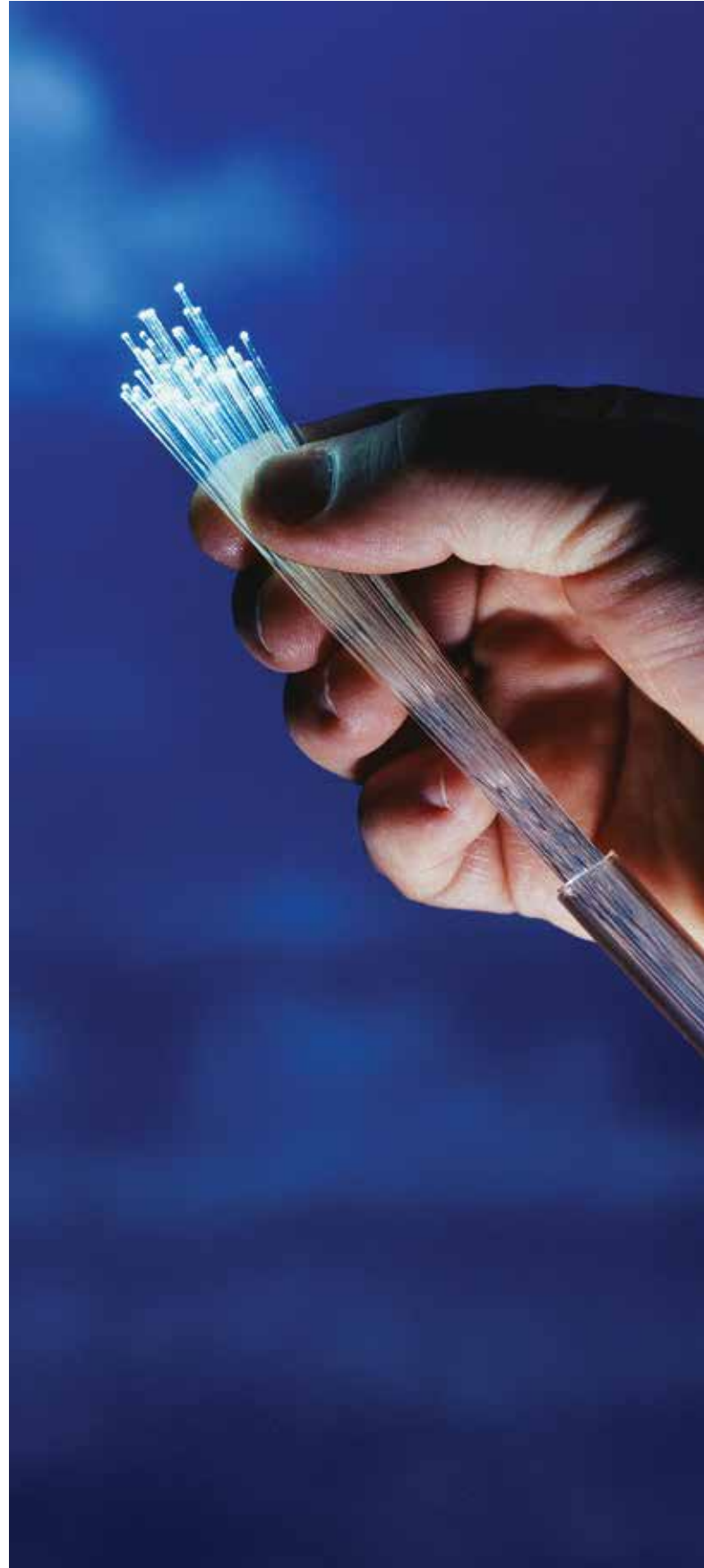
As a proposed two-day conference, it is also envisioned that the event could involve a Public-Private Dialogue (PPD) and a session to highlight regional economic development trends and opportunities and showcase various investments that have been made to date in the region. Lastly, it could serve as a platform for the announcements of new investments and investment pledges for the near future.

The conference would also, ideally, offer the PSCF signatories an opportunity to showcase priority projects under country specific pavilions or exhibition stands, manned by national investment agency authorities and possibly project promoters.

All of this would be supported, optimally, by the planned digital IOB projects platform or portal.

From a logistical perspective, ideally, a lead time of at roughly 6 months should be considered to ensure adequate time for the conference preparations, marketing communications, and stakeholder mobilization.

The ultimate timing of the PSIC will be dependent on a process of Regional Consultation where the Ministers will choose the date, venue and modalities for convening the event.



Chapter 7.

Suggested Recommendations for Action

During the consultative exercise a number of themes emerged – based on the consultations and the related analysis of investment in the region – that were deemed worth sharing with stakeholders interested in development in the Great Lakes Region. While not meant to be prescriptive, the further idea behind sharing these recommendations is that if followed, stakeholders, particularly governments in the region seeking investment, might improve their chances of success:

- a) **Approach the Conference as an Inaugural Event that will also be Held Annually in Years to Come** – As this will be the first time that all of the countries and stakeholders undertake this type of collective investment promotion initiative, conceptualizing and developing it as one that will be convened annually to ensure that good projects may be in the pipeline and not ready for the inaugural get appropriate promotional support when ready. This will help to ensure that the event plays a meaningful role in all of the 13 states' as well as ICGLR and OSESG's regional investment promotion efforts. Rotating the conference, so that each year it affords a different country the opportunity to be showcased, will also add value to the effort. Lastly, as a yearly effort, investors from year to year will have an opportunity to update stakeholders on progress (and challenges) and these testimonials can be used to attract new-to-market investors to the region;
- b) **Formally Promote Public Private Partnerships** – Developing formal public private partnership regulations, identifying strategic projects to promote as public-private partnership investment opportunities and priorities and the promotion of these projects to private sector investors and industry operators are a tangible way for nations to increase the role being played by the private sector in the achievement of the respective country's economic development agendas;
- c) **Promote Corridors and/ or Regional Value Chains and Special Economic Zones** – Identifying, creating, promoting and incentivizing collective activity from the public sector, private sector, social enterprise institutions and the development partner community to develop projects around established transport routes that connect the region, offer access to regional and international markets through ports (lake ports and sea ports), while promoting inclusive project development, where there are abundant natural resources, arable land, water, and human capital, is a constructive way to stimulate growth and development in a particular region;
- d) **Fully Leverage Regional Investors and Companies to Drive Regional Investment** – As nearly 24 percent of recent foreign direct investment in sub-Saharan Africa is

being made by continentally based investors, it is prudent to pursue and support investors that already have a presence in the region (both domestic and multinational companies and investors) as they are more likely to understand and be able to navigate the nuances of the business environment in the region and mitigate against real and perceived risks in the region;

- e) **Pursue Regional Policy Development and Coordination** – Where countries are able to negotiate with one another and agree on shared strategy, regulation and policy (such has been the case in the East African Community), it creates a catalytic environment that is attractive to investors and encourages them to think and plan regionally and across borders, which helps to achieve regional integration goals. Key partners here include the regional economic communities: CEPGL, COMESA, EAC, IGAD and SADC;
- f) **Prioritize Key Regional Infrastructure Projects** – As job creation and increasing regional integration and trade are key aims of the PSCF, it will be valuable if PSCF members prioritize and agree to support selected infrastructure projects whose implementation will help accelerate these aims;
- g) **Promote Responsible Investment in the Extractive Industry Sectors** – As much of the conflict in the region has been tied to the natural resources and extractive sectors, strengthening public-private collaboration in this area and promoting responsible business practices, value addition and environmental sustainability will help achieve the aims of the PSCF;
- h) **Encourage the Expansion of Impact Investment** – Impact investing can play an important role in furthering efforts to develop inclusive business in the region. Thus, the development of incentives to support and attract impact investors to invest in the region should be encouraged;
- i) **Support ICGLR Leadership and Capacity Development Initiatives** – As ICGLR has emerged as a leading catalyst for development and the implementation of the PSCF, supporting the programmes and projects of ICGLR should be a priority for both development partners active in the region and private sector investors/ companies that aim to support the PSCF's implementation;
- j) **Support Social Enterprise within the PSCF Implementation Process** – There is an important role that social enterprises, NGOs and civil society (who often work closely with small holders and SMEs) in the region can play, and these institutions should be encouraged to work closely with both government and the private sector to support the participation of private sector companies and private investors in the Great Lakes Region;

- k) **Explore Opportunities to Work with Project Promoters to Develop Additional Investment Promotional Material and Analyses** – ICGLR and OSESG might consider supporting the creation of project development teams that can work with promoters before the conference and after the conference to ensure that the projects are presented in a way that responds to investors' interests and improves the likelihood that the projects and investments made are sustainable and get implemented as designed/ intended.



Appendix 1

Stakeholder Consultation List

SADC HQ (Botswana)

Secretariat, Plot 54385 CBD, Gaborone

Name:	Mr Gerson Marco Sangiza
Position:	Senior Officer; Defence Affairs and Planning
Tel:	+267 395 1863
Cell:	+267 71 348 581
Email:	gsangiza@sadc.int
Name:	Mr Remmy Makhumbe
Position:	Director, Infrastructure and Services Directorate
Tel:	+267 384 1949
Cell:	+267 71 444 655
Email:	rmakhumbe@sadc.int
Name:	Mr Odala Matupa
Position:	Programme Officer, Power
Tel:	+267 364 1951
Cell:	+267 76 000 024
Email:	omatupa@sadc.int
Name:	Mr Raliva Alisoa Vololonaina
Position:	Senior Programme Officer, Industry Productive Competitiveness
Tel:	+267 394 1863
Email:	avolonoloina@sadc.int

ANGOLA

Name:	Mr Anastácio Roque Gonçalves
Position:	Programme Manager Global Sustainable Business
Company:	UNDP
Address:	Rua Major Kanhangulo, 197 Luanda, Angola
Tel:	+244 226 430 880
Cell:	+244 923 649 264
Email:	anastacio.goncalves@undp.org
Name:	Ms Fernanda Mendy
Position:	Economic Advisor
Company:	UNDP
Address:	Rua Major Kanhangulo, 197 Luanda, Angola
Tel:	+244 220 643 0880
Cell:	+244 922 037 765
Email:	fernanda.mendy@undp.org
Name:	Ms Maria Do Valle Ribeiro
Position:	UN Resident Coordinator
Company:	UNDP
Address:	Rua Major Kanhangulo, 197 Luanda, Angola
Tel:	+244 220 643 0880
Email:	maria.dovalle.ribeiro@undp.org
Name:	Mr Samuel Harbor
Position:	Country Director
Company:	UNDP
Address:	Rua Major Kanhangulo, 197 Luanda, Angola
Tel:	+244 226 430 8880
Cell:	+244 939 035 001
Email:	samuel.harbor@undp.org

Name:	Mr Septime Martin
Position:	Resident Representative
Company:	African Development Bank (ADB)
Address:	Banco Africano de Desenvolvimento Rua Rei Katvavala Ecdficio Rei Katvavala
Tel:	S/N Ineombota
Cell:	+244 930 049 256
Email:	s.martin@afdb.org
Name:	Ms Maria Luisa Abrantes
Position:	Chief Executive officer
Company:	National Investment Promotion Agency (ANIP)
Address:	Cerqueira Lukoki Street, No 25 Ministry of Industry, Building 9, Andar Luanda, Angola
Tel:	+244 222 391 434/331 252
Email:	maria.abrantes@anip.co.ao
Name:	Ms Ana Karina Venancio da Silva
Position:	Director of Promotion of Investment and Marketing
Company:	ANIP
Address:	Cerqueira Lukoki Street, No 25 Ministry of Industry, Building 9, Andar Luanda, Angola
Tel:	+244 222 391 434/331 252
Email:	ana.silva@anip.co.ao
Name:	Mr Nicholas Staines
Position:	Resident Representative
Company:	International Monetary Fund
Address:	25 Largo Albano Machado, Maculusso, Luanda, Angola
Tel:	+244 937 787 670
Cell:	+244 930 579 325
Email:	nstaines@imf.org
Name:	Mr Antonio de Jesus Marcolino Pombai
Position:	Director
Company:	Ministry of Economy
Address:	Edificio Tour Elysee, Rua Rainha, Ginga, 31 Luanda, Angola
Tel:	+244 222 395 060
Email:	antonio.pombai@minec.gov.ao
Name:	Ms Isabel Bethania da Silva Cipriano
Position:	Chief of Department
Company:	Ministry of Economy
Address:	Edificio Tour Elysee, Rua Rainha, Ginga, 31 Luanda, Angola
Tel:	+244 222 395 060
Cell:	+244 925 064 143
Email:	isabel.cipriano@minec.gov.ao
Name:	Mr Jose Severino
Position:	President
Company:	Angolan Industrial Association
Address:	Rua da Missao no 73, Luanda, Angola
Tel:	+244 222 335 557
Email:	jsv.aia@gmail.com

Name:	Mr Alexandre David de Sousa Costa
Position:	Secretary of State External Trade for the Ministry of Trade
Company:	Ministry of Commerce and Trade
Address:	Edificio Palacio de Vidro Largo 17 de Setembro, no 7, 6 andar, Ala, Direita Luanda, Angola
Tel:	+244 923 522 790
Email:	adsc1157@gmail.com
Name:	Mr Conceicao Gaspar
Position:	Director of Cabinet for Ministry of Commerce
Company:	Ministry of Commerce and Trade
Address:	Edificio Palacio de Vidro Largo 17 de Setembro, no 7, 6 andar, Ala, Direita Luanda, Angola
Tel:	+244 930 455 331
Email:	champas50@hotmail.com
Name:	Ms JumoJte Jagun-Ookunmu
Position:	Country Manager, Mozambique and Angola
Company:	IFC
Address:	IFC Lusophone Africa 160,Rua José, Craveirinha, Maputo, Mozambique
Tel:	+258 2148 30 66
Email:	jjagun@ifc.org
Name:	Ms Katia Daude
Position:	Senior Country Officer
Company:	IFC
Address:	IFC Lusophone Africa 160,Rua José, Craveirinha, Maputo, Mozambique
Tel:	+258 2148 30 66
Email:	k.daude@ifc.org

BURUNDI

Name:	Mr Arthur Rushemeza
Position:	National Economist
Company:	UNDP
Address:	Chaussee d'UVIRA, Bujumbura, Burundi
Tel:	+257 22 30 11 51
Cell:	+257 78 82 90 91
Email:	arthur.rushemeza@undp.org
Name:	Ms Odette Kayitesi
Position:	Minister
Company:	Ministry of Agriculture and Livestock
Tel:	+257 22 22 20 87
Email:	info@rushemeza@undp.org
Name:	Mr Zenon Nsananiye
Position:	Program Officer
Company:	Ministry of Agriculture and Livestock
Cell:	+257 799 831 04
Email:	zensana@yahoo.com
Name:	Mr Jean Bosco Nsabumuremyi
Position:	Assistant to the Minister
Company:	Ministry of Transport, Public Works and Equipment
Tel:	+257 22 21 0572
Cell:	+257 77 930 362
Email:	bosconsabumuremyi@hmail.com

Name: Ms Esperance Niyoruima Position: Director General Company: Information Communication Technology Cell: +257 79 978 007 Email: niyoesperance@yahoo.fr
Name: Mr Jean Berchmans Ngaririra Position: Permanent Secretary Company: Ministry of Energy and Mines Tel: BP 745, Bujumbura Email: +257 22 2132 66
Name: Ms Marie Rose Nirigiyimana Position: Minister Company: Ministry of Commerce Industry Address: Posts and Tourism BP. 1895, Bujumbura Tel: +257 22 27 73 16 Cell: +257 79 22 21 11 Email: info@commerceetindustrie.gov.bi
Name: Mr Leonard Ntibagirirwa Position: National Coordinator Enhanced Integrated Framework National Implementation Unit Company: Ministry of Commerce Industry Address: Posts and Tourism BP. 1895, Bujumbura Tel: +257 22 27 73 16 Cell: +257 79 22 21 11 Email: leonntib@yahoo.fr
Name: Mr Gerard Nduwingoma Position: Assistant to the Minister Company: Ministry of Commerce Industry Address: Posts and Tourism BP. 1895, Bujumbura Tel: +257 22 27 73 16
Name: Mr Nikoyangize Firmin Position: Assistant to the Minister Company: Ministry of Energy and Mines Address: BP. 745, Bujumbura Tel: +257 22 2132 66 Email: fnikoyangize@yahoo.com
Name: Mr Paul Ndarhonyoye Company: Ministry of Energy and Mines Address: BP. 745, Bujumbura Tel: +257 22 2132 66
Name: Ms Emmanuela Ngenzebuhoro Position: Director General Company: Ministry of Energy and Mines Address: BP. 745, Bujumbura Tel: +257 22 2132 66
Name: Mr Gratién Ntirandekura Position: Director General Geology Company: Ministry of Energy and Mines Address: BP. 745, Bujumbura Tel: +257 22 2132 66
Name: Mr Ossoual Negfrge Position: Director Company: Ministry of Energy and Mines Address: BP. 745, Bujumbura Tel: +257 22 2132 66

Name: Mr Rachdi Radji Position: Country Representative Company: World Bank Address: Avenue de l' Aviation, Rubero I Tel: + 257 22 20 6200 Email: rradij@worldbank.org
Name: Ms Oulimata Sarr Position: Country Coordinator Company: IFC Address: Avenue de l' Aviation, Rubero I Tel: +257 79 182 082 Email: OSarr@ifc.org
Name: Dr Petra Wagner Position: Director Company: Chamber of Commerce Address: Croisement JRR/Av P L Rwagasore Tel: +25722 22 51 38 Email: petra.wagner@giz.de
Name: Mr Christian Nkengurutse Position: Secretary General Company: Federal Chamber of Commerce and Industry Cell: +257 77 732 386 Email: chrisnkengurutse@cficib.org

CONGO

Name: Mr Anthony Kwaku Ohemeng-Boamah Position: Resident Coordinator Company: UNDP Address: Avenue Foch, Brazzaville Tel: +242 06 667 75 99 Cell: +242 06 666 51 79 Email: anthony.ohemeng-boamah@undp.org
Name: Mr Eloi Kouadio IV Position: Deputy Resident Representative Company: UNDP Address: Avenue Foch, Brazzaville Cell: +242 06 667 75 99 Email: eloi.kouadioiv@undp.org
Name: Ms Ginette Mondongou Camara Position: Senior Economist Company: UNDP Address: Avenue Foch, Brazzaville Cell: +242 05 636 7654 Email: ginette.mondongou-camara@undp.org
Name: Mr Alain Beltran Mpoue Position: Conseiller Principal Programme Company: UNDP Address: Avenue Foch, Brazzaville Tel: +242 22 281 1885 Cell: +242 05 576 92 19 Email: a.ngomo@bdeac.org
Name: Mr Jean Pinda Niangoula Position: Director General Company: Ministry of Industry Address: Development and Private Sector Promotion Tel: +242 06 62 76 117 Email: niangoula.claise@gmail.com

Name: Dr Jean Galessamy-Ibombo Position: Vice President Company: Chamber of Commerce and Industry Address: 1638 Rue, Louingui Ouenze Tel: +242 22 820 712 Email: gigigalex@yahoo.fr
Name: Mr Louis Remy Bobiba Position: Secretary General Company: Chamber of Commerce and Industry Address: 1638 Rue, Louingui Ouenze Tel: +242 5 55121 25 Email: lremybobiba@gmail.com
Name: Mr Jerome Ollandet Position: National Coordinator Company: International Conference on the Great Lakes Region Tel: +242 05 551 44 59 Email: amjeroll@yahoo.fr
Name: Mr Nouredine Kane Dia Position: Senior Country Economist Company: African Development Bank Address: Avenue Foch, Brazzaville Tel: +242 06 667 7599 Cell: +242 05 619 21 28 Email: n.dia@afdb.org
Name: Mr Alain Ngomo Ndoutoume Position: Division of Industry, Studies and Funding Company: Development Bank of Central African States Cell: +242 06 660 85 76 Email: alain-mpoue@undp.org
Name: Mr Mounir Ben Guirat Position: Technical Advisor Company: Development Bank of Central African States Tel: +242 22 281 1885 Email: m.benguirat@bdeac.org
Name: Mr Patrick Dal Bello Position: Director Company: French Development Agency Address: 1 Rue Behagle, Brazzaville Tel: +242 22 281 53 30 Cell: +242 06 970 56 56 Email: dalbello@afd.fr
Name: Mr Etaki Wadzon Position: Macro-Economist Company: World Bank Tel: +242 05 520 5240 Email: etakiwadzon@yahoo.fr

DRC

Name: Mr Gérard Tumba Position: Chief of Staff Company: Mécanisme National de Suivi (MNS) Tel: +243 81514 0880 Email: gerard.tumba@mns.cd

Name:	Mr Patrick Mutombo
Position:	Consultant
Company:	MNS
Tel:	+243 999 991 0599
Email:	patrick.mutombo@mns.cd
Name:	Mr C. Ngopi
Company:	MNS
Tel:	+243 999 991 0599
Name:	Mr Joseph Ikoli Liyombo
Position:	Directeur de Cabinet Adjoint/Mines
Company:	Ministere des Mines
Address:	3ème Etage, Immeuble Gécamines, Boulevard du 30 Juin, Kinshasa
Tel:	+243 998 987 643
Name:	Mr Jean Fidèle Tengbuti
Position:	Consultant
Company:	Ministry of Economy
Name:	Mr Jean Baptiste Mathe
Position:	Expert
Company:	Ministry of Energy
Tel:	+243 999 991 681
Email:	mathejb@yahoo.fr
Name:	Mr J. Tshali
Company:	Ministry of Environment & Tourism
Name:	Mr J Barrett
Company:	OSESG
Name:	M-A Lagrange
Company:	OSESG
Name:	Ms A Tshabantu
Position:	Vice President
Company:	Federation des Entreprises du Congo
Name:	Mr Patrick Mutombo
Position:	Consultant
Company:	MNS
Tel:	+243 818 109 949
Email:	constant.mpoyi@mns.cd
Name:	Mr C. Mpoyi Tshibaka
Position:	Consultant
Company:	MNS
Name:	Mr Jean Fidèle Tengbuti Mambe
Position:	Consultant
Company:	Ministère de l'Economie et Commerce
Tel:	+243 851 586 111
Email:	tjeanfidele@gmail.com
Name:	Mr Jean Kingombe Tshali
Position:	Directeur Chef Service Tourisme et
Company:	Accords Internationaux
	Ministère de l'Environnement
	Conservation de la Nature et
	Tourisme
Tel:	+243 813 502 251
Email:	kingtshali2102@yahoo.fr
Name:	Mr Joseph Iko Liyombo
Position:	Ministère des Mines
Company:	3ème Etage, Immeuble Gécamines, Boulevard du 30 Juin, Kinshasa
Tel:	+243 998 987 643
Cell:	+243 818 136 745
Email:	josephkoli@yahoo.fr

Name:	Ms Yasmin Efka
Company:	Ministère des PTNTI
Tel:	+243 998 122 740
Email:	yasminmboyo@hotmail.com
Name:	Mr Jean Paul Bokesto
Position:	Economist
Company:	PNUD
Tel:	+243 992 392 272
Email:	jboketso@undp.org
Name:	Mr Evan Macmillan
Company:	Department for International Development (DFID)
Cell:	+243 810 781 148
Email:	e-macmillan@dfid.gov.uk
Name:	Amb Matthieu Vuillermet
Position:	Ambassador to France
Company:	+243 824 946 207
Cell:	matthieu.vuillermet@diplomacie.gov.fr
Email:	gov.fr
Name:	Ms Jane Baxter
Company:	EU Delegation
Tel:	+243 975 641 592
Email:	alison.baxter@eeas.europe.eu
Name:	Mr Jean-Claude Matongo
Company:	EU Delegation
Email:	jean-claude.matongo@eeas.europe.eu
Name:	Mr Constantin Yebe
Position:	Resident Representative
Company:	BIT
Tel:	+243 998 036 885
Email:	yebe@ilo.org
Name:	Mr Stephane Amim
Position:	Private Sector Specialist
Company:	PNUD
Cell:	+243 816 492 223
Email:	stephan.amani@undp.org
Name:	Mr James Gilman
Position:	Financial Sector Project Manager
Company:	USAID
Cell:	+243 818 807 109
Email:	jjgilman@usaid.org
Name:	Ms Nathalie Tshiamala
Company:	USAID
Cell:	+243 87 106 352
Email:	ntshiamala@usaid.gov
Name:	Ms Daphne Titus
Position:	Senior Advisor for the Great Lakes
Company:	Region at USAID
	USAID
Tel:	+243 97 000 4187
Email:	dtjtus@usaid.gov
Name:	Ms Olga Kadima
Company:	World bank
Cell:	+243 817 666 666
Email:	okadima@worldbank.org
Name:	Ms Françoise Ngendahayo
Position:	Representative
Company:	UN WOMEN
Cell:	+243 811 911 066
Email:	francoise.ngendahayo@unwomen.org

Name:	Mr Jules Mulimbi
Position:	Director
Company:	United Nations Fund for Population (UNFPA)
Tel:	+243 997 015 986
Email:	jules.mulimbi@unwomen.org
Name:	Mr Jean-Paul, Jmvogo
Company:	INF
Cell:	+243 825 930 121
Email:	jmvogo@inf.org

ICGLR	
Name:	Mr Mohamed Ismail Bouabdalli
Position:	BDEA Technical Assistant
Company:	ICGLR
Address:	P.O.Box 7076
Tel:	+257 22 25 68 24
Cell:	+257 75 250 372
Email:	bouabdalli@yahoo.fr bouabdalli50@gmail.com
Name:	Ms Evelyn Mbatata
Position:	Assistant to the Executive Secretary
Company:	ICGLR
Cell:	+257 22 25 68 28
Email:	evelynembatata@icglr.org evelynembatata@yahoo.fr
Name:	Mr Michel Makuzza
Position:	ICGLR National Coordinator
Company:	ICGLR
Cell:	+250 78 22 76 167
Email:	mmakuzza@minaffet.gov.rw
Name:	Amb Serge Karonkano
Position:	Ambassador; Technical Support Committee (TSC)
Company:	ICGLR
Address:	Avenue Luxembourg No 8
Cell:	+257 755 65 659
Email:	karonkanoserge@yahoo.fr
Name:	Mr Colonel Pierre Mongo
Position:	National Representative; TSC Member
Company:	ICGLR
Cell:	+242 05 55 114 07
Email:	piermongo@yahoo.fr
Name:	Amb David J. Miyeye
Position:	Ambassador; Tanzania Special Representative to the Great Lakes and member of TSC
Company:	ICGLR
Cell:	+255 787 584 147
	+255 659 584 147
Email:	kapyad@gmail.com
Name:	Ms Isabel Carvalho
Position:	Acting National Coordinator for the Great Lakes Region
Company:	ICGLR
Address:	Luanda, Angola
Tel:	+244 923 538 789
	+244 924 438 025
Email:	isabeltiomoteo24@hotmail.com

Name: Mr Joseph Matingou Position: Técnico Company: TSC-MIREX/ICGLR Tel: +244 924 438 025 Email: josephroestaline@yahoo.fr	Name: Ms Sarah Ochieng Position: Private Sector Development Company: Specialist Address: World Bank IFC Delta Centre, 7th Floor, Menengai Road, Upper Hill, Nairobi, Kenya Tel: +254 20 293 7622 Cell: +254 724888 866 Email: sochieng@ifc.org	Name: Mr Stefan Kauder Position: Senior Consultant Company: World Bank-Kenya Tel: +254 731 209 456 Email: skauder@worldbank.org
Name: Mr Julius Kithamba Position: National TSC Member Company: ICGLR Tel: +254 719 439 057	Name: Mr Wim Douw Position: Programme Manager, Investment Company: Climate for Industry Address: World Bank IFC Delta Centre, 7th Floor, Menengai Road, Upper Hill, Nairobi, Kenya Tel: +254 20 293 7622 Cell: +254 726848 855 Email: wdouw@ifc.org	Name: Ms Carole Kariuki Position: Chief Executive Officer Company: Kenya Private Sector Alliance Address: 5th Floor, Shelter Afrique Building Mamlaka Road, PO Box 3556-00100 GPO Nairobi Tel: +254 20 27 30371/2 Email: ckariuki@kepsa.or.ke
Name: Lt. Gen. Amb. Solomon Mumbi Position: National Coordinator Company: ICGLR Address: 4th and 5th Floor, Mukuba Pension House, Lusaka, Zambia Tel: +260 974 122 077 +260 955 422 011 Email: slmumbi@hotmail.com	Name: Mr Varsay Sirleaf Position: Investment Officer Company: World Bank IFC Address: Delta Centre, 7th Floor, Menengai Road, Upper Hill, Nairobi, Kenya Tel: +254 20 293 7622 Cell: +254 715 370 123 Email: vsirleaf@ifc.org	Name: Mr M.I Njuguna Position: Chief Financial Officer Company: Africa Harvest Address: Whitefield Place, Westlands, PO Box 642-00621, Nairobi, Kenya Tel: +254 733 633 336 Email: mnjuguna@africaharvest.org
KENYA		
Name: Ms Anna Stoyanova Position: Office of the Special Envoy of the Secretary-General for the Great Lakes Region Company: United Nations (UN) Address: S-2, UNON Compound, United Nations Gigiri, Nairobi, Kenya Tel: +254 413 506 387 Email: stoyanova@un.org	Name: Mr Rafael Jabba Position: Chief Portfolio Officer Company: African Development Bank (ADB) Address: East Africa Regional Resource Center (EARC), Khushee Tower, Longonnot Road, Upper Hill, Nairobi, Kenya Tel: +254 20 271 2925 Cell: +254 704 406 054 Email: rjabba@afdb.org	Name: Ms Irene Mbugua Position: Trade Officer for African Caribbean and Pacific Countries Company: Ministry of Foreign Affairs Address: Harambee Avenue, PO Box 30551-00100, Nairobi, Kenya Email: igirungu@mfa.go.ke
Name: Mr Luc Ngowet Position: Political Affairs Officer Company: UN Address: S-2, UNON Compound, United Nations Gigiri, Nairobi, Kenya Tel: +254 413 506 387 Cell: +254 714 979 449 Email: ngowet@un.org	Name: Mr Aniefiok Johnson Position: Office of the Special Envoy of the Secretary General for the Great Lakes Region Company: UN Address: S-2, UNON Compound, United Nations Gigiri, Nairobi, Kenya Tel: +254 413 506 387 Email: Johnson26@un.org	Name: Mr Joseah Rotich Position: Ministry of Foreign Affairs Address: Harambee Avenue, PO Box 30551-00100, Nairobi, Kenya
Name: Ms Carolin Averbeck Position: Team Leader; Inclusive Economic Growth & Social Development Unit Company: UNDP Kenya Address: Block M-3, UNON Compound, United Nations, Gigiri, Nairobi, Kenya Tel: +254 20 762 4465/0 Cell: +254 708 281 299 Email: carorin.averbeck@undp.org	Name: Ms Salome Kimani Position: Associate Company: African Development Bank (ADB) Address: East Africa Regional Resource Center (EARC), Khushee Tower, Longonnot Road, Upper Hill, Nairobi, Kenya Tel: +254 20 271 2925	Name: Dr C. Kiptoo Position: County Director Kenya Company: Trademark East Africa (TMEA) Address: 2nd Floor, Equatorial Fidelity Centre Waiyaki Way, Westlands PO Box 313-00606, Nairobi, Kenya Tel: +254 20 423 5000 Cell: +254 722 771 986 Email: chris.kiptoo@trademarkea.com
Name: Mr Julius Chokerah Position: Economist Company: UNDP-Kenya Address: Block M-3, UNON Compound, United Nations, Gigiri, Nairobi, Kenya Tel: +254 20 762 4465/0 Email: julius.chokerah@undp.org	Name: Mr Fred Matwang Position: Assistant Director of Foreign Services Company: Ministry of Foreign Affairs Address: Harambee Avenue, PO Box 30551-00100, Nairobi, Kenya Cell: +254 713 189 222 Email: fmatwanga@mfa.go.ke	Name: Mr Taylor Mburu Position: Project Manager Company: Africa Harvest Address: Whitefield Place, Westlands, PO Box 642-00621, Nairobi, Kenya Tel: +254 710 484 232 Email: nmburu@africaharvest.org
	Name: Mr Sospeter Ngoya Position: Trade Promotion Expert Company: Ministry of Foreign Affairs Address: Harambee Avenue, PO Box 30551-00100, Nairobi, Kenya Email: sngoya@mfa.go.ke	Name: Mr J. Mutunga Position: Programme Manager Kenya Company: Trademark East Africa Address: 2nd Floor, Equatorial Fidelity Centre Waiyaki Way, Westlands PO Box 313-00606, Nairobi, Kenya Tel: +254 20 423 5000 Cell: +254 736 880 087 Email: joshua.mutunga@trademarkea.com
	Name: Mr Erastus Mong'are Position: Executive Director Company: StartUp Africa Tel: +254 720 173 265 /+130 22 997045 Email: erastus@startupafrica.org	

RWANDA	
Name:	Mr Clever Gatete
Position:	Minister
Company:	Ministry of Finance and Economic Planning
Address:	KN 3 Ave, Nyarugenge District, City center, Kigali
Tel:	+250 252 59 60 02
Email:	cgatete@minecofin.gov.rw
Name:	Mr Ronald Nkusi
Position:	Director
Company:	Ministry of Finance and Economic Planning
Address:	KN 3 Ave, Nyarugenge District, City center, Kigali
Email:	ronald.nkusi@minecofin.gov.rw
Name:	Ms Ignace Rusenga Mihigo Bacyaha
Position:	Country Head
Company:	IFC
Address:	4th Floor, SORAS Building, Boulevard de la Revolution, Kigali
Tel:	+250 252 591 352
Cell:	+250 788 306 196
Email:	ibacyaha@ifc.org
Name:	Amb Valentine Rugwabiza
Position:	Chief Executive Officer
Company:	Rwanda Development Board (ROB)
Address:	Boulevard de l'Umuganda, Gishushu, Nyarutarama Road, Kigali
Tel:	+250 788 305 671
Email:	valentine.rugwabiza@rdb.rw
Name:	Ms Clare Akamanzi
Position:	Chief Operating Officer
Company:	RDB
Address:	Boulevard de l'Umuganda, Gishushu, Nyarutarama Road, Kigali
Tel:	+250 510 248
Cell:	+250 788 301 661
Email:	clare.akamanzi@rdb.rw
Name:	Mr Eusebe Muhikira
Position:	Head of Trade and Manufacturing Department
Company:	RDB
Address:	Boulevard de l'Umuganda, Gishushu, Nyarutarama Road, Kigali
Tel:	+250 788 513 764
Email:	eusebe.muhikira@rdb.rw
Name:	Ms Faustin Karasira
Position:	Division Manager
Company:	Product Development and Planning/Tourism and Conservation Department, RDB
Address:	Boulevard de l'Umuganda, Gishushu, Nyarutarama Road, Kigali
Tel:	+250 788 355 053
Email:	faustin.karasira@rb.rw
Name:	Ms Sheila Kyarisiima
Position:	Special Projects Advisor
Company:	RDB
Address:	Boulevard de l'Umuganda, Gishushu, Nyarutarama Road, Kigali
Tel:	+250 787 780 409
Email:	sheila.kyarisiima@rdb.rw

Name:	Dr Monique Nsanzabaganwa
Position:	Vice Governor
Company:	National Bank of Rwanda
Address:	Kiyovu, KN6 Avenue, 4. Kigali
Tel:	+250 591 422 00
Cell:	+250 788 306 730
Email:	mnsanzabaganwa@bnr.rw
Name:	Dr Thomas Kigiabo Rusuhuzwa
Position:	Chief Economist and Director General
Company:	Monetary Policy and Research
Address:	Kiyovu, KN6 Avenue, 4. Kigali
Tel:	+250 591 42200
Cell:	+250 788 303 633
Email:	tkigabo@bnr.rw
Name:	Mr Hanninghton Namara
Position:	Chief Executive Officer
Company:	Private Sector Federation Rwanda
Address:	Chamber of Industry Grand Pension Plaza 6th Floor, PO Box 1963 Kigali
Tel:	+250 788 308 879
Email:	hanninghton@psf.rw
Name:	Mr Herman Tuyaga
Position:	Head of CEPGL
Company:	CEPGL
Address:	B.P. 58 Gisenyi
Tel:	+250 78 830 7061
Email:	hertuyaga@yahoo.fr
Name:	Mr Joseph Lititiyo Afaya
Position:	Secrétaire Exécutif, Adjoint Chargeé des Programmes
Company:	CEPGL
Address:	B.P. 58 Gisenyi
Tel:	+250 78 830 93 95
Email:	lititiyoseph@yahoo.fr
Name:	Mr Emmanuel Hategeka
Position:	Permanent Secretary
Company:	Ministry of Trade and Industry
Address:	PO Box 73, Kigali
Tel:	+250 252 599 102
Cell:	+250 788 312 222
Email:	ehategeka@gmail.com ehategeka@gov.rw
Name:	Ms Daya Bragante
Position:	Economic Affairs Officer, Sustainable Development, Environment & Food Security, Sub-Regional Office for Eastern Africa
Company:	UNECA
Address:	PO Box 4654, Kigali
Tel:	+250 252 586 545/48
Cell:	+250 783 560 345
Email:	DBragante@uneca.org
Name:	Lamin Manneh
Position:	Resident Coordinator
Company:	UNDP
Address:	Avenue de l'Armée 12, Kigali
Tel:	+250 252 576 263
Cell:	+250 78 222 0001
Email:	lamin.manneh@one.un.org

Name:	Amata Diabate
Position:	Economic Advisor
Company:	UNDP
Address:	Avenue de l'Armée 12, Kigali
Tel:	+250 252 576 263
Cell:	+250 78 000 0030
Email:	amata.diabate@undp.org
Name:	Ms Marie-Françoise Umulinga
Position:	Programme Officer, Sub-Regional Office for Eastern Africa (SRO-EA)
Company:	UNECA
Address:	PO Box 4654, Kigali
Tel:	+250 252 586 545/48
Cell:	+250 788 306 200
Email:	ufumulinga@uneca.org
Name:	Ms Kayitesi Olive
Position:	Administrative Assistant to the Permanent Secretary
Company:	Ministry of East African Community (MINEAC)
Address:	4th Floor MINAFFET Building, Kimihurura, Kigali
Tel:	+25 252 599 120
Email:	mineac@mineac.gov.rw

SOUTH AFRICA

Name:	Mr Tinashe Kapuya
Position:	Manager of International Trade and Investment Intelligence
Company:	Agbiz
Address:	Grain Building, 1st Floor, 477 Witherite Road, The Willows, Pretoria
Tel:	+27 12 807 66 86
Email:	tinash@agbiz.co.za
Name:	Mr Pietman Roos
Position:	Senior Analyst
Company:	South African Chamber of Commerce and Industry (SACCI)
Address:	Chamber House, 24 Sturdee Avenue, Rosebank, Johannesburg, 2196
Tel:	+27 11 446 38 00
Email:	analyst@saccci.org.za research@saccci.org.za
Name:	Ms Sadiya Abdool-Gaffar
Position:	Marketing and Policy Consultant
Company:	SACCI
Address:	Chamber House, 24 Sturdee Avenue, Rosebank, Johannesburg, 2196
Tel:	+27 11 446 38 00
Name:	Mr Chris Wynne-Potts
Position:	Business Development Director
Company:	G4S Securicor
Address:	1 half Street, Voorspoed, Welkom 9459
Tel:	+27 10 001 45 00
Email:	Chris.wynne-potts@africa.g4s.com

Name: Mr Michael Kagwa Position: General Manager Company: International Financing Divisio, Development Bank of Southern Africa (DBSA) Address: Headway Hill, 1258 Lever Road, Midrand Tel: +27 11 313 31 44 Cell: +27 71 681 73 62 Email: kamogeloo@dbsa.org	Name: Ms Liezl Castleman Position: Directorate; Botswana, Lesotho, Swaziland, Namibia, Angola and DRC Company: DIRCO Address: OR Tambo Building, 460 Soutpansberg Road, Rietondale Pretoria Tel: +27 12 351 0346 Cell: +27 83 635 5765 Email: castlemanl@dirco.gov.za	Name: Mr Madoba Ntshinga Position: Deputy Director: Sub-Directorate: Central Africa: Cameroon, Chad, Central African Republic Company: DIRCO Address: OR Tambo Building, 460 Soutpansberg Road, Rietondale Pretoria Tel: +27 12 351 1011 Email: ntshingam@dirco.gov.za	
Name: Ms Zienzile Musamirapamwe Position: Head of Public Sector; Centre of Excellence Company: Barclays Africa, ABSA Bank Address: Absa Capital 15, Alice Lane, Sandton 2196 Tel: +27 11 895 66 85 Email: zienzi.musamirapamwe@absacapital.com	Name: Mr Aaron Mudimeli Position: Deputy Director: Office of the Special Envoy to the Great Lakes Company: OIRCO Address: OR Tambo Building, 460 Soutpansberg Road, Rietondale Pretoria Tel: +27 12 351 8643 Cell: +27 83 306 7301 Email: mudimelim@dirco.gov.za	Name: Ms Tselane Mokuena Position: Chief Director: Sub-Directorate: East Africa Company: DIRCO Address: OR Tambo Building, 460 Soutpansberg Road, Rietondale Pretoria Tel: +27 71 675 7539 Email: mokuenat@dirco.gov.za	
Name: Mr M A Mudemeli Position: Chief Directorate Company: Office of the Special Representative to the Great Lakes Department of International Relations and Cooperation (DIRCO) Address: OR Tambo Building, 460 Soutpansberg Road, Rietondale, Pretoria Tel: +27 12 351 14 11 Email: mudimelim@dirco.gov.za	Name: Mr Nathi Sifuba Position: Assistant Director: Office of the Special Envoy to the Great Lakes Company: OIRCO Address: OR Tambo Building, 460 Soutpansberg Road, Rietondale Pretoria Tel: +27 12 351 1411 Email: sifuban@dirco.gov.za	Name: Ms Uezl Combrink Position: Chief Director: Sub-Directorate Africa II (Kenya, Uganda) Company: DIRCO Address: OR Tambo Building, 460 Soutpansberg Road, Rietondale Pretoria Tel: +27 12 351 1554 Cell: +27 82 330 8457 Email: combrinke@dirco.gov.za	
Name: Mr Yunus Hoosen Position: Chief Director Company: Trade and Investment South Africa (TISA), the DTI Address: 77 Meintjies Street, Sunnyside, Pretoria Tel: +27 12 394 95 00 Email: yhoosen@thedti.gov.za	Name: Mr Godfrey Mulaudzi Position: Director; Central Africa Company: DIRCO Address: OR Tambo Building, 460 Soutpansberg Road, Rietondale Pretoria Email: mulaudzig@dirco.gov.za	SOUTH SUDAN	
Name: Mr Charles Manuel Position: Director Company: Investment Promotion, TISA, the DTI Address: 77 Meintjies Street, Sunnyside, Pretoria Tel: +27 12 394 95 00 Email: cmanuel@thedti.gov.za	Name: Ms Tebogo Mathe Position: Senior Secretary: Office of the Special Envoy to the Great Lakes Company: DIRCO Address: OR Tambo Building, 460 Soutpansberg Road, Rietondale Pretoria Tel: +27 12 351 0833 Email: mathet@dirco.gov.za	Name: Mr Arok Dut Arok Position: General Manager Company: South Sudan Chamber of Commerce, Industry & Agriculture Email: arokmarit@gmail.com	Name: Mr Suttan Angok Ring Position: Executive Member Company: South Sudan Chamber of Commerce, Industry & Agriculture Email: AngokBol@yahoo.com
Name: Amb Sikoso Mji Position: Chief Directorate Company: Central Africa Department of International Relations and Cooperation (DIRCO) Address: OR Tambo Building, 460 Soutpansberg Road, Rietondale, Pretoria Tel: +27 12 351 1729 Cell: +27 82 678 5674 Email: mjis@dirco.gov.za	Name: Ms Nontshukumo Phama Position: Deputy Director: Sub-Directorate: Namibia and Angola Company: DIRCO Address: OR Tambo Building, 460 Soutpansberg Road, Rietondale Pretoria Tel: +27 12 351 0243 Email: Ohaman@dirco.gov.za	Name: Mr Dut Yol Position: Deputy SG Company: South Sudan Chamber of Commerce, Industry & Agriculture	Name: Mr Gavang Guot Chol Position: South Sudan Chamber of Commerce, Industry & Agriculture Cell: +211 977 225 988
	Name: Ms Pololto Nkobi Position: Deputy Director: Sub-Directorate: DRC Company: DIRCO Address: OR Tambo Building, 460 Soutpansberg Road, Rietondale Pretoria Tel: +27 12 351 0201 Email: nkobip@dirco.gov.za	Name: Mr Alat Ganang Akech Position: Economic Affairs Secretary Company: South Sudan Chamber of Commerce, Industry & Agriculture Cell: +211 955 884 988	Name: Ms Mary Kadi E. Manoul Position: Chief Communications Officer Company: South Sudan Chamber of Commerce, Industry & Agriculture Cell: +211 956 324 342 Email: mrykadi@yahoo.com

Name:	Amb Susan D. Page
Position:	Ambassador
Company:	Embassy of the United States of America, Juba
Address:	Kololo Road, Juba
Tel:	+211 954 987 450 +211 912 178 692
Email:	PageSD@state.gov
Name:	Mr Joseph Hassen Daniel Devyus
Position:	Director General; Directorate of Administration & Finance
Company:	South Sudan Investment Authority
Address:	P.O.Box 426 Juba
Tel:	+211 911 387 733 +211 955 059 153
Email:	danieljosephassan@gmail.com
Name:	Ms Mary Jervase Yak
Position:	Deputy Minister
Company:	Ministry of Finance, Commerce, Investment and Economic Planning
Address:	Ministry Complex P.O. Box 80 Juba
Tel:	+211 954 408 152 +211 965 396 995
Email:	mawajulag@gmail.com
Name:	Mr Simon Akuei Deng
Position:	Secretary General
Company:	South Sudan Chamber of Commerce, Industry & Agriculture
Address:	Adjacent to Summer Palace Hotel, Juba Town
Tel:	+211 922 226 444
Email:	akueideng@yahoo.com
Name:	Mr Etambuyu A. Gundersen
Position:	Special Assistant to The Resident Coordinator
Company:	UNDP South Sudan
Tel:	+211 954 732 809
Email:	etambuyu.gundersen@one.un.org
Name:	Mr Jaden Tongun Emiio
Position:	Undersecretary of Forestry
Company:	Ministry of Agriculture and Forestry
Tel:	+256 477 103 357
Email:	jtemil53@gmail.com
Name:	Mr David Maker
Position:	Governance and Democracy Officer
Company:	UNDP South Sudan
Email:	david.maker@undp.org

SUDAN	
Name:	Abd Alla Ahmed Hassan Salim
Position:	Ambassador
Company:	Ministry of Foreign Affairs, Republic of Sudan
Address:	Po Box 873 – Khartoum - Sudan
Tel:	+249 915399222
Email:	kiemo44@hotmail.com
Name:	Mohamed El-Mahi El Kadomah
Position:	Researcher
Company:	Presidency of the Republic, The National Investment Authority, Republic of Sudan
Address:	PO Box 266 – Khartoum - Sudan
Tel:	+249922207630
Email:	Mohammed.elmahy@sudaninvest.gov.sd

Name:	Mohied Wali
Position:	Researcher
Company:	Presidency of the Republic, The National Investment Authority, Republic of Sudan
Address:	PO Box 266 – Khartoum – Sudan
Tel:	+249183770691
Email:	mohiedwali@gmail.com8
Name:	Muntasir Khalid Aisiddig
Position:	Department Manager
Company:	Presidency of the Republic, The National Investment Authority, Republic of Sudan
Address:	PO Box 266 – Khartoum – Sudan
Tel:	+249155151411
Name:	Elmoiz Ismail
Position:	Programme Officer
Company:	UNDP
Address:	PO Box 913 – Khartoum - Sudan
Tel:	+249187120000
Email:	elmoiz.ismail@undp.org

TANZANIA

Name:	Ms Janet Bitegeko
Position:	Executive Director
Company:	Agriculture Council of Tanzania
Address:	ASG Building, 2nd Floor, Corner Nyerere/Gereza ni Road, Dar es Salaam
Tel:	+255 222 124 851
Cell:	+255 754 305 985
Email:	jbitegeko@hotmail.com
Name:	Mr Ernest Salla
Position:	Private Sector Deveopment Specialist
Company:	UNDP RR and CO Tanzania
Address:	UNDP International, House Building, 6th Floor Shaaban Robert Street/ Garden Avenue, PO Box 9182, Dar es Salaam, Tanzania
Tel:	+255 22 211 2576
Email:	ernest.salla@undp.org
Name:	Mr Philippe Dongier
Position:	Country Director Tanzania, Uganda and Burundi
Company:	IFC, World Bank Group
Address:	50 Mirambo Street, Dar es Salaam, Tanzania
Tel:	+255 22 216 3200
Cell:	+255 78 441 137
Email:	pdongier@worldbank.org
Name:	Mr Richard Boufter
Position:	Team Leader
Company:	Sustainable Growth and Chair of the Private Sector & Trade Donor Group (OFIO)
Address:	Umoja House 5th Floor, Garden Avenue, Dar es Salaam
Tel:	+255 22 211 0141
Cell:	+255 767 820 048
Email:	r-boulter@dfid.gov.uk

Name:	Mr Isaac Dallushi
Position:	Chairman
Company:	S&M Agro Enterprises Ltd
Address:	Uwabiru Buildings, Umwe North, Ikwiriri Rufiji
Tel:	+255 787 615 434
Email:	isaac.dalushi@sandmagro.co.tz
Name:	Mr Salim Tindwa
Position:	Managing Director
Company:	S&M Agro Enterprise Ltd, Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA)
Address:	Uwabiru Buildings, Umwe North, Ikwiriri Rufiji
Tel:	+255 713 278 719
Email:	s.tindwa@sandmagro.co.tz
Name:	Mr Shammy Efiariki
Position:	Project Coordinator for Non-Tariff Barriers
Company:	TCCIA
Address:	Ghana Avenue 21, Dar es Salaam, Tanzania
Tel:	+255 222 119 436
Cell:	+255 784 477 205
Email:	shammy@tccia.com bkshammy@yahoo.com
Name:	Mr Andrew Luzze
Position:	Executive Director
Company:	East Africa Business Council (EABC)
Address:	Olorien House, Perfect Printers Street, PO Box 2617, Arusha, Tanzania
Tel:	+255 27 25 43 047
Cell:	+255 782 602 874
Email:	aluzze@eabc-online.com
Name:	Ms Elli Pallangyo
Position:	Director of Industry
Company:	Ministry of Industry and Trade
Address:	NSSF, Waterfront House, Sokoine Drive, Dar es Salaam
Tel:	+255 22 212 7884
Email:	enpallangyo@gmail.com
Name:	Ms Eilda Makenge
Position:	Principal Trade Officer
Company:	Ministry of Industry and Trade
Address:	NSSF, Waterfront House, Sokoine Drive, Dar es Salaam
Tel:	+255 22 212 7884
Cell:	+255 713 423 347
Email:	emakenge@hotmail.com
Name:	Ms Otilia Haule
Position:	Economist
Company:	Ministry of Industry and Trade
Address:	NSSF, Waterfront House, Sokoine Drive, Dar es Salaam
Tel:	+255 22 212 7884
Name:	Mr Christopher Nassari
Position:	Principal Trade Officer
Company:	Ministry of Industry and Trade
Address:	NSSF, Waterfront House, Sokoine Drive, Dar es Salaam
Tel:	+255 22 212 7897
Cell:	+255 754 267 106
Email:	csnassari@yahoo.co.uk

Name: Ms Jennifer Baarn Position: Deputy CEO Company: Southern Agricultural Growth Corridor of Tanzania Address: TPSF Building, 1288 Mwaya Road, Masaki, Dar es Salaam Tel: +255 222 601 024 Cell: +255 786 839 665 Email: jennifer.baarn@sagcot.com	Name: Mr Lawrence Byensi Position: Director Company: Uganda Investment Authority Address: The Investment Centre, TWED Plaza, Plot 22, Lumumba Avenue, Kampala Tel: +256 414 301 140 Cell: +256 772 407 530 Email: byensi@ugandainvest.go.ug	Name: Ms Chabu Lwao Position: Investment Promotion Officer Company: Zambia Development Agency (ZOA) Address: Privatisation House Nasser Road Lusaka, Zambia Tel: +260 211 220 177/223 859 Email: chabu.lwao@zda.org.za
Name: Mr Louis Accaro Position: Director of Membership Services Company: Tanzania Private Sector Foundation (TSPF) Address: Plot No.1288, Mwaya Road Msasani Peninsula, Dar es Salaam Tel: +255 226 019 13 Cell: +255 782 428 699 Email: lpaccaro@tpsftz.org	Name: Mr Ssati Godfrey Position: Policy Analyst & Advocacy Officer Company: Uganda Manufacturer Association Address: Lugogo Show Grounds, Kampala Tel: +256 414 287 615 Cell: +256 712 940 910 Email: ssalikg@uma.or.ug	Name: Mr George Lwanda Position: Economics Advisor and Head of Strategy and Policy Unit Company: UNDP-Zambia Address: UN House, Alick Nhata Road, Lusaka, Zambia Tel: +260 211 250 800/254 586 Email: george.lwanda@undp.org
Name: Ms Jane Gonsalves Position: HR/BOS Manager Company: TSPF Address: Plot No.1288, Mwaya Road Msasani Peninsula, Dar es Salaam Tel: +255 22 260 1913 Cell: +255 786 476 284 Email: jgonsalves@tpsftz.org	Name: Ms Almaz Gebru Position: Country Director Company: UNDP Address: Plot 11, Yusuf Lule Road, Kampala Tel: +256 417 112 199 Cell: +256 771 775 806 Email: almaz.gebru@undp.org	Name: Dr Bright Chunga Position: President, ZAM and Head, Corporate Communications, TradeKings Group Company: Zambia Association of Manufacturers Address: Plot No. 29831 Nampundwe Rd., Light Industrial Area, Lusaka, Zambia Email: bright.chunga@gmail.com
Name: Ms Nakuala Senzia Position: Director of Investment Facilitation Company: Tanzania Investment Centre (TIC) Address: Shaaban Robert Street, PO Box 938 Dar es Salaam Tel: +255 22 211 6328/32 Cell: +255 754 285 334 Email: senzia@tic.co.tz	Name: Mr Wilson Kwamya Position: Team Leader – Growth and Poverty Reduction Programme Company: UNDP Address: Plot 11, Yusuf Lule Road, Kampala Tel: +256 417 112 217 Email: wilson-kwamya@undp.org	Name: Dr Ngoza Siwale Lwao Position: Project Advisor, Trading for Peace Programme Company: COMESA Address: Ben Belle Road Lusaka, Zambia Tel: +260 211 229 732 Cell: +260 977 741 996 Email: nslwao@comesa.int
Name: Mr Innocent Kahwa Position: Investment Facilitation Officer Company: TIC Address: Shaaban Robert Street, PO Box 938, Dar es Salaam Tel: +255 22 211 6328/32 Cell: +255 754 292 718 Email: ikahwa@tic.co.tz	Name: Mr Moses K. Kibirige Position: Financial and Private Sector Development Company: World Bank Address: Rwenzori House, 1 Lumumba Avenue, Kampala Tel: +256 414 302 263 Email: mkibirige@worldbank.org	Name: Mr Geoffrey Sakulanda Position: President Company: Zambia Chamber of Commerce and Industry Tel: +260 211 250 000 Cell: +260 978 771 414 Email: secretariat@zacci.co.za
UGANDA		
Name: Amb. Nathan Ndoboli Position: Head African Union Department Company: Ministry of Foreign Affairs Address: Plot 2A-B, Apollo Kagga Road, Kampala Tel: +256 414 257 525 Cell: +256 755 431 124 Email: ndoboli2009@yahoo.com	Name: Mr Franklin Mutahakana Position: Senior Operations Officer Company: World Bank Address: Rwenzori House, 1 Lumumba Avenue, Kampala Tel: +256 414 302 216 Email: fmutahakana@worldbank.org	Name: Mr Oswell Binha Position: President Company: Association of SADC Chambers of Commerce and Industry (ASCCI) Address: Lusaka Showgrounds Great East Road, Lusaka, Zambia Tel: +260 211 252 483/369 Cell: +260 971 581 467
Name: Ms Valentine Owang Position: Deputy Director Company: Uganda Investment Authority Address: The Investment Centre, TWED Plaza, Plot 22, Lumumba Avenue, Kampala Tel: +256 414 301 131 Cell: +256 772 455 149 Email: vogwang@ugandainvest.go.ug	ZAMBIA	
	Name: Mr Sylvain Kakou Position: Senior Investment Officer Company: IFC Address: Pyramid Plaza, 7468 Church Road, Lusaka, Zambia Tel: +260 211 252 811/253 219 Email: skakou@ifc.org	Name: Mr Said Adejumobi Position: Director Company: UNECA – Southern Africa Sub-regional Office Address: 2392 Longolongo Road, Lusaka, Zambia Tel: +260 211 231 062/228 503 Email: sadeejumobi@uneca.org
	Name: Mr Siazongo D. Siakalenge Position: Permanent Secretary Company: Ministry of Commerce, Trade and Industry Address: New Government Complex, 9th and 10th Floor, Nasser Road, Lusaka, Zambia Tel: +260 211 228 301/5 Email: siazongosiakalenge@mcti.gov.zm	Name: Dr Mzwanele Mfunwa Position: Chief: Sub-Regional Initiatives Unit, SRO Company: UNECA Southern Africa Sub-regional Office Address: 2392 Longolongo Road, Lusaka, Zambia Tel: +260 211 231 062/228 503 Email: dbragante@uneca.org

Appendix II

Great Lakes Region Consultation Takeaways

	Dates	Country	Remarks & Notable Outcomes/ Projects
1.	April 25, 2014	SADC HQ (Botswana)	<ul style="list-style-type: none"> • Impact investment needed in Eastern DRC • Agriculture, livestock, energy, tourism, road/ transport infrastructure key • Focus on women, youth also key • Projects need to be quick hitting – 12 to 36 month priority • Initial set of infrastructure projects given to World Bank – still valid list
2.	May 7-9, 2014	Kenya	<ul style="list-style-type: none"> • Regional trade environment improving rapidly given free trade policies of the East African Community • Transport/ logistics projects – particularly rail project – have potential to enhance regional trade and improve competitiveness • Agriculture/ agribusiness expertise growing and Kenyan companies expanding across the region • Recent terrorist activity/conflict with Somalia is having a chilling effect on tourism and increasing investment risk profile in the country – raising project costs • Entrepreneurship training and awareness carries a huge peace/security dividend in the GLR and will contribute to tackle the big problem of youth unemployment in the region
3.	May 12 -16, 2014	DRC	<ul style="list-style-type: none"> • Agriculture a key sector of importance, agriculture parks programme a key one to focus on for Eastern DRC • Coffee, tea, Livestock key sub-sectors in East • Energy – expansion of Ruzizi dam also important project • Revamping Virunga and Kahuzi-Biega national parks mentioned as important tourism projects • Roads and railways connecting Eastern DRC are a further priority • Development of the airports in Goma / Bukavu also important for tourism and commerce • Training, transfer of knowledge and technology to the region suggested • Share of local / regional contractors in the procurement process
4.	May 12-15&22 2014	Angola	<ul style="list-style-type: none"> • The Angolan Public Sector plays a strong role in regulating the economic activity and modernizing the infrastructures, although most of the investment in the Angolan economy is performed by the private sector; • As of 2014, Oil & Gas still accounts for 30% of GDP, while trade responds for 27%, followed by Agriculture & Fishery with 12%, Construction 11% and Manufacturing 9%; • Further diversification of the economy is one of the priority objectives of the National Development Plan 2013-2017; • The new Private Investment Law includes a set of fiscal, financial and foreign trade incentives for national and foreign investors whose investment projects are eligible; • Angolan farmers need assistance and training to become part of the value chain, thus improving quality and earnings; • Interest in a regional (ICGLR) business forum to bring APEX bodies together • Lobito – Lusaka Corridor – rail and port projects very important
5.	May 14-16, 2014	Tanzania	<ul style="list-style-type: none"> • Potential private-sector investments that could have regional impact: <ul style="list-style-type: none"> • Palm oil refinery in/from western Tanzania and DRC • PPPs in the railway and ports sector • Mining and export of Tanzanite and salt • Investment in cold chain e.g. dairy and fish • Opportunities in ICT projects, especially in connecting farmers to markets • Horticulture – opportunities for export • Encourage financial institutions to give loans to SMEs in agribusiness • Provide support to small-holder farmers for organising themselves in co-operatives to increase production • Key challenges to increase private sector investment are; lack of adequate infrastructure, high transport costs for goods in the region and lack of reliable electricity and its high cost • Excessive bureaucratic procedures and lack of transparency in the public sector poses big hurdles for attracting investment • There must be peace and security for private sector investment to consider the GLR • The following areas of business development have shown slow improvements but a lot still needs to be done; infrastructure (road and rail) and related cost of transport, energy (reliability and cost), and business regulations
6.	May 19-22, 2014	Congo	<ul style="list-style-type: none"> • Private sector requires support to improve their organisation and the quality of information they produce • Projects and Program management skills are in high demand, along with vocational skills in the areas of public works, industrial maintenance for oil and gas equipment • Important need for training in the agriculture sector • Need support in facilitating access to energy • The private sector needs to be included in the infrastructure projects and also be included in the extractive industry particularly oil and gas exploration

7.	May 19-21, 2014	South Africa	<ul style="list-style-type: none"> • Tight competition within the agribusiness and the agricultural sector has resulted in companies migrating to outside of South Africa's borders • Sector focus is in infrastructure, ICT and Energy (specifically the rehabilitation of State Energy companies) • Need to build capacity within governments in preparing projects and or undertaking feasibility studies • IOB should feature larger infrastructure type projects that would attract larger companies • Another focus sector is tourism which should be defined as "economic tourism" where travel is associated with the purchase of goods for household consumption • Humanitarian aspects and social inequalities of life in the GLR need to be dealt with before trade and investment can become a reality • IOB should have at least one project that facilitates investment into a Demobilisation, Disarmament and Reintegration (DDR) program, as DDR programs are crucial in order to building economically viable communities • North South Corridor important comprises important infrastructure projects
8.	May 26-27, 2014	Uganda	<ul style="list-style-type: none"> • Tourism, agriculture, mining important sectors in Uganda • Oil potentially a benefit • Logistics key – border posts, road and rail infrastructure critical • Energy also a key resource and area for potential investment – renewable energy opportunities • DRC, Rwanda, and South Sudan key cross border trading countries – one stop border posts would be helpful • EAC has helped significantly increase intra-regional trade
9.	May 28-30, 2014	Rwanda	<ul style="list-style-type: none"> • Agribusiness, eco-tourism, and MICE tourism, and prospectively mining, all key sectors • Need for logistics infrastructure at GOMA borders with DRC as significant trade happening there • Three markets envisioned (Goma – Gisenyi), (Bukavu – Kamember), (Kamanyola – Sange), to accommodate cross border trade • Guaranty fund for women traders also needed to help expand their business • Energy a key sector, opportunities for gas investment re Lake Kivu and also solar PV for rural electrification • Housing construction also needed
10.	June 2-4, 2014	Burundi	<ul style="list-style-type: none"> • The Government of Burundi organised a conference of donors in Geneva in 2012 followed by sectorial conferences where they presented projects and partners presented commitments • Agriculture is the backbone of the economy and absorbs youth and women. Projects are presented in the National Plan of Agricultural Investments • ICT is a key sector and has the potential of absorbing a substantive number of youth and women • Commerce, Industry and Tourism have a great potential for integration and projects to that effect exist in the mid-term program prepared by the Ministry • Mines are important as one of the sources of the conflicts in the Great Lakes region. The Government has prepared a new investment code giving many incentives to investors • Artisanal mining needs to be better organised and opportunities for investing the proceeds should be created to facilitate sustainable livelihoods for youth engaged in this activity • Roads construction and infrastructure building can absorb important number of youth • Energy is an important sector for development in the region, projects for the provision of electricity through hydropower exist and could benefit from private sector investment, Rusumo Falls, Ruzizi III • Railways are also an important sector that could use public-private partnerships for their funding • Doing Business in Burundi has improved substantially recently • Burundi should be consider to host the November conference
11.	June 4-6, 2014	Zambia	<ul style="list-style-type: none"> • Zambia is a mining (copper) and agriculture based economy • Strong trade with DRC and growing trade with Burundi • Great North Road main artery – same today as it was at independence – border crossing needs expansion • Ports on Lake Tanzania need expanding • Growing number of regionally active Zambian companies – value addition important and potentially this capacity a contribution for GLR enterprises • Logistics key as country is landlocked – rail through Angola important . . . rail and roads, in general fails to link the key parts of the country (colonial legacy)
12.	June 16-17, 2014	DRC	<ul style="list-style-type: none"> • The DRC has a list of priority infrastructure projects that have been developed to promote national economic development and to support key sectors such as agriculture and mining sector development
13.	June 23-27, 2014	South Sudan	<ul style="list-style-type: none"> • The country held a very success investment conference in December 2013. However, a week later political infighting plunged the country into a protracted conflict and this has severely hampered efforts to follow-up on the investment pledges and interest • LAPSSSET an important project and key sectors include agriculture and energy (electricity), and of course, oil production and potentially, processing
14.	September 29-30, 2014	Sudan	<ul style="list-style-type: none"> • The National Investment Authority is directly under the Presidency, and houses a one-stop shop for investors

Appendix III

Projects Reviewed and Scored

Over the course of the consultation process, nearly 400 projects were reviewed. A variety of stakeholders provided suggested projects for consideration. One of the key caveats of the exercise was that the consultants just focused on what the stakeholders presented as projects, in the format and with the level of detail available – given the time constraints of the project.

Ultimately, the goal was also more to stimulate development and identification of projects that would attract private sector investment to the region, and to the signatories of the PSCF, specifically. The aim was not to create a competitive environment among the member states based on “which state had the most projects”. Ultimately all of the states would have investment grade projects and the goal – through subsequent conferences and updated IOBs – and depending on investor appetite, gain investment.

PSC Projects

	Country	Short Title	Source of Project	Sector	Score
1	Burundi	Strengthening Commerce Policy	Burundi Government	Other	2
2	Burundi	Strengthening Trade Negotiations	Burundi Government	Other	2
3	Burundi	Electronic One-Stop for External Trade	Burundi Government	ICT	2
4	Burundi	Export Promotion and Diversification	Burundi Government	Other	2
5	Burundi	Study and Rehabilitation of Gitega Park	Burundi Government	Other	2
6	Burundi	Promotion and Supervision of Crafts Production	Burundi Government	Other	1
7	Burundi	Promotion of SMEs Competitiveness	Burundi Government	Other	2
8	Burundi	Bujumbura International Conference Center	Burundi Government	Other	2
9	Burundi	Strengthening Burundian SME Capacity	Burundi Government	Other	2
10	Burundi	Feasibility Study for Creation of FIGA	Burundi Government	Other	2
11	Burundi	Development and Tourist Sites	Burundi Government	Other	2
12	Burundi	Tourism Marketing	Burundi Government	Other	2
13	Burundi	Training Plan in Tourism	Burundi Government	Other	2
14	Burundi	Support to Coordination of SNDDT	Burundi Government	Other	2
15	Burundi	Support Programme/ Villagization in the repatriation and reintegration in Burundi (LRRD)	World Bank	Other	1
16	Burundi	Power Interconnector-PIRUBU Burundi Component	World Bank	Energy	2
17	Burundi	Phase II of Support OBR	World Bank	Other	1
18	Congo	Sustainable Forestry Management in the Congo Basin	World Bank	Agriculture	2
19	DRC	Rice Value Chain	ELAN RDC	Agriculture	3
20	DRC	Coffee Value Chain	ELAN RDC	Agriculture	3
21	DRC	Mobile Money Value Chain	ELAN RDC	Finance	3
22	DRC	Boat Transport Value Chain	ELAN RDC	Transport	3
23	DRC	Micro-Hydroelectricity Value Chain	ELAN RDC	Energy	3
24	DRC	Seeds Value Chain	ELAN RDC	Agriculture	3
25	DRC	Opening of the Faradje-Aboyate Border S. Sudan	DRC Government	Transport	3
26	DRC	Section Beni-Kasindi/ Border Uganda in BOT 110km	DRC Government	Transport	3
27	DRC	Construction of Bridges between CEPGL countries	DRC Government	Transport	3
28	DRC	Rehabilitation of RN2 Goma-Kanabayonga (140km)	DRC Government	Transport	3
29	DRC	Rehabilitation of RP 1029 Walikale Masisi Sake 88km dirt road	DRC Government	Transport	3
30	DRC	Rehabilitation of Bukavu Kasongo 349km	DRC Government	Transport	3
31	DRC	Rehabilitation RN5 Bukavu Uvira 140km of which 55km are dirt and 85 covered (Studies for the rehabilitation of the dirt section are on-going)	DRC Government	Transport	3
32	DRC	Rehabilitation RN2 Section Bukavu Goma Beni 563km	DRC Government	Transport	1
33	DRC	Rehabilitation RN4 Kisangani Niania Bunia Beni Kasindi Border Uganda 845km dirt road	DRC Government	Transport	3
34	DRC	Rehabilitation N3 Kisangani Walikale (400km covered) Walikale-Hombo 100km dirt road Hombo-Bukavu (150km covered) 650km	DRC Government	Transport	3
35	DRC	Rehabilitation N4 Kisangani Buta	DRC Government	Transport	3

	Country	Short Title	Source of Project	Sector	Score
36	DRC	Rehabilitation N25 Isiro Niania 232km	DRC Government	Transport	3
37	DRC	Rehabilitation N26 Isiro Watsa Faradje Aba 467km	DRC Government	Transport	3
38	DRC	Rehabilitation N26 Isiro Buta 515km	DRC Government	Transport	3
39	DRC	Rehabilitation RP 434 Ngote Aba 301km	DRC Government	Transport	3
40	DRC	Rehabilitation N39 Kolwezi Dilolo 426km	DRC Government	Transport	3
41	DRC	Rehabilitation N5 Lumumbashi Kasomemo Kalemie Uvira 1040km dirt road	DRC Government	Transport	3
42	DRC	Rehabilitation N2 Kasongo Mbuji Mayi 404km	DRC Government	Transport	3
43	DRC	Establishing a Dry Port at Beni	DRC Government	Transport	3
44	DRC	Boats Acquisition for exploitation of Lake Tanganyika, Lake Kivu and the Congo River	DRC Government	Transport	3
45	DRC	Common Border Posts Goma/Gisenyi, Kasindi/Mpondwe, Bukavu, Uvira	DRC Government	Transport	3
46	DRC	Rehabilitate Shipyard in Kindu Kalemie Bukavu	DRC Government	Transport	3
47	DRC	Rehabilitate extend Bukavu Goma Ubundu Kindu Kisangani Ports	DRC Government	Transport	3
48	DRC	Rehabilitate Goma International Airport	DRC Government	Transport	3
49	DRC	Modernization of Kavumu Airport	DRC Government	Transport	3
50	DRC	Studies of the construction/ Rehabilitation of the roads: (i) Goma-Rutshuru-Bunagana, (ii) Bukavu-Goma (200km), Bukavu-Kamayola-Uvira (950km), and (iii) Goma-Beni-Kisangani (Studies and Construction: 1200km)	DRC Government	Transport	3
51	DRC	Study of the electrification of Bunagana and Rutshuru from Uganda	DRC Government	Energy	3
52	DRC	Provision of electricity to Zongo and Libenge from Bangui (CAR) and establishment of associated distribution networks	DRC Government	Energy	3
53	DRC	Empowerment of Women in the GLR Coordination of regional activities in support of women engaged in informal transborder petty trade	DRC Government	Other	3
54	DRC	Assistance to DRC Refugees and Asylum Seekers	ICGLR	Other	1
55	DRC	Kolwezi-Dilolo Road Rehabilitation: Design and ESIA (Lobito-Benguela Corridor)	SADC	Transport	4
56	DRC	Kolwezi-Dilolo Railways Rehabilitation	SADC	Transport	3
57	DRC	DfID DRC Promines- Mining Sector Reform	World Bank	Energy	2
58	DRC	Construction of Sub-Station and Dispatching Centre at Kamanyola, DRC	World Bank	Energy	1
59	DRC	DfID DRC Tuungane: Community Development Programme	World Bank	Other	1
60	DRC	Project for the Improvement of health Care for Victims of Sexual Violence in the DRC through the clinical training of care providers project	World Bank	Other	1
61	DRC	Project for the Improvement of health care for victims of sexual violence in the eastern provinces of the DRC	World Bank	Other	1
62	DRC	DfID DRC: Private Sector Development	World Bank	Other	2
63	DRC	Rehabilitation of Urban Roads Goma and the national road between Goma and Sake RN2	World Bank	Transport	2
64	DRC	Project to support the stabilization and reconstruction of East Phase II	World Bank	Transport	2
65	DRC	DfID DRC : DfID Roads in the East (Phase II)	World Bank	Transport	2
66	Kenya	2nd Nyali Bridge	Kenya Government	Infrastructure	4
67	Kenya	O&M of Nairobi Southern Bypass	Kenya Government	Infrastructure	4
68	Kenya	O&M of Nairobi - Thika Road	Kenya Government	Infrastructure	4
69	Kenya	Dualling of Nairobi - Nakuru Road	Kenya Government	Infrastructure	4
70	Kenya	Dualling of Mombasa - Nairobi Highway	Kenya Government	Infrastructure	4
71	Kenya	O&M of JKIA Terminal 2 (Greenfield Terminal)	Kenya Government	Infrastructure	4
72	Kenya	Development and Management of Inflight Catering Kitchen at JKIA	Kenya Government	Agriculture	4
73	Kenya	PPP Structure for Food Courts at JKIA	Kenya Government	Agriculture	4
74	Kenya	Government Flying School	Kenya Government	Education	4
75	Kenya	Mombasa 2nd Container Terminal Phase 2&3	Kenya Government	Other	3
76	Kenya	Conversion of Berth 11 - 14 into container terminals	Kenya Government	Other	4
77	Kenya	Kisumu Sea Port	Kenya Government	Infrastructure	3
78	Kenya	Lamu Port Development Project	Kenya Government	Infrastructure	3
79	Kenya	Multi Storey Terminal at Likoni	Kenya Government	Infrastructure	3
80	Kenya	Integrated Marine Transport System (IMTS)	Kenya Government	Transport	3
81	Kenya	Nairobi Commuter Rail Services	Kenya Government	Transport	3
82	Kenya	Multi-level Car park Facility in Mombasa	Kenya Government	Other	3
83	Kenya	Implementation of 400MW Menengai Phase I Geothermal Dev. Project	Kenya Government	Energy	3

	Country	Short Title	Source of Project	Sector	Score
84	Kenya	Implementation of 800MW Menengai Phase 2 Geothermal Dev. Project	Kenya Government	Energy	2
85	Kenya	Implementation of 800MW Bogoria-Silali Phase 1 GDC	Kenya Government	Energy	2
86	Kenya	800MW Liquefied Natural Gas (LNG) Power Plant at Dongo Kundu	Kenya Government	Energy	2
87	Kenya	560MW Geothermal Project Pipeline at the Olkaria Field	Kenya Government	Energy	2
88	Kenya	980MW Coal Plant in Lamu	Kenya Government	Energy	2
89	Kenya	300MW Geothermal Plant at Suswa	Kenya Government	Energy	2
90	Kenya	Off Shore Jetty	Kenya Government	Energy	2
91	Kenya	Nairobi Solid Waste Management	Kenya Government	Other	2
92	Kenya	Mombasa Solid Waste Management	Kenya Government	Other	2
93	Kenya	Nakuru Solid Waste Management	Kenya Government	Other	2
94	Kenya	Nairobi Bulk Water Supply	Kenya Government	Other	2
95	Kenya	Mwache Multipurpose Dam	Kenya Government	Infrastructure	2
96	Kenya	Turkwel Downstream Irrigation	Kenya Government	Infrastructure	2
97	Kenya	Arror Multipurpose Dam	Kenya Government	Infrastructure	2
98	Kenya	Munyu Multipurpose and Greater Kibwezi irrigation	Kenya Government	Infrastructure	2
99	Kenya	Tana Delta Irrigation	Kenya Government	Infrastructure	2
100	Kenya	Tana Delta irrigation sugar project	Kenya Government	Agriculture	2
101	Kenya	Nandi Forest Multipurpose Dam	Kenya Government	Infrastructure	2
102	Kenya	Magwagwa Multipurpose dam	Kenya Government	Infrastructure	3
103	Kenya	Kenyatta University Students Hostels	Kenya Government	Other	2
104	Kenya	Moi University Students Hostels	Kenya Government	Other	2
105	Kenya	Embu University College Student Accommodation Hostels	Kenya Government	Other	2
106	Kenya	Maseno University Student Accommodation Hostels	Kenya Government	Other	2
107	Kenya	Egerton University Student Accommodation Hostels	Kenya Government	Other	2
108	Kenya	SEKU Student Accommodation Hostels	Kenya Government	Other	2
109	Kenya	Kenya School of Government - Embu	Kenya Government	Other	2
110	Kenya	Jomo Kenyatta University of Agriculture and Technology (JKUAT) Projects	Kenya Government	Other	2
111	Kenya	Civil Servants Housing Project	Kenya Government	Infrastructure	2
112	Kenya	Mombasa International Convention Centre (MICC)	Kenya Government	Infrastructure	2
113	Kenya	Development of Marina in Shimoni	Kenya Government	Infrastructure	2
114	Kenya	First Class Hotel at Bomas of Kenya	Kenya Government	Tourism	2
115	Kenya	National Data Centre	Kenya Government	ICT	2
116	Kenya	National Land Information Management and National Spatial Data Base	Kenya Government	ICT	2
117	Kenya	Equipment Lease and Infrastructure Improvement	Kenya Government	Infrastructure	2
118	Kenya	300-Bed Hospital at KNH - Private Wing	Kenya Government	Other	2
119	Kenya	ICT Services at Kenyatta National Hospital (KNH)	Kenya Government	ICT	2
120	Kenya	Oxygen Plant	Kenya Government	Other	2
121	Kenya	National Police Housing	Kenya Government	Other	2
122	Kenya	Prison Housing	Kenya Government	Other	2
123	Kenya	Special Economic Zone (SEZ)	Kenya Government	Other	2
124	Kenya	Completion of the ongoing expansion and modernisation of Mombasa port (2nd Container Terminal and re-development of Berths 12-14 info container terminals) and Dongo Kundu Free Port	EAC	Infrastructure	2
125	Kenya	Upgrading of the Mombasa-Eldoret Oil pipeline to increase capacity and efficiency	EAC	Mining	2
126	Rwanda	Kigali Logistics Platform	Rwanda Government	ICT	3
127	Rwanda	Bonded Facilities at Borders	Rwanda Government	Other	4
128	Rwanda	Karisimbi Cable Car Tourism Project	Rwanda Government	Tourism	4
129	Rwanda	Horticulture	RDB	Agriculture	4
130	Rwanda	Tea	RDB	Agriculture	3
131	Rwanda	Lake Kivu fertilizer and chemical complex	RDB	Agriculture	3
132	Rwanda	Construction materials	RDB	Infrastructure	3
133	Rwanda	Mining	RDB	Mining	3
134	Rwanda	Establishing Emergency Preparedness	World Bank	Other	1
135	Rwanda	Rwanda Geothermal Exploration and drilling in Kinigi, Rubavu and Bugarama for 300 MW	EAC	Energy	2
136	South Sudan	Yirol Oil Mill and Nucleus Farm	South Sudan Investment Authority	Agriculture	4

	Country	Short Title	Source of Project	Sector	Score
137	South Sudan	Marial-Bai Livestock Improvement Centre	South Sudan Investment Authority	Agriculture	4
138	South Sudan	Aweli Rice Scheme	South Sudan Investment Authority	Agriculture	4
139	South Sudan	Kapoeta Cement Factory	South Sudan Investment Authority	Mining	4
140	South Sudan	Lakki Hydro Plant	South Sudan Investment Authority	Energy	4
141	South Sudan	Nzara Agro-Industrial Complex	South Sudan Investment Authority	Agriculture	4
142	Sudan	Soba Valley Agricultural Project	National Investment Authority	Agriculture	3
143	Sudan	Meat Production	National Investment Authority	Agriculture	3
144	Sudan	Well-fed Calf Production	National Investment Authority	Agriculture	3
145	Sudan	Cattle Development	National Investment Authority	Agriculture	3
146	Sudan	Green House Farming	National Investment Authority	Agriculture	3
147	Sudan	Axial Irrigation	National Investment Authority	Agriculture	3
148	Sudan	Milk production	National Investment Authority	Agriculture	3
149	Sudan	Western Omdurman Canal	National Investment Authority	Agriculture	3
150	Sudan	Irtiga Company for Agricultural Development	National Investment Authority	Agriculture	3
151	Sudan	Royal Chicken for Industries and Investment	National Investment Authority	Agriculture	3
152	Sudan	Centre for Horticulture Exports	National Investment Authority	Agriculture	3
153	Sudan	Industrial Zone Jaily	National Investment Authority	Industry	3
154	Sudan	Industrial Zone Wadabusalih	National Investment Authority	Industry	3
155	Sudan	Industrial Zone El Sheikh Alamin	National Investment Authority	Industry	3
156	Sudan	Tourist Village	National Investment Authority	Tourism	3
157	Sudan	Aldair Mountain Reserve	National Investment Authority	Tourism	3
158	Sudan	Refrigerated Storage Project	National Investment Authority	Agriculture	3
159	Sudan	Slaughterhouse and Animal Farm	National Investment Authority	Agriculture	3
160	Sudan	Abufama Project for Mechanic Farming	National Investment Authority	Agriculture	3
161	Tanzania	Ngalimilai Rice Farming and Processing	SAGCOT	Agriculture	4
162	Tanzania	Mkulazi Rice Farming and Processing	SAGCOT	Agriculture	4
163	Tanzania	Mkongo Rice Farming and Processing	SAGCOT	Agriculture	4
164	Tanzania	Kongwa Cattle Ranch	SAGCOT	Agriculture	4
165	Tanzania	Ruvu Cattle Ranch	SAGCOT	Agriculture	4
166	Tanzania	Mkata Cattle Ranch	SAGCOT	Agriculture	4
167	Tanzania	Kalambo Cattle Ranch	SAGCOT	Agriculture	4
168	Tanzania	SAAFI Abattoir	SAGCOT	Agriculture	4
169	Tanzania	Ruhudji Hydro	SADC	Energy	3
170	Tanzania	Ruhuru Valley Irrigation Scheme	SADC	Other	1
171	Tanzania	Development of Mruhubi Hub Port Zanzibar	EAC	Infrastructure	2
172	Tanzania	Uganda: 600 MW Avayo HPP and 400 KV Ayago Interconnection line	EAC	Energy	2
173	Tanzania	Tanzania: 53 MW Kakono Hydropower Plant	EAC	Energy	2
174	Tanzania	Tanzania: 240 MW Kinyerezi II Gas fired Power Plant: 300 MW Kinyerezi IV gas fired Power Plant, and 300 MW Kinyerezi III Fas fired Power Project	EAC	Energy	2

	Country	Short Title	Source of Project	Sector	Score
175	Tanzania	Tanzania: 200 MW Kiwira Coal fired Power Plant; 400 MW Mchuchuma Coal Fired Power Plant	EAC	Energy	2
176	Tanzania	Tanzania 132 kV TL Reinforcement of Ubungo - Ras Kiromoni Transmission Line	EAC	Energy	2
177	Tanzania	Tanzania: 220 kV Nyakanazi - Geita - Bulyankulu (To connect Endpoint of Rusumo 220 kV TL with Tanzania Grid en point	EAC	Energy	2
178	Tanzania	Tanzania: 400 kV Mbeya - Tuduma, 100 Km (ZIK)	EAC	Energy	2
179	Uganda	Dualing of Junja - Kampala and Kampala - Mpigi Highways as sections of the Northern corridor	EAC	Transport	3
180	Uganda	GET FIT Project (small scale hydro)	World Bank	Energy	2
181	Uganda	Upgrading of Ntungamo-Mirama Hills Road	World Bank	Transport	2
182	Uganda	Construction of the Kampala Southern Bypass	EAC	Transport	2
183	Uganda	Uganda Construction of the Karuma Power Plant 600 MW, using own funds	EAC	Energy	3
184	Uganda	Assistance to Ugandan Refugees and Asylum Seekers	UN	Other	1
185	Zambia	Serenje-Nakonde Link 3, Chinsali to Nakonde	SADC	Transport	3
186	Zambia	Chipata Cargo Terminal	SADC	Transport	2
187	Zambia	Kalungwishi Hydro Power	SADC	Energy	3
188	Zambia	Kafue Gorge Lower	SADC	Energy	3
189	Zambia	Mpata Gorge Hydro	SADC	Energy	1
Multiple Countries					
190	Angola, DRC	DRC-Angola Interconnector	SADC	Energy	3
191	Angola, DRC, Zambia	Lobito Corridor Prefeasibility Study	ICGLR	Transport	4
192	Angola, Namibia	Namibia-Angola Interconnector	SADC	Energy	3
193	Angola, Namibia	Agriculture Water Management & Food Security	SADC	Other	1
194	Angola, SADC	Cambambe II Hydro Power Project	World Bank	Energy	2
195	Bostwana, Namibia, Zambia, Zimbabwe	ZIZABONA Interconnector	SADC	Energy	2
196	Burundi, DRC	Buhandahanda-Kamanyora-Bunjumbura Interconnection	World Bank	Energy	2
197	Burundi, DRC	Transmission Line, Ruzizi (DRC) and Bujumbura (Burundi)	World Bank	Energy	3
198	Burundi, DRC, 5 other countries	Police Program Africa	World Bank	Other	2
199	Burundi, DRC, Kenya, Rwanda, Tanzania	Feasibility study on navigational markers of Lakes Kivu and Lake Tanganyika	CEPGL	Transport	3
200	Burundi, DRC, Kenya, Rwanda, Uganda	NELSAP Interconnection Project	World Bank	Energy	3
201	Burundi, DRC, Kenya, Uganda	Northern Corridor Improvement	ICGLR	Transport	4
202	Burundi, DRC, Rwanda	Trans-Border Markets and Strengthening of Trans-Border Trade	World Bank	Other	2
203	Burundi, DRC, Rwanda	Ruzizi III Hydropower Development	World Bank	Energy	5
204	Burundi, DRC, Rwanda	Regional Ruzizi Plain Integrated Agricultural Growth Pole	World Bank	Agriculture	4
205	Burundi, DRC, Rwanda	Great Lakes Emergency Women's Health and Empowerment Project	World Bank	Other	1
206	Burundi, DRC, Rwanda	Ruzizi III Hydro-electrical Plant Construction	Burundi, DRC & Rwanda Government	Energy	3
207	Burundi, DRC, Rwanda	Rehabilitation of Bendera Hydro-electrical Plant 43MW	Burundi, DRC & Rwanda Government	Energy	3
208	Burundi, DRC, Rwanda	Study for the construction of Hydro-electrical Plant Ruzizi IV (Studies 2014-2016 and construction 2020-2024)	Burundi, DRC & Rwanda Government	Energy	3
209	Burundi, DRC, Rwanda	Rehabilitation of Ruzizi II and the regional dispatching post of Mururu II (2016-2019)	Burundi, DRC & Rwanda Government	Energy	3
210	Burundi, DRC, Rwanda	Rehabilitation of Ruzizi I Hydro-electrical Plant (2016-2019)	Burundi, DRC & Rwanda Government	Energy	3
211	Burundi, DRC, Rwanda	Integrated Management of the waters of Lake Kivu and Ruzizi River (Draft agreements and ABAKIR available)	Burundi, DRC & Rwanda Government	Energy	3
212	Burundi, DRC, Rwanda	Exploitation of the Lake Kivu Methane Gaz to produce electricity (200MW)	Burundi, DRC & Rwanda Government	Energy	3
213	Burundi, DRC, Rwanda	Extension of Public Health Laboratory in East Africa (to add DRC)	Burundi, DRC & Rwanda Government	Other	3
214	Burundi, DRC, Rwanda	Regional Project for Integrated Development of the Ruzizi Plain: Feasibility Study for the Management and Development of the Ruzizi Plain	Burundi, DRC & Rwanda Government	Other	3
215	Burundi, DRC, Rwanda	Agriculture Productivity in East Africa	Burundi, DRC & Rwanda Government	Agriculture	3

	Country	Short Title	Source of Project	Sector	Score
216	Burundi, DRC, Rwanda	Rehabilitation and Modernization of Power Plants Ruzizi (29.8 MW) and II (43.8 MW)	CEPGL	Energy	3
217	Burundi, DRC, Rwanda	Construction of the Ruzizi Central III (145 MW)	CEPGL	Energy	4
218	Burundi, DRC, Rwanda	Detailed Feasibility study for the Construction of hydroelectric Central Ruzizi IV (287 MW)	CEPGL	Energy	3
219	Burundi, DRC, Rwanda	Rehabilitation and expansion of hydroelectric power Bendera 17.2 MW to 43 MW and rehabilitation of high voltage bendera Kalemie-line (120 km)	CEPGL	Energy	4
220	Burundi, DRC, Rwanda	Construction of the Line HT 132 Bendera-Fizi - Uvira-Bujumbura -Bukavu (+- 360 km)	CEPGL	Energy	3
221	Burundi, DRC, Rwanda	Feasibility study for the construction of the line HT 22 KV Goma - Butembo-beni (+- 300Km)	CEPGL	Energy	3
222	Burundi, DRC, Rwanda	Feasibility study for a Construction of a thermal power plant community to the methane gas of lake Kivu 200 MW	CEPGL	Energy	3
223	Burundi, DRC, Rwanda	Feasibility study of the construction of a 50 MW geothermal power plant in the border area of CEPGL	CEPGL	Energy	3
224	Burundi, DRC, Rwanda	Feasibility study of Harmonisation at Community level of the legal and Regulatory framework governing the transport sector	CEPGL	Energy	3
225	Burundi, DRC, Rwanda	Construction and Modernization of 4 border posts unified control systems (one-stop border post) has Gatumba to Burundi - Kavimvira in DRC; Bukavu to Burundi - Cyangungu to Rwanda; Goma in the DRC - Gisenyi in Rwanda, Akanyaru Haut in Rwanda, Akanyaru in Burundi	CEPGL	Energy	3
226	Burundi, DRC, Rwanda	Reconstruction of the Bridge on the Ruzizi river linking the Commune of Buganda (Cibitoke) in Burundi to the City of Sange in RD Congo	CEPGL	Energy	3
227	Burundi, DRC, Rwanda	Feasibility study on the road rehabilitation connecting Kisangani to Walikale and Bukavu (887 Km) en DRC	CEPGL	Transport	3
228	Burundi, DRC, Rwanda	Feasibility study on the road rehabilitation of Rutshuru-Beni -Bunia (522 Km) in the DRC	CEPGL	Transport	3
229	Burundi, DRC, Rwanda	Feasibility study on road rehabilitation of Goma-Sake - Kalehe-Bukavu - between Kamanyola and Uvira - Fizi-Kalemie (749 Km) in the DRC	CEPGL	Transport	3
230	Burundi, DRC, Rwanda	Feasibility study on the extension and modernisation of the Ports of Lake Kivu (Bukavu, Cyangugu, Gisenyi, Goma)	CEPGL	Transport	3
231	Burundi, DRC, Rwanda	Feasibility study on the extension and modernization of the Ports of Lake Tanganyika (Bujumbura, Uvira/à Kalundu, Kalemie)	CEPGL	Infrastructure	3
232	Burundi, DRC, Rwanda	Feasibility study on cooperation (need of the interconnection modes) at the community level and regulation of ICT activities	CEPGL	ICT	3
233	Burundi, DRC, Rwanda	Cooperation Border for the protection of the environment in space CEPGL	CEPGL	Infrastructure	3
234	Burundi, DRC, Rwanda	Construction of a Technical school in the Great Lakes region	CEPGL	Other	3
235	Burundi, DRC, Rwanda	Regional Integrated Development Program of the Rusizi Plain (PREDIR)	CEPGL	Agriculture	3
236	Burundi, DRC, Rwanda	Feasibility study for the construction of a plant for production of fertilizers	CEPGL	Agriculture	3
237	Burundi, DRC, Rwanda	Intensification of livestock in areas with high potential	CEPGL	Agriculture	1
238	Burundi, DRC, Rwanda	Regional cooperation in the seed sector and creation of a seed market	CEPGL	Agriculture	3
239	Burundi, DRC, Rwanda	Development of sustainable fisheries in the Great Lakes Countries	CEPGL	Agriculture	3
240	Burundi, DRC, Rwanda	Strengthening the center documentation and information IRAZ	CEPGL	Other	1
241	Burundi, DRC, Rwanda	Burundi - Rwanda - DRC : Construction of 265 Mwe Ruzizi IV Hydropower Plant	EAC	Energy	4
242	Burundi, DRC, Rwanda	Burundi - Rwanda - DRC: Transmission Lines associated with Rusumo Falls Power Plant	EAC	Energy	4
243	Burundi, DRC, Rwanda	Transmission Lines associated to Ruzizi III and IV	EAC	Energy	3
244	Burundi, DRC, Rwanda	Uganda - DRC : 220 kV: Nkenda - Mpwonde-Bunia-beni (70 Km) line.	EAC	Energy	3
245	Burundi, DRC, Rwanda	70 Km, Final Inception reports for both ESIA	EAC	Energy	3
246	Burundi, DRC, Rwanda	Uganda - South Sudan: 40 Kv Karuma (Uganda) - Nimule - Juba (South Sudan) 190 km) line	EAC	Energy	3
247	Burundi, DRC, Rwanda	Uganda: 400 kV Karuma - Kawanda transmission line, 260 km.	EAC	Energy	3
248	Burundi, DRC, Rwanda	Construction of a Bridge on the river Akagera linking the Commune of Giteranyi to Burundi and the Kirehe district in Rwanda	CEPGL	Energy	3
249	Burundi, DRC, Rwanda	Support in the process of Eradication and Mobilization of the armed groups in the region	CEPGL	Other	3
250	Burundi, DRC, Rwanda	Cooperation in the Fight Against Crime	CEPGL	Other	4
251	Burundi, DRC, Rwanda	Cross-border Cultural and Sports Exchange	CEPGL	Other	3
252	Burundi, DRC, Rwanda	Support for Good Governance and for the fight against Corruption	CEPGL	Other	4
253	Burundi, DRC, Rwanda	Support for the Empowerment of the CEPGL Youth	CEPGL	Other	3
254	Burundi, DRC, Rwanda	Support for the Empowerment of Women	CEPGL	Other	3

	Country	Short Title	Source of Project	Sector	Score
255	Burundi, DRC, Rwanda	Actualization of the Main Plan for Industrialization within the CEPGL space/region	CEPGL	Other	3
256	Burundi, DRC, Rwanda	Support to the Development of Crafts in the countries of the CEPGL	CEPGL	Other	1
257	Burundi, DRC, Rwanda	Support for the Promotion of Private Investment and Development of Businesses	CEPGL	Other	3
258	Burundi, DRC, Rwanda	Support to Intra-Community Trade and for the Facilitation of Trade between the Countries of the CEPGL	CEPGL	Other	3
259	Burundi, DRC, Rwanda	Support to the Normalization and the Standardization of Products originating in the CEPGL region	CEPGL	Other	3
260	Burundi, DRC, Rwanda	Actualization of the Economic operators' guide	CEPGL	Other	3
261	Burundi, DRC, Rwanda	Implementation of a Regional System of Economic Statistics	CEPGL	Other	3
262	Burundi, DRC, Rwanda	Support for Women in Border trade	CEPGL	Other	3
263	Burundi, DRC, Rwanda	Programme to Support the Economic Integration Process of the ECGLC	UNDP	Other	1
264	Burundi, DRC, Rwanda, Tanzania, Uganda	Feasibility study and Work of building the Roads Goma-Rutshuru -Bunagana (96 Km) in the DRC to complement multinationals CEPGL roads (Mugina - Bujumbura-Cibitoke - Kibuye-Gisenyi)	CEPGL	Transport	3
265	Burundi, DRC, Rwanda, Tanzania, Uganda	Upgrading and modernization of the roads and highways linking Tanzania, Rwanda, Burundi, Uganda and the DRC.	EAC	Transport	4
265	Burundi, DRC, Rwanda, Tanzania, Uganda	Upgrading standard gauge of the Mombasa-Nairobi-Malaba-Kampala-Kasese line and construction to standard gauge of the Kasese-Bihanga-Kigali-Bujumbura line and Kasese-Kisangani line	EAC	Infrastructure	4
266	Burundi, DRC, Rwanda, Tanzania, Uganda	Upgrading standard gauge of the Mombasa-Nairobi-Malaba-Kampala-Kasese line and construction to standard gauge of the Kasese-Bihanga-Kigali-Bujumbura line and Kasese-Kisangani line	EAC	Infrastructure	4
267	Burundi, DRC, Rwanda, Tanzania, Uganda	Modernization of the Dar es salaam Port including construction of a 2nd modern container terminal (berths 13 and 14), deepening and strengthening of berth 1 -7 (including Ro-Ro berth), development of Kisarawe Cargo Freight Station	EAC	Infrastructure	3
268	Burundi, DRC, Rwanda, Tanzania, Uganda	Development of Mwambani Port in Tonga, Musoma Port and New Kampala Port of Bukasa	EAC	Infrastructure	3
269	Burundi, DRC, Rwanda, Tanzania, Uganda	Implementation of the construction/rehabilitation and expansion programmes for inland ports, including Bujumbura, Rumonge, Ruzizi, Karongi, Rubavu, Kigoma, Kisumu, Homa Bay, Port Bell, Mwanza, Ilungu, Kasanga and Jinja	EAC	Infrastructure	4
270	Burundi, DRC, Rwanda, Tanzania, Uganda, Zambia	Great Lakes Facilitation Program	World Bank	Other	3
271	Burundi, DRC, Rwanda, Tanzania, Uganda, Zambia	Ruzizi I & II Rehabilitation Transmission Development	World Bank	Energy	4
272	Burundi, DRC, Rwanda, Tanzania, Uganda, Zambia	Central African Backbone APL5	World Bank	ICT	5
273	Burundi, DRC, Rwanda, Uganda	Feasibility Study on the Regional Oil Pipeline	ICGLR	Energy	1
274	Burundi, DRC, Rwanda, Uganda, Zambia	Southern Corridor Prefeasibility Study	ICGLR	Transport	4
275	Burundi, EAC	Regional Integration of Burundi in the EAC	World Bank	Other	2
276	Burundi, EAC, Rwanda	Mugina-Mabanda-Nyanza-LAC Road Project	World Bank	Transport	3
277	Burundi, Kenya, Rwanda, Tanzania, Uganda	East Africa Public Health Laboratory Network Project	World Bank	Other	2
278	Burundi, Kenya, Rwanda, Uganda	Construction of Eldoret - Kampala - Kigali - Bujumbura with a spur from Mbarara to Mwanza - Isaka - Dar es Salaam oil pipeline	EAC	Mining	4
279	Burundi, Rwanda	Burundi - Rwanda - DRC: Construction of 145 MW Ruzizi III HPP	EAC	Energy	3
280	Burundi, Rwanda	Rwanda: Construction of 220 kV link between Kigoma - Bugesera (60 km)	EAC	Energy	2
281	Burundi, Rwanda	Transmission Line, Rwanda-Burundi (Kigoma, Butare, Ngozi and Gitega)	World Bank	Energy	3
282	Burundi, Rwanda	Feasibility study to build a micro-hydro 10 MW in the borders between Burundi and Rwanda	CEPGL	Energy	3
283	Burundi, Rwanda	Development of watersheds and wetlands Akanyaru	CEPGL	Agriculture	2
284	Burundi, Rwanda	220 kV Kigoma (Rwanda) - Huye-Ngozi-Gitega: RW 62 Km and BU: 81 Km	EAC	Energy	2
285	Burundi, Rwanda	Kanyar (Burundi) Butare (Rwanda)	EAC	Energy	3
286	Burundi, Rwanda, Tanzania	Rusumo Falls Hydroelectric Development	World Bank	Energy	3
287	Burundi, Rwanda, Tanzania	Burundi - Rwanda - Tanzania: Construction of Regional Rusumo Falls 80 MW Hydro Power Plant	EAC	Energy	4
288	Burundi, Rwanda, Tanzania	Regional Rusumo Falls Hydropower	World Bank	Energy	3
289	Burundi, Rwanda, Tanzania, Uganda	Development of the Navigability of the Akagera River	EAC	Infrastructure	2

	Country	Short Title	Source of Project	Sector	Score
290	Burundi, Rwanda, Tanzania, Uganda	Road projects to decongest access to Dar es Salaam Port (Dar es Salaam - Charlinze - Morogoro road capacity upgrading Tangi Bovu - Banana Bypass Junction improvements/interchanges in Dar es Salaam city, Southern Bypass (Dar es Salaam Port - Kisarawe - Mlandizi - Bagamoyo (Mbegani Port) and Bunju - Victoria - Pugu road)	EAC	Transport	3
291	Burundi, Rwanda, Tanzania, Uganda	Rehabilitation and construction of Garsen Lamu - Malindi road	EAC	Transport	2
292	Burundi, Rwanda, Tanzania, Uganda	Rehabilitation and construction of Malindi - Mombasa - Lunga lunga/ Horo Horo & Tanga - Pangani - Bagamoyo road	EAC	Transport	2
293	Burundi, Rwanda, Tanzania, Uganda	Development of Lamu-Isiolo-Nadapal/Nokodol-Juba Road	EAC	Transport	2
294	Burundi, Rwanda, Tanzania, Uganda	Construction of Nyanguge - Musoma - Sirari/Isebabia - Kisumu-Webuye-Kitale-Lodwar-Nadapal/Nkodok along Corridor 3 of the East African Network	EAC	Transport	3
295	Burundi, Rwanda, Tanzania, Uganda	Rehabilitation of Ngoma - Bugesera-Nyanza road linking to Dar es Salaam-Isaka Kigali Railway	EAC	Transport	3
296	Burundi, Rwanda, Tanzania, Uganda	Rehabilitation of Ntungamo - Kagitumba - Kayonza - Rusumo - Lusahunga road	EAC	Transport	3
297	Burundi, Rwanda, Tanzania, Uganda	Rehabilitation of Ruthwa - Bujumbura - Rumonge Mugina road	EAC	Transport	3
298	Burundi, Rwanda, Tanzania, Uganda	Rehabilitation of Nyakasanza - Kobero - Muyinga - Gitega - Nyakaroro - Jenda - Bujumbura road	EAC	Transport	3
299	Burundi, Rwanda, Tanzania, Uganda	Upgrading from gravel to bitumen the Nyakanazi - Kasulu - Kidawe - Mpanda road	EAC	Transport	2
300	Burundi, Rwanda, Tanzania, Uganda	Construction of Cankuzo - Ruyigi - Bujumbura linking to the Nyakanazi - Kasulu - Kidahwe - Mpanda road	EAC	Transport	3
301	Burundi, Rwanda, Uganda	Rehabilitation of the Central Line: Dar es Salam-Tabora-Mwanza/Kigoma, Kailiua-Mapanda railway line a spur to Kasanga	EAC	Infrastructure	4
302	Burundi, Rwanda, Uganda	Construction of the Uvinza - Musongati railway line	EAC	Infrastructure	4
303	Burundi, Rwanda, Uganda	Construction of the standard gauge Dar es salaam-Isaka-Kigali/Keza-Gitega-Musongati railway line	EAC	Infrastructure	4
304	Burundi, Rwanda, Uganda	Feasibility study for a refinery development	EAC	Mining	1
305	Burundi, Tanzania	110 kv Gitega (Burundi)-Kigoma (Tanzania)	EAC	Energy	3
306	Burundi, Tanzania	Uganda - Tanzania: 220 kV Masaka - Mwanza (UG: 85 km, TZ 250)	EAC	Energy	2
307	Burundi, Tanzania	Kobero (Burundi) - Ngara (Tanzania)	EAC	Energy	3
308	Burundi, Tanzania	Mugina (Burundi)-Manyovu (Tanzania)	EAC	Energy	3
309	Burundi, Tanzania	One Stop Border Post at Kobero	World Bank	Other	1
310	CAR, DRC, Kenya, Uganda	Trans-African Highway	ICGLR	Transport	3
311	DRC, Rwanda	Transmission Line Rwanda-DRC (Kibuye, Gisenyi, Goma)	World Bank	Energy	3
312	DRC, Rwanda	Rwanda - DRC: Development of 200 Mwe from methane Gas between Rwanda and DRC	EAC	Energy	3
313	DRC, SADC	Inga 1, 2 and 3 Hydro Power Refurbishments	World Bank	Energy	4
314	DRC, Tanzania, Zambia	Improving Resilience and Social Cohesion in Border Communities	World Bank	Other	1
315	DRC, Uganda	Gulu-Kisangani Road Corridor	World Bank	Transport	4
316	DRC, Zambia	2nd DRC-Zambia Interconnector	SADC	Energy	3
317	EAC	Nyamitanga-Ruhwa-Ntendezi-Mwityazo Road Project	World Bank	Transport	3
318	EAC	Phase II Isaka-Kigali/Keza-Musongati Railway Project Study	World Bank	Transport	3
319	EAC	Eastern Africa Agriculture Productivity Program (APL)	World Bank	Agriculture	2
320	EAC	East African Development of Border Area Cities	World Bank	Other	2
321	EAC	Construction of OSBP at Elegu/Nimule, Busia, Malaba, Mutukula and Mirama Hills OSBPs	World Bank	Other	2
322	EAC	East Africa Development Corridors Investment Program	World Bank	Transport	2
323	EAC, Ethiopia, South Sudan	Completion of detailed designs and the construction of the Lamu-Isiolo-Moyale-addis Ababa standard Gauge Railway, Lamu-Isiolo-Nadapal/ Nakodok-Juba standard gauge railway line, Nairobi-Isiolo-Moyake-Addis Ababa standard gauge railway line under the Lapset Corridor Project	EAC	Infrastructure	3
324	Ethiopia, Kenya, South Sudan	Development of the Lamu Port starting with the first three berths and associated facilities for the Port	EAC	Infrastructure	2
325	Ethiopia, Kenya, Tanzania, Uganda	East African Agricultural Productivity Project	World Bank	Agriculture	3
326	GLR Countries	CEPGL Youth Volunteers for Peace and Reconstruction in the Great Lakes Countries	ICGLR	Other	3
327	GLR Countries	Youth Employment	ICGLR	Other	3

	Country	Short Title	Source of Project	Sector	Score
328	GLR Countries	Private Sector Forum	ICGLR	Other	3
329	GLR Countries	Economic Forum in GLR	ICGLR	Other	2
330	GLR Countries	Special Fund for Reconstruction	ICGLR	Finance	2
331	GLR Countries	Regional Micro-finance Support Facility	ICGLR	Finance	2
332	GLR Countries	Revival Economic Community of GLR	ICGLR	Other	2
333	GLR Countries	East African Submarine Cable	ICGLR	ICT	3
334	GLR Countries	Methane Gas Project Feasibility Study	ICGLR	Energy	2
335	GLR Countries	Regional Project on Food Security	ICGLR	Other	2
336	GLR Countries	Regional Certification of Natural Resources	ICGLR	Other	3
337	GLR Countries	Financial Investment Corporation	SOFI GL	Finance	4
338	GLR Countries	Regional Optical Fiber Networks (Liquid Telecom, WOICC, GTI)	IFC	ICT	2
339	GLR Countries	Data Centres (Bhumisq, IBM)	IFC	ICT	2
340	GLR Countries	Shared 4G Networks (Alcatel, Lucent, Convergence)	IFC	ICT	2
341	GLR Countries	Regional Broadband Satellite (Eutelsat, Helios Investment Partners)	IFC	ICT	2
342	GLR Countries	Regional Mobile Payment Services (Interswitch)	IFC	ICT	2
343	GLR Countries	Electronic Invoicing and Reverse Factoring	IFC	ICT	2
344	GLR Countries	Establishment of Roadside Stations (RSSs) along the North Corridor	USAID	Infrastructure	4
345	GLR Countries	GLR Agriculture Growth Corridor/Poles	World Bank	Agriculture	2
346	GLR Countries	Search for Common Ground Regional Support, including to the Youth Great Lakes Program	World Bank	Other	1
347	GLR Countries	Support for Peace Building in the Great Lakes Region	World Bank	Other	2
348	GLR Countries	Special Regional Training Facility (RTF) on Sexual and Gender Based Violence	World Bank	Other	1
349	GLR Countries	Great Lakes Trade Facilitation Program	World Bank	Other	2
350	GLR Countries	GLR Trade Facilitation DPO	World Bank	Other	2
351	Kenya, Ethiopia	Development of the Lamu-Isolo Ethiopia oil product pipeline	EAC	Mining	2
352	Kenya, South Sudan	Development of the Lamu-Isolo Juba crude oil pipeline.	EAC	Mining	3
353	Kenya, South Sudan, Uganda	Upgrading to standard gauge of the Tororo-Pakwach line and construction to standard gauge of the Pakwach Gulu-Atak-Nimule-Juba line	EAC	Infrastructure	4
354	Kenya, Tanzania	Rehabilitation of the Vol-taveta Branch to link Kenya and Tanzania railway networks	EAC	Infrastructure	4
355	Kenya, Tanzania	Kenya - Tanzania: Kisumu-Mwanza, 220 kV transmission line (part of Lake Victoria Transmission Ring).	EAC	Energy	3
356	Kenya, Tanzania	Roll on Roll off facilities between Dar es salaam, Zanzibar, Pemba, Tanga and Mombasa	EAC	Infrastructure	3
357	Kenya, Tanzania	Tanzania - Kenya: 400 kV Singida - Arusha - Nairobi (Isinya) (Kenya: 93.1 km. Tanzania: 414.4 km)	EAC	Energy	4
358	Kenya, Tanzania, Uganda	Transborder Development Basins	ICGLR	Other	3
359	Kenya, Tanzania, Zambia	Development of Mtwara-Mbamba Bay railway with spurs to Uganda, Mlimba and Mchuchuma	EAC	Infrastructure	2
360	Kenya, Tanzania, Zambia	Tanzania: 400 kV Iringa - Mbeya, 292km (is a continuation of a backbone and Zambia-Tanzania-Kenya (ZIK) transmission line).	EAC	Energy	4
361	Kenya, Uganda	Fast tracking of the joint rehabilitation of the Kenya-Uganda railway: Mombasa-Nairobi-Malaba-Kampala with a branch line to Kisumu & Tororo-Pakwach	EAC	Infrastructure	4
362	Lesotho, South Africa	Lesotho Highlands: Phase II	SADC	Other	1
363	Malawi, Tanzania	Malawi-Tanzania Interconnector	SADC	Energy	2
364	Malawi, Tanzania	Songwe River Basin Development Programme	SADC	Other	1
365	Mozambique, SADC, South Africa	Mozambique Backbone (STE)	SADC	Energy	3
366	Mozambique, South Africa, Swaziland	Lomahash>Namaacha Water Supply and Sanitation	SADC	Other	1
367	Mozambique, Zambia	Mozambique-Zambia Interconnector	SADC	Energy	2
368	Rwanda, Uganda	Kigali-Kampala Standard Gauge Railway	Rwanda and Uganda Government	Infrastructure	4
369	Rwanda, Uganda	One Stop Border Post at Kigutumba	World Bank	Other	1
370	Rwanda, Uganda	Improvement of Kigali-Gautuna	World Bank	Transport	2
371	SADC	Water Supply & Sanitation at 12 Boarder Locations	SADC	Other	1
372	SADC	SADC regional and national integrated broadband infrastructure	SADC	ICT	2

	Country	Short Title	Source of Project	Sector	Score
373	SADC	Share Satellite Network Development	SADC	ICT	2
374	SADC	Regional/National Internet Exchange Points (IXPs)	SADC	ICT	3
375	SADC, Tanzania	Mbinga-Mbamba Bay Road Up-grading	World Bank	Transport	3
376	SADC, Tanzania	Matai-Kasesya Road Up-grading	World Bank	Transport	3
377	SADC, Tanzania, Zambia	TAZARA Rail Improvement	World Bank	Transport	3
378	South Africa, Zimbabwe	Central Transmission Corridor	SADC	Energy	2
379	South Africa, Zimbabwe	2nd Zimbabwe-RSA Interconnector	SADC	Energy	2
380	Tanzania, Uganda	Upgrading and Construction of the Tanga (Mwambani)-Arusha-Musoma with Spurs to Minjingu and Lake Natron line, linking to new Kampala Port at Bukasa via Lake Victoria	EAC	Infrastructure	4
381	Tanzania, Uganda	Tanzania - Uganda: 16 MW Kikagati - Murongo HPP	EAC	Energy	3
382	Tanzania, Uganda	Tanzania - Uganda: 32 MW Nsongezi HPP	EAC	Energy	3
383	Tanzania, Uganda	Uganda : 180 MW HPP and 132 Isimba Interconnection line project	EAC	Energy	3
384	Tanzania, Uganda	Kikabati (Uganda) - Murongo (Tanzania)	EAC	Energy	3
385	Tanzania, Uganda	Mutukula (Uganda/Tanzania)	EAC	Mining	3
386	Tanzania, Zambia	Zambia-Tanzania-Kenya Interconnector	SADC	Energy	4
387	Zambia, Zimbabwe	Batoka Gorge	SADC	Energy	2
388	Zambia, Zimbabwe	Devil's Gorge Hydro	SADC	Energy	2
Not Identified					
389	Not identified	Walvis Bay Port Expansion/Container Terminal and Tanker Berth	SADC	Infrastructure	1
390	Not identified	Lake Edward and Albert Water Resources	World Bank	Agriculture	2
391	Not identified	Conciliation Resources Core Support	World Bank	Other	1
392	Not identified	ICC- Trust Fund for Victims (TFV) Core Support	World Bank	Other	1
393	Not identified	Harnessing Extractive Industries for Human Development in Sub-Saharan Africa	World Bank	Energy	2
394	Not identified	Addressing Sexual and Gender Based Violence	World Bank	Other	1
395	Not identified	UN Action Against Sexual Violence and Team of Experts Core Support	World Bank	Other	1
396	Not identified	International Alert Core Support	World Bank	Other	1
397	Not identified	Building an Enabling Environment for Women's Economic Empowerment and Political Participation in Africa	World Bank	Other	1
398	Not identified	Stabilization Program and reconstruction in post-conflict zones weapons (STAREC)	World Bank	Other	1
399	Not identified	Programme to Address Sexual and Gender Based Violence through the Stabilization Fund of STAREC Programme	World Bank	Other	1
400	Not identified	Business Licensing for Traders Simplified	World Bank	Other	1
401	Not identified	Revenue Authority Development for Trade Facilitation	World Bank	Other	1
402	Not identified	Asycudo Roll-Out Program	World Bank	Other	1
403	Not identified	Border Management Programme-Assistance to the AU Border Project (AUBP)	World Bank	Infrastructure	2
404	Not identified	Support Project Brigades Office Roads East Phase II	World Bank	Infrastructure	2

Appendix IV

IOB Preparation Partners

In addition to the UN Secretary General's Office of the Special Envoy to the Great Lakes Region and the International Conference on the Great Lakes Region, additional contributors to this project included:

- UNDP AFIM and UNDP Country Offices of the Signatory countries of the PSC the Countries
- The International Finance Corporation
- The African Development Bank
- The East African Business Council

Footnotes

- 1 In this context, the region is defined as covering the signatories of the PSC Framework, namely, Angola, Burundi, the Central African Republic, the Republic of Congo, the Democratic Republic of the Congo, Rwanda, South Africa, South Sudan, Uganda, the United Republic of Tanzania, Zambia, as well as Kenya and the Sudan, which became new members on 31 January 2014, bringing the total number of signatory countries to 13. In addition, the following four intergovernmental organisations act as guarantors for the Framework: the African Union (AU), the International Conference on the Great Lakes Region (ICGLR), the Southern African Development Community (SADC) and the United Nations (UN). The intent is to address the conflicts that have emerged from the 1994 genocide in Rwanda and which disproportionately have impacted the Eastern DRC and the countries contiguous to that region.
- 2 The intent is to address the conflicts that have emerged from the 1994 genocide in Rwanda, which disproportionately have impacted the Eastern DRC and the countries contiguous to that region.

