

PIDA Progress Report 2016



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The PIDA Implementation Progress Report 2016 is the outcome of collaboration between all PIDA stakeholders who shared information on projects and interventions on the ground and on progress being made.

We thank PIDA stakeholders who supplied information on project fiches and progress being made in their implementation. These include the African Union Commission, African Development Bank, Common Market for Eastern and Southern Africa, East Africa Community Secretariat, Secretariat of the Infrastructure Consortium for Africa, Japan International Cooperation Agency, Central Corridor Transit Transport Facilitation Agency, Development Bank of South Africa, Southern African Development Community Secretariat, European Union, Deutsche Gesellschaft für Internationale Zusammenarbeit and the United Nations Economic Commission for Africa.

The core team comprised staff of the NEPAD Agency, with input provided by the AUC Department of Infrastructure and Energy.

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List of Acronyms

AA	Action Agenda
ACEIR	African Centre of Excellence for Infrastructure Regulation in Africa
ADEPI	L'Agence pour le Développement et la Promotion d'Inga
AEC	African Economic Community
AfDB	African Development Bank
AFUR	African Forum for Utility Regulators
Ai	Africa investor
AIDA	Accelerating Industrial Development in Africa
ALCO	Abidjan-Lagos Corridor
AMA	Arab Maghreb Union (refer UMA)
APV	Africa Power Vision
ASII	Africa Strategic Infrastructure Initiative
AU	African Union
AUC	African Union Commission
AUC-DIE	African Union Commission – Department of Infrastructure and Energy
AUPG	AU Partner Group
AXIS	African Internet Exchange System
BDC	Beira Development Corridor
BIAT	Boosting Intra-African Trade
BMZ	German Federal Ministry for Economic Cooperation and Development
BOAD	West African Development Bank
CBN	Continental Business Network
CC	Central Corridor
CCTTFA	Central Corridor Transit Transport Facilitation Agency
CDIP	Corridor Development Investment Program
CID	Council for Infrastructure Development
CMA	Corridor Management Authority
COMESA	Common Market for Eastern and Southern Africa
DBSA	Development Bank of Southern Africa
DCA	Djibouti Corridor Authority
DFAT	Australian Department of Foreign Affairs and Trade
DFI	Development Finance Institution
DFID	Department for International Development
DFS	Dakar Financing Summit
DG DEVCO	The European Commission's Directorate-General for International cooperation and Development
DIRCO	South African Department of International Relations and Cooperation
DRC	Democratic Republic of Congo
EAC	East African Community
EAPP	Eastern Africa Power Pool
EASSY	East African Submarine Cable System

ECA	Economic Commission for Africa
ECCAS	Economic Community of Central African States
ECG	Electricity Company of Ghana
ECOWAS	Economic Community of West African States
EGNOS	European Geostationary Navigation Overlay Service
EIB	European Investment Bank
ESIA	Environmental and Social Impact Assessment
EU	European Union
Eximbank	Chinese Export Import Bank
FMCG	Fast Moving Consumer Goods
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HSGOC	Heads of State and Government Orientation Committee
IAG	Infrastructure Advisory Groups
IAIDA	Institutional Architecture for Infrastructure Development in Africa
ICA	Infrastructure Consortium for Africa
ICT	Information and communications technology
IDB	Islamic Development Bank
IGAD	Intergovernmental Authority on Development
IP	Investment Prospectus
IPP	Independent Power Producer
IPPF	Infrastructure Project Preparation Fund
IRIMP	IGAD Regional Infrastructure Master Plan
IS4D	Infrastructure Skills for Development
ISP	Internet Service Provider
IXP	Internet Exchange Point
JAES	Joint Africa-EU Strategy
JICA	Japan International Cooperation Agency
LAPSSET	Lamu Port Southern Sudan-Ethiopia Transport
L/RBO	Lake and River Basin Organizations
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
MTW	Ministry of Transport and Works
NCTTCA	Northern Corridor Transit and Transport Coordination Authority
NEPAD	NEPAD Infrastructure Project Preparation Fund
IPPF	
NEPAD RE	NEPAD Renewable Energy (Initiative)
NPCA	NEPAD Planning and Coordination Centre
NSC	North-South Corridor
OMVG	Gambia River Basin Development Organisation
OPIC	Overseas Private Investment Corporation
OPPPI	Office for Promoting Private Power Investment
OSBP	One Stop Border Post
PanAf	The Pan African Programme
PCOA	Put Call Option Agreement

PDAMDC	Praia-Dakar-Abidjan Multimodal Development Corridor
PFF	Project Facilitation Facility
PICI	Presidential Infrastructure Champion Initiative
PIDA	Programme for Infrastructure Development in Africa
PIDA CAP	PIDA Capacity Building Project
PIDA PAP	PIDA Priority Action Plan
PIDA SDM	PIDA Service Delivery Mechanism
PLR	Policy, Legal and Regulatory
PP	Power Pools
PPA	Power Purchase Agreement
PPFN	Project Preparation Facilities Network
PPP	Public Private Partnership
PSC	PIDA Steering Committee
PURC	Public Utility Regulatory Commission
PCOA	Put Call Option Agreement
RAP	Resettlement Action Plan
RBO	River Basin Organisation
RE	Renewable energy
REC	Regional Economic Community
RGI	Reference Group on Infrastructure
RIITP	Regional Integration, Infrastructure and Trade Programme
SADC	Southern African Development Community
SAPP	Southern African Power Pool
SDG	Sustainable Development Goal
SDM	Service Delivery Mechanism
SE4ALL	Sustainable Energy for All
SECO	Swiss Agency for Development and Cooperation
SPV	Special Purpose Vehicle
SRII	SADC Region Information Infrastructure
TAH	Trans-African Highway
TICAD VI	The Sixth Tokyo International Conference on African Development
TTFA	Transit Transportation Facilitation Agency
UMA	Union du Maghreb Arabe (refer AMA)
UN	United Nations
UNECA	UN Economic Commission for Africa
UNRA	Uganda National Roads Authority
USAID	US Agency for International Development
VPIC	Virtual PIDA Implementation Centre
WCO	World Custom Organization
WEF	World Economic Forum
ZTK	Zambia-Tanzania-Kenya

1 Foreword

Dr Ibrahim Assane Mayaki, the NEPAD Agency CEO

Africa is a young and vibrant continent. This is considering its rapidly growing young population. According to the UN, 226 million people between the age of 15 and 24 resided in Africa in 2015, accounting for 19% of the global youth population. Africa's young population is expected to continue to grow throughout the remainder of the 21st century to the point where it is more than double existing levels in 2055. It is projected that the number of youth in Africa will grow by 42% by 2030. If Africa is going to harness this potential to help achieve the desired economic growth envisioned by the Agenda 2063, it will have to provide employment opportunities for its growing young population.

PIDA's investments into infrastructure will create direct jobs during the construction phases and indirectly via opportunities that arise from the availability of the infrastructure, including an increased demand for goods and services. Spin-offs from economic growth due to an increase in trade and regional integration will provide more employment opportunities, considering improved economic performance as a result of investment into infrastructure. For this reason, PIDA acts as an important catalyst for job creation and youth empowerment through its engendered approach.

The strengthening of capacity at the NEPAD Agency and in the RECs, through the PIDA CAP has led to significant progress in implementing PIDA projects. Milestones include projects on the BDC and NSC where governance framework MoUs between the respective member states have been finalised and an acceleration methodology implemented to identify, select and package priority projects. This is complemented by the significant progress made in implementing the ZTK Power Interconnector. Meanwhile, the prioritisation and showcasing of projects from the CC, EAC and ECOWAS are evidence that, with technical support from the NEPAD Agency, the AUC, RECs and, importantly, commitment from member states, it is possible to achieve significant progress in PIDA projects. PIDA, Africa's largest infrastructure development programme, will lead to the success of Agenda 2063.

Through the CBN, we succeeded in engaging the private sector to participate in and contribute to the PIDA. This was achieved by focusing on understanding the real, as opposed to the perceived risks of associated with the projects. This led to recommendations being made on de-risking them, while garnering significant interest from private sector participants on PIDA infrastructure investment opportunities. The CBN Report on De-risking Infrastructure and PIDA Projects in Africa provides a deeper understanding and context of a de-risked PIDA project. We therefore envisage that this will lead to increased investment from domestic and international investors, including pension and sovereign-wealth funds, as well as other long-term investors. We will, therefore, continue our interaction with the private sector to ensure that its interest in PIDA infrastructure investment opportunities grows significantly.



Importantly, the report also details the so-called "soft" issues and programmes, while supplying a breakdown on PIDA project progress by the RECs where data is available. In addition, it provides highlights of a preliminary review of the PIDA PAP, which is the guiding framework for the first phase of implementation of the programme. The report also highlights progress made with the 16 priority PIDA projects that reached consensus at the 2014 Dakar Financing Summit. It presents a candid review of the challenges and lessons learnt to ensure continued and accelerated implementation of projects.

I thank our partners and stakeholders for their continued commitment to the programme. We value your continued support that will help us achieve concrete results and ensure PIDA becomes the most transformative African development programme.

2 Executive Summary

The lead implementing PIDA agency, the NEPAD Agency, with support from the AUC, AfDB, partners and stakeholders, continues to interact with the private sector. At the same time, it has provided technical support and capacity building to RECs to support PIDA implementation, while providing core administrative support to the programme to ensure its smooth implementation.

There was a concerted effort to “crowd-in” private investors to invest in PIDA projects. This was undertaken via the CBN and aimed to de-risk PIDA infrastructure projects. The *CBN Report on De-risking Infrastructure and PIDA Projects in Africa* mirrors the agency's drive to de-risk PIDA projects. It was presented at the CBN Dialogue with African pension and sovereign wealth funds, which was held in New York, where the report was also formally launched at Africa-NEPAD Week at the 71st UN General Assembly. This complements NEPAD's transport and logistics initiative, Move Africa, which wants to transform the African trans-boundary transport and logistics sector. NEPAD also launched the NEPAD RE endeavour, which aims to accelerate the development and implementation of African renewable energy projects.

As part of the effort to address the lack of capacity for early stage project preparation at the national and regional level, the PIDA SDM and the NEPAD IPPF provided early stage project preparation and project feasibility support to PIDA programmes, in line with the tunnel-of-funds approach.

The AUC, agency and its partners continue to address the capacity building needs that hinder PIDA's implementation. Specific interventions geared at addressing these challenges include

the PIDA CAP and IS4D. They build the capabilities of the RECs and project implementers to oversee the delivery of priority projects. Six infrastructure experts were deployed to the RECs and IS4D has trained 65 participants from the Democratic Republic of Congo, Uganda, Kenya, Tanzania, Malawi, Mozambique, South Sudan and Zambia. PIDA CAP has also helped accelerate projects linked to the CC, BDC, NSC, and the West Africa Hub Port and Rail Programme, the Praia-Dakar-Abidjan-Lagos Multimodal Corridor. Ongoing challenges relating to data and flow of information on the PIDA, has led the AUC, NEPAD Agency, AfDB, GIZ and RECs to jointly work on strengthening the PIDA PAP M&E system and data-collection strategies. Gathering, verification and analysis of data, however, remain a challenge to projects. Where available, data quality is unreliable, significantly impacting implementation and reporting on PIDA progress.

PIDA's implementation progress continues to rely on the support from partners, such as GIZ, as well as the JICA, DBSA, EU, Luxembourg Development and Power Africa. This collaboration contributes towards the acceleration of regional and trans-boundary energy, transport and ICT projects.

The collective experience of PIDA stakeholders provides excellent lessons in implementing PIDA moving forward, including:

- The need for partners to increase resource commitments to the agency and the AU to support programme implementation, invest in capability building and support core operational activities.
- Acknowledging that political commitment is essential to advancing PIDA projects, especially where there are different national stakeholders and ministries, private-sector players, continental and regional organisations, as well as investors or financiers, to name a few.
- Realising regional priorities may not coincide with national priorities. As such, there is a need to understand national priorities and to update project lists.
- A need to co-ordinate engagement with the private sector as more entities are being established to attract private sector involvement into infrastructure development programmes.
- The demand for enhanced co-ordination of the various institutions involved in PIDA to avoid duplication, while ensuring greater synergies and effective deployment of limited resources.
- The need for an intermittent window to update priority project lists as country priorities change to allow PIDA to stay abreast of the socio-economic developments and priorities of member states.



3 Introduction

PIDA is a multi-sector programme covering transport, energy, trans-boundary water and telecommunication, or ICT. Dedicated to facilitating African integration by upgrading regional infrastructure, it is designed to support implementation of the AU Abuja Treaty and the creation of the AEC.

PIDA is an initiative of the AUC, the NEPAD Agency and the AfDB. It is based on regional and continental master and action plans, as well as other relevant work undertaken by the AU, the RECs, regional and continental technical agencies, including the L/RBOs, PPs and relevant countries.

Countries will be able to boost their competitiveness by:

- increasing efficiencies,
- accelerating growth,
- facilitating integration in the world economy,
- improving living standards, and
- unlocking intra-African trade.

To achieve the overall goal of PIDA-PAP implementation by 2020, it is essential that the rate of progress of the implementation of infrastructure projects is regularly and accurately monitored and reported. This will identify bottlenecks and measures to redress these to hasten the realisation of PIDA-PAP for a transformed Africa.

The 2016 PIDA PAP Progress Report, therefore, provides a summary update of progress made in implementing the programme. Data was collected from questionnaires sent to PIDA stakeholders and updates gleaned from progress reports of various PIDA programmes. Additional input was provided by various PIDA partners and stakeholders.

Specifically, *PIDA Progress Report Volume One* presents updates on specific elements of the programme that facilitated implementation throughout the year, as well as the results achieved in this regard. It also provides updates on specific support to interventions from partners and key stakeholders. This results-based report starts with implemented activities and, where possible, details higher level results. In addition, it outlines key challenges in implementation.

PIDA Progress Report Volume Two presents updates on project fiches for key priority projects identified at the Dakar Financing Summit and in the Africa Power Vision, as well as priority projects identified by the NEPAD Agency for the year 2016.

Given the complex nature of the programme and the array of stakeholders involved, the reports are an exhaustive progress update. They will provide important elements against which the performance of PIDA can be gauged. In addition, they will detail the important adjustments made and lessons learned to apply a continuous improvement approach to gain critical momentum for implementation.



4 Initiatives that facilitate PIDA Implementation

The interventions in this section will create an enabling environment and respond to key challenges to accelerate implementation of PIDA, while strengthening co-ordination and engagement among stakeholders.

4.1 PIDA Service Delivery Mechanism

To address the lack of capacity for early stage project preparation at the national and regional level, the NEPAD Agency and AUC, with backing from the GIZ, established the PIDA SDM in November 2014. It provides technical assistance for countries and agencies that originate PIDA projects to address early-stage project preparation issues and challenges.

The SDM provides:

- **Institutional advisory services:** This support encompasses the institutional design of SPVs that oversees preparation, construction, operation, management and maintenance of projects.
- **Legal Advice:** This support involves drafting and vetting legal instruments needed to develop an SPV.
- **Communications:** This backing involves preparing project brochures, flyers, publications and communication strategies for projects.
- **Capacity building:** This support involves workplace training, workshops and the drafting of practical manuals, lessons learnt and best practices.

The SDM's mandate complements the NEPAD IPPF. It acts as a feeder into or supports the IPPF's project pipeline. This is considering the refocusing of IPPF operations in its new strategic business plan for mid- and late-stage project preparation activities.

The SDM's existing project pipeline includes the LAPSET Corridor. Here, it has provided integrated master planning and project-management advisory support and scoping studies to the TAH Missing Links project. It has also created an enabling environment for inland/lake transportation for the CC and supported the SADC for project prioritisation and pre-feasibility for NSC.

PIDA Service Delivery Mechanism Outcomes

An array of activities has been undertaken under the SDM to scale up its operations since its unveiling, including:

- The preparation of a draft version of proposed operational procedures for the SDM. It details the application, internal review and approval processes, as well as thresholds or limits of approval. External co-ordination or steering was also finalised and shared with stakeholders.
- To complement SDM financial resources beyond commitments made by GIZ and NEPAD Agency, several fund-raising activities were initiated. Engagements are ongoing with the EU DEVCO to consider the SDM as part of the PanAf programme. Funding proposals have been shared with potential partners, such as the DFID, the OPIC and the SECO for further consideration. If successful, SDM resources are likely to increase to provide for additional advisory services for early-stage project preparation.
- A draft application form for SDM resources, indicating project or programme eligibility, as well as initial information requirements was finalised.
- Project pipeline development activities were undertaken to complement the fund-raising proposals. These include dialogue with the LAPSET Corridor Authority, CC and the AUC-DIE for the TAH Missing Link project.



The following activities will be undertaken moving forward:

- A MoU will be formally concluded between the NEPAD Agency SDM and the NEPAD IPPF.
- Finalisation of SDM statutory rules of procedure, such as application, selection process, fundraising, procurement and management of consultancy, will be finalised to enhance financial support from partners.



SDM Pilot Project The Abidjan-Lagos Corridor

To ensure comprehensive early stage project preparation for the ALCO, the SDM, with support from GIZ, provided advisory services to the ECOWAS Commission and member states, namely Côte d'Ivoire, Ghana, Togo, Benin and Nigeria, in the following areas:

1. Institutional design of the CMA:

This is in line with the project treaty formalising the corridor agreement in 2014 and the commitment by the member states to create a supra-national CMA. The advisory services will seek consensus on design, functions and powers of this authority and the legal framework establishing the CMA.

2. Establishment of a legal framework.

Setting up a set of governing legal instruments, principles, rules and regulations between the contracting parties to define a legal framework for the CMA.

3. Communications

Marketing and communication tools will be developed to support advocacy among potential investors, the beneficiaries and political decision makers.

4. Capacity Building

Project preparation capacity development was facilitated for the ECOWAS Commission and project member states' personnel to effectively manage other similar projects. Sustainability will be enhanced by developing a manual containing lessons learnt, as well as key success and risk factors, as well as a handbook on project implementation.

Engineering consulting company, HP Gauff, was commissioned to provide these services for the early-stage project preparation of the ALCO. The feasibility study will then be financed by the AfDB at a cost of US\$15.6 million.

The SDM intervention at the pre-feasibility phase, therefore, complements the NEPAD IPPF and other project-preparation funds, which primarily finance feasibility studies and transaction consultancy services in the second phase.

This phased-in process is in line with the PIDA Integrated Tunnel of Funds Approach that involves the SDM, providing SDM early-stage preparation services to ensure that feasibility studies can be undertaken in the next phase.

This integrated approach has enabled the ALCO to secure support over the next two years to advance from concept phase to feasibility stages and, eventually, to project financing.

4.2 Africa Renewable Energy Project Implementation

NEPAD is set to embark on an initiative to accelerate the development and implementation of RE projects on the continent, and to facilitate the effective use of the vast untapped RE resources. This is the NEPAD Agency's contribution to the implementation of the Africa High Priority Renewable Energy Projects Initiative. The NEPAD RE initiative will drive these projects to bankability and financial close. Where they have progressed to bankability it will present them to potential investors and assist in sourcing funds for their implementation. The initiative also complements these efforts by building capacity for project development and implementation for the selected projects.

The NEPAD RE initiative targets African countries that have completed or are completing the development of their SE4ALL AA and IP with assistance from NEPAD or the SE4ALL Africa Hub.

Key ongoing activities for the NEPAD RE initiative include:

- considering and selecting RE projects,
- hosting an investor round table,
- investor-project matching, and
- resource mobilisation.

Expected Outcomes

The NEPAD RE Initiative Investor Roundtable was hosted as part of PIDA week and was a key milestone in the roll-out of the NEPAD RE Initiative by:

- yielding a set of well-identified RE projects at country level and clearing stages of development,
- creating connections between institutions that will present prototypes to accelerate projects in their countries and encourage skills transfer,
- identifying areas of capacity development needed at country level in PPPs, IPPs and PPAs,
- identifying obstacles and the assistance needed by countries and partners for NEPAD RE initiative intervention, and
- affording interested investors and financiers an opportunity to better understand key issues and challenges to implementing African RE projects.



4.3 NEPAD Infrastructure Project Preparation Facility

Since its establishment in 2005 in support of the NEPAD Africa Action Plan, the NEPAD IPPF, which is a special fund administered by the AfDB, has:

- Mobilised US\$91.67 million.
- Committed US\$79.33 million.
- Provided 66 project grants, of which 35 have been completed. This has resulted in US\$7.78 billion of investment financing. This demonstrates high leverage, in terms of downstream financing for well-prepared high-quality bankable infrastructure projects.

NEPAD-IPPF Grant funding supports preparation of:

- pre-feasibility and full feasibility studies,
- ESIA studies,
- technical or engineering designs,
- tender and bidding documents,
- transaction-advisory support, and
- proposals for financing by the public and private sectors, as well as via PPPs.

NEPAD-IPPF grant funding also supports development of partnerships for effective project implementation and targeted technical assistance and capacity building support to accelerate the pace of project delivery.

The financial contributions to the NEPAD-IPPF Special Fund have been sourced from core donors, namely Canada, Germany, UK, Spain, Denmark and Norway. Meanwhile, the AfDB has funded the capital budget of the NEPAD-IPPF and the USAID co-financed specific projects.

As regional integration deepens, there is increased impetus for infrastructure connectivity and therefore, the demand for project preparation support has increased. In consultation with the AUC, NEPAD Agency, RECs, PPs, RBOs and Corridor Agencies, the NEPAD-IPPF has unbundled the PIDA PAP into a pipeline of 110 regional projects. These cover energy, transport, trans-boundary water and ICT with preparation costs of about US\$430 million during 2016.

Within the framework of the new NEPAD-IPPF strategic business plan for 2016 to 2020, the NEPAD-IPPF wants to mobilise US\$250 million to prepare between 60 and 80 projects, or between 12 to 16 regional infrastructure projects a year. The balance of the funding is expected to be sourced from co-financing from other project-preparation facilities that operate throughout the continent.

To mobilise the required US\$250 million, the NEPAD-IPPF has embarked on a fourfold strategy, namely:

- seeking re-financing from existing donors,
- reaching out to new donors,

- finding direct financial contributions from African countries who are the ultimate beneficiaries, and
- enhancing co-financing with other project-preparation facilities.

The support of the AUC, NEPAD Agency and African countries is essential for ensuring that adequate resources are mobilised for project preparation to accelerate the pace of financing and, therefore, the implementation of projects in the PIDA PAP.

In 2016, the NEPAD Agency and IPPF signed a partnership *Aide Memoir* to strengthen project preparation, financing and resource mobilisation in Johannesburg, South Africa. They agreed on the modalities for joint resource mobilisation in support for project preparation and development. Consensus was also reached on the need to foster co-ordination by efficient information sharing, project pipelines, missions and project documents. Both will adopt a holistic and co-ordinated approach between various participants and instruments to promote the efficient use of resources in the delivery of the joint programmes.

4.4 Private Sector Participation in PIDA

The private sector needs to be completely involved in PIDA implementation, particularly in financing, construction, operation and maintenance of infrastructure. As such, the AUC, NEPAD Agency, DBSA, GIZ and partners ramped up efforts to entice private sector involvement via the CBN and Move Africa.





4.4.1 Continental Business Network

The CBN was launched in Cape Town, South Africa, in June 2015. The CBN aims to “crowd-in” financing and support for infrastructure projects by creating a platform for collaboration between the public and private sectors. **It focuses on the following:**

- mobilising public-sector support and private-sector engagement for early stage PIDA project development,
- project structuring, finance and operation,
- managing regional project investment risks,
- accelerating and incentivising private-sector procurement,
- developing practical and effective working relationships with African heads of state, and
- enabling governments and public entities responsible for implementing projects to access high-quality independent technical advisory services.

The CBN held three high-level forums to discuss de-risking PIDA infrastructure projects as follows:

A CBN High Level Leader’s Dialogue on De-Risking PIDA Infrastructure Projects

The CBN held a High Level Leader’s Dialogue in May 2016 alongside the AfDB Annual Meeting in Lusaka, Zambia. It examined the role of the private sector in de-risking PIDA projects, hosting more than 100 industry leaders, CEOs and senior executives in the business sector, as well as high-level government officials and representatives of development and multilateral organisations.

The meeting emphasised the need to achieve a balance between social and commercial considerations, as well as the need for suitably-structured investment vehicles and risk-return profiles to de-risk projects. Some of the challenges that have resulted in project failure were also highlighted, including flaws in investment and technology, as well as structural weaknesses of projects. **The outcomes of the meeting were as follows:**

- The need to simplify project preparation and implementation, noting that de-risking should take place at all project levels.
- Long-term investment strategies and commitments are catalytic requirements that need to be scaled-up to incentivise global investment flows to Africa.
- The importance of establishing an expedient and transparent

procurement framework that incentivises investment into the project development phase and participation from institutional investors.

- The need to champion improvement of the enabling environment and employment of capital markets as a vehicle for infrastructure investment.
- The need to achieve investable projects through for collaborative work processes that mitigate risks in PIDA and regional projects, and that are focused on identifying project viability gaps.
- That project finance structures should be encouraged by working with an array of public- and private-sector leaders and development partners to overcome project-viability gaps, as well as support the “de-risking” and financial close of PIDA and large infrastructure projects.
- The need to scale-up and use existing and innovative risk-mitigation instruments to incentivise investment in infrastructure, working closely with finance experts and risk-mitigation labs, comprising public- and private-sector leaders.
- That a platform and process to better understand the private sector project-development ecosystem and investment criteria must be championed, together with investment in the increased efficiency of the project-development cycle.

The global public sector expects private capital, especially institutional investors, to provide significant funding for infrastructure. The match between the investment and its correlating returns for institutional investors in African infrastructure projects is, in theory, aligned. This is considering that this type of investment provides institutional investors with a low interest rate environment and a predictable, inflation-adjusted cash flow that has a close correlation with existing investment returns.

B Pension and Sovereign Wealth Fund Capital Mobilisation for PIDA Projects

The CBN, in partnership with the AfDB, the UNECA and Africa investor hosted a dialogue, entitled *Pension and Sovereign Wealth Fund Capital Mobilisation for PIDA Projects* at NASDAQ in New York. The dialogue

built on a recommendation from the de-risking report, namely to mobilise Africa’s institutional infrastructure investment community, including African pension and sovereign-wealth fund capital. This is essential to bridge the financing divide that stifles infrastructure development, as well as economic and social progress on the continent.

Leaders convened at the CBN High Level panel to discuss practical initiatives and opportunities to mobilise institutional asset owners to invest in African infrastructure. The key message was that Africa needed quality institutions and strategies that must be deployed across the various sectors and adopted by leadership of the countries.

The event also saw the launch of the UNECA and NEPAD Agency’s publication, *16 Infrastructure Projects for African Integration*. Projects profiled in the publication were selected by African heads of state, based on their ability to enhance regional integration within the PIDA framework and the Dakar Agenda for Action.

The meeting discussed innovative co-investment models to drive investment, sustain growth and mitigate risk. Sovereign-wealth fund leaders assessed domestic and regional-investment opportunities, including investment laws, governance, portfolio and political risk considerations to optimise infrastructure investments and allocations. It explored potential funding for the 16 PIDA projects, including lending, soft loans and grants, to name a few, and strategic ways to mobilise sovereign-wealth and pension-fund capital.



Africa needs to transition from a narrow focus on individual countries and domestic markets to a regionalised approach to infrastructure investment. **Key recommendations from the meeting included:**

- the need to mobilise domestic resource-capital, central-bank reserves, pension and sovereign-wealth assets for the continent to take the lead in infrastructure;
- the need to improve bankability and project packaging to gain increased access to capital;
- mega-projects must be broken down into smaller initiatives or phases, with shorter timelines, to make them more manageable, as well as easier to finance and implement;
- the requirement to facilitate and unlock greater participation by Africa's private sector and sovereign-wealth funds in infrastructure development to bridge the funding divide and the dominant role of the public sector in these projects;
- the need to craft new ways to support strategic infrastructure that promotes growth, trade and development, while redressing the poor state of physical trade-facilitation infrastructure facilities throughout the continent.

C NEPAD-Africa Week

The theme for the 2016 Africa Week was *Strengthening Partnerships for Inclusive Sustainable Development, Good Governance, Peace and Stability in Africa*. In addition, the agency hosted the NEPAD CBN High Level Dialogue on de-risking Africa alongside the event. Key African diaspora players from the infrastructure, banking and finance, insurance and investment, as well as construction sectors convened at the event.

It served as an opportunity to leverage support through the strategic partnerships that the NEPAD Agency has developed with financial institutions, and was hosted by NEPAD within the context of NEPAD's Regional Infrastructure and Trade Programme. The NEPAD CEO's Dr Mayaki highlighted that an increase in regional and domestic infrastructure projects relied upon a bottom-up approach in developing regional master plans, citing *Agenda 2063* and its consultation

process as a sound example.

The launching of the De-Risking Report at the forum, complemented by the momentum gained from other meetings, aimed to create confidence and attract special investment vehicles to invest remittance funds in infrastructure. The dialogue also leveraged the support of the strategic partnerships that the agency is nurturing with financial institutions, such as Standard Bank and Barclays Africa.

CBN Key Results

The summary outcomes of the CBN de-risking process and dialogues noted that the need to:

- ensure recruitment of competent infrastructure experts to better prepare and package PIDA projects;
- standardise and ensure predictability of regulatory frameworks;
- improve incentives for institutional investors and increase transparency of funding plans;
- increase transparency of infrastructure development and expansion plans at the national level, as well as provide accurate datasets and detailed feasibility studies;
- further develop local capital markets; and
- consolidate political will and support for the development of infrastructure projects.



4.4.2 MoveAfrica

The NEPAD Agency launched transport and logistics initiative, MoveAfrica, to bring greater synergies to infrastructure initiatives, such as the OSBP project, trade-facilitation initiatives, including the AU's BIAT programme and the framework on AIDA.

MoveAfrica aims to transform the African trans-boundary transport and logistics sector. It seeks to lower costs and increase efficiency of logistics and FMCG operators and manufacturers on the continent, while complementing the work stream and transport pillar of the CBN.

To improve investment attractiveness and improve its transport and logistics environment, the continent needs to pursue a deeper engagement with the private sector on developing transport and logistics-related projects.

Key Highlights of MoveAfrica in 2016

MoveAfrica was presented at TICAD VI Summit in Nairobi, Kenya. The NEPAD Agency co-hosted a seminar on intra-African trade with JICA, the WCO and the EAC. **Key issues discussed, included:**

- the importance of free movement of people to facilitate trade;
- the importance of strong political commitment for corridor development and security; and
- political stability as the key basis for private-sector business.

The session concluded that it is critical to promote a multi-sector approach for corridor development in a more comprehensive manner, while forging stronger partnerships with international, regional and national stakeholders, as well as public- and private-sector stakeholders.

The initiative will also see the agency establish a “traffic light” system to assess the performance of cross-border logistics. It will undertake a logistics diagnostic survey of OSBPs to launch the system. This will assess the performance of cross-border logistics and the bottlenecks at each OSBP. **The pilot survey, which will focus on selected OSBPs, will assess:**

- logistics and traffic flow, as well as volumes on key corridors,
- policy and regulations concerning OSBPs,
- existing procedures at each OSBP, and
- current operational flow at each OSBP.

It will also identify bottlenecks and recommend the way forward for each OSBP.

The “traffic light” system will lead to informed and accelerated corridor development that will result in greater synergies between private-sector partners, the NEPAD Agency and its development partners.

It will address key issues, including:

- risks and rewards, as well as the appropriate strategic and operational decisions to support private sector players;
- certainty of the timeline cost factors and return on investment based on potential that these corridors offer; and
- the handling of stakeholder priorities by governments and conditions along these corridors that hinder growth of economic activities.

Ultimately, the RECs will be expected to monitor and report on the performance of OSBPs on key corridors. The agency plans to expand the “traffic light” system from assessing OSBP logistics performance to monitoring the performance of the entire corridor. As such, there is potential to attract private-broader private-sector participation in the initiative.





4.5 Improved Policy, Legal and Regulatory Environment

As one of the instruments for PIDA implementation, PLR addresses “soft issues” that have an impact on infrastructure development. In 2016, PLR support focused on collaboration with the UNECA on the harmonisation of policies, laws and regulations to enhance private sector investment in African infrastructure. It also cooperated with the AFUR to expand the scope of its work to cover all PIDA sectors and the establishment of an ACEIR.

4.5.1 Harmonisation Study

The harmonisation of policies, laws and regulations follows the findings of the DFS in 2014, which emphasised the need for a common framework to enhance private-sector financing of trans-boundary infrastructure projects. At the 24th Ordinary Summit in January 2015, heads of state of the AU called on the UNECA, NEPAD Agency, RECs and other relevant stakeholders to propose a regional framework to harmonise policies, laws and regulations pertaining to private-sector investment in trans-boundary infrastructure projects. **A study was then commissioned by the UNECA with the following objectives:**

- to enhance the capacity of member states to accelerate the implementation of the Dakar Agenda for Action by agreeing on a common operational framework for private-sector investment in trans-boundary infrastructure;
- to garner comprehensive data on the available policies, laws and regulations relating to private-sector financing of trans-boundary infrastructure;
- to increase understanding on the degree of disharmony of the available policies, laws and regulations on infrastructure financing; and
- to accelerate the implementation of the Dakar Agenda for Action and, in particular, private-sector investment in the 16 DFS projects.

This will lead to the development of a common regional framework for policies, laws and regulations on private-sector investment in trans-boundary infrastructure projects.

During 2015 and 2016, the UNECA and the NEPAD Agency undertook joint fact-finding and data-collection missions to countries in the SADC, ECOWAS, COMESA and the AMU to find key elements that will be need for such a framework. The draft framework was validated in mid-November 2016 and will be presented to the AU Assembly this year.

4.5.2 The African Centre of Excellence for Infrastructure Regulation in Africa

The ACEIR was conceptualised as an inter-disciplinary regional infrastructure development and management-focused “centre of excellence”. It comprises regulatory practitioners, professors and researchers from global universities and research institutes. Some internal staff members drive and co-ordinate the institution’s work programmes.

Engineering, economics, political science, public administration and law will be incorporated into the centre’s research, publishing and

capacity-development initiatives. ACEIR will undertake its work predominantly within:

- energy, comprising electricity, gas and oil;
- communications, comprising telecommunication, post and Media;
- transport, comprising air, rail, road and maritime), and
- water: drinking and wastewater.

ACEIR wants to develop African models of regulation in these industries. In addition, it will conduct cross-sectorial research and design and implement capacity-building programmes for regulators, government ministry officials and operators. It will also organise high-level policy dialogues between governments, regulators and operators.

ACEIR will be established as a network of institutions, throughout the five AU-recognised regions in Africa. Their work will be co-ordinated from a main hub secretariat, using a hub-and-spoke model. NEPAD and AFUR will act as the secretariat and selected AFUR members and academic institutions the spokes, providing applied learning input; regional, including central, east, north, southern and west-Africa insight; and sector-wide coverage.

It is projected that ACEIR will be financed by AFUR members from donations from regulated African firms and operators, partner institutions and international development partners.

A soft launch of ACEIR, under the theme *Introducing ACEIR: A Catalyst to Help “Light Up and Power Africa” and Promote Investment in the Program for Infrastructure Development in Africa (PIDA)*, was held alongside the AfDB annual meetings in May 2016 in Lusaka, Zambia. This was followed by a stakeholder consultation in September 2016 that further unpacked the value proposition of ACEIR to different stakeholder constituencies and identified priority areas for ACEIR.

During PIDA Week 2016, a session was on infrastructure regulation was hosted to raise awareness of ACEIR and its links to PIDA, and to mobilise and engage partners to support the initiative.



4.6 EU Support to AUC: Transport Sector Development Programme

EU backing of the Transport Sector Development Programme is a comprehensive intervention. This strengthens the AUC-DIE in transport policy harmonisation and transport sector services development, as well as supports PIDA PAP for the start-up of smart corridor activities. It is financed by the EU under the 10th European Development Fund, the Intra-ACP envelope.

The programme will allow African states to develop the infrastructure they need to encourage the development of a transport network that supports regional integration as a prerequisite for realising Africa's growth potential and effective participation in the international economy.

Its overall objective is to contribute to the achievement of inclusive political, economic and social development through enhanced regional integration of ACP countries, focusing on sub-Saharan Africa. It promotes safe trans-boundary transport corridors and harmonised

transport policies, while strengthening continental capacity to regulate, organise, promote and finance improved inter-regional and continental transport infrastructure and services.

The programme is expected to strengthen the AUC-DIE in transport policy harmonisation, as well as sector and services development.

The PIDA PAP smart corridor activities have started by selecting at least one flagship project to be implemented.

Comprehensive transport sector guidelines for sustainable, economic and “green” transport sector development were published.



4.7 AU Partner Group support to PIDA

Every year, the AUC meets the AUPG to remind and request it to sensitise its respective countries' governments and participants in the private sector to contribute towards, or participate in PIDA financing and/or project roll-outs.

4.8 The Presidential Infrastructure Champion Initiative

The PICI was born out of a proposal by South African President, Jacob Zuma, to accelerate regional infrastructure development through political championing of projects. This proposal was made during the 23rd HSGOC meeting in Kampala, Uganda, in July 2010. The champions bring visibility, unblock bottlenecks, co-ordinate resource mobilisation, provide leadership and ensure rapid project implementation within a specified threshold period. This is an opportunity for African heads of state and governments to become actively involved in the development and implementation of regional and continental infrastructure projects.

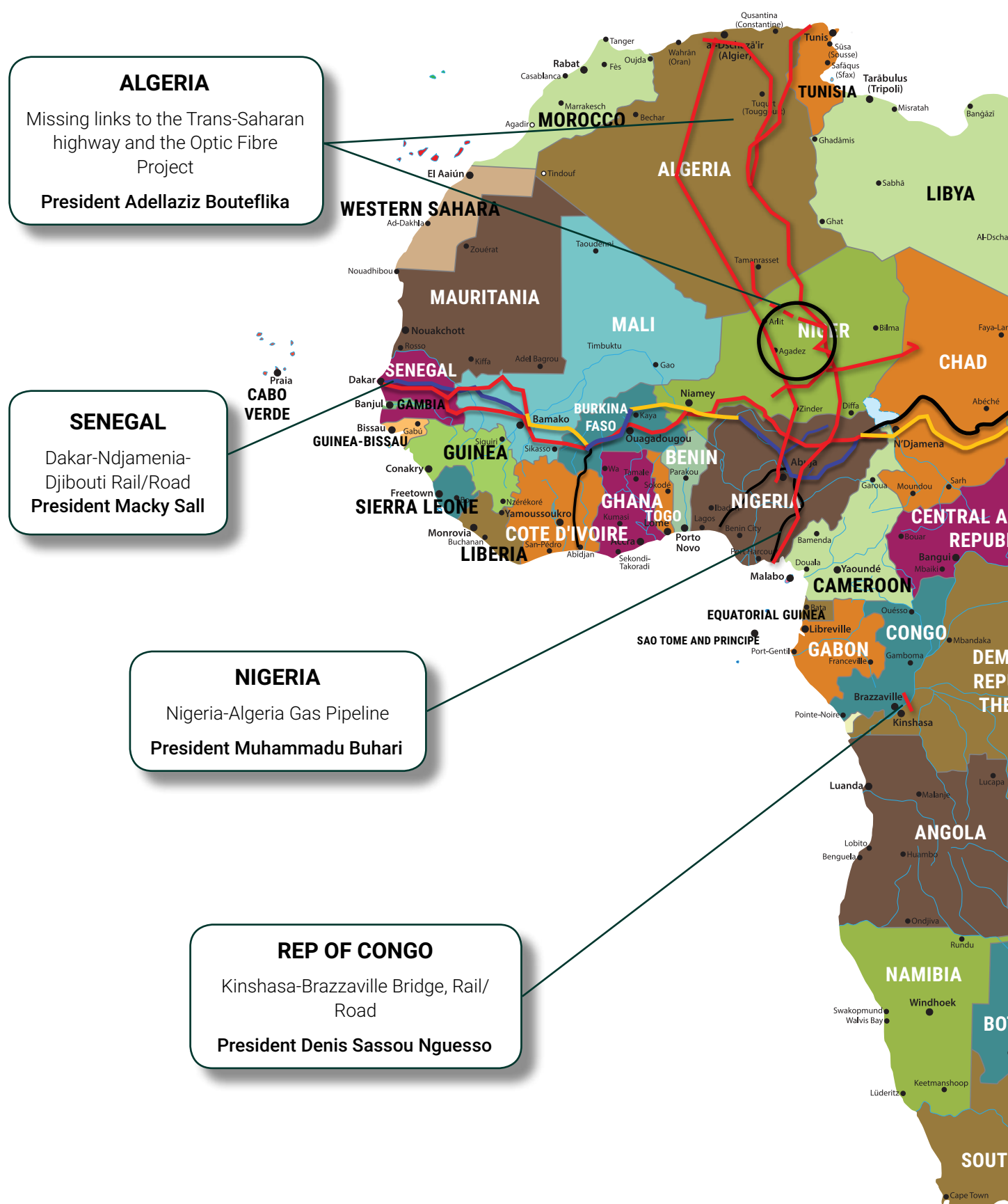
Initially, eight projects were identified to be championed by the seven selected heads of state and government from the NEPAD HSGOC AD-Hoc Committee on Infrastructure, the outcome of the proposal. All the projects and champions were endorsed by the 16th AU Assembly in January 2011 in Addis Ababa, Ethiopia, while others, such as the LAPSSET Corridor project. The nine projects are championed by eight heads of state and Government,

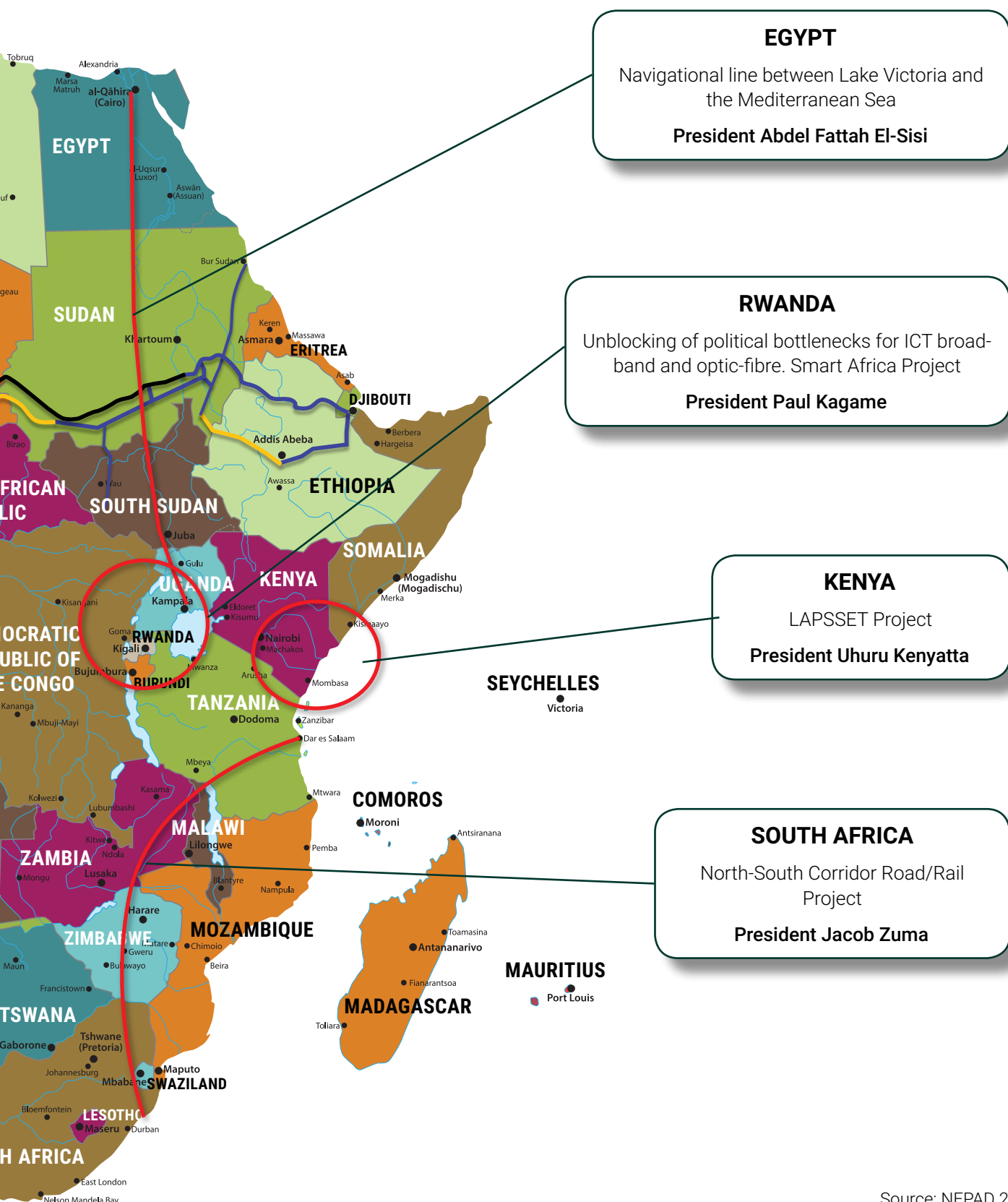
and Namibia will also be joining the PICI family with a visionary logistics and infrastructure programme. South Africa was selected as the chair of the PICI under the leadership of President Zuma. The projects cover transport, energy, ICT, and trans-boundary water. The proposal was jointly developed by the agency and the DIRCO into a technical concept paper and, ultimately, the PICI.

The PICI ensures that the projects are implemented within five years between 2010 and 2015. In this context, implementation refers to the progression of the project from pre-feasibility to feasibility phase, or from feasibility to construction, or that demonstrable evidence of progress is available. The PICI model includes an effective reporting system, where progress of the individual projects is reported on every six months during the bi-annual HSGOC meetings by the respective champions. A comprehensive project status report is also presented by the chair during the AU Assembly, while President Zuma, regularly hosts a Presidential Breakfast before each HSGOC meeting. The breakfasts provide a platform where the respective PICI champions report on the progress of their projects.

In 2016, PICI projects made significant progress, in terms of implementation. This progress demonstrates that, with political commitment and dedication, key infrastructure projects with developmental impacts can effectively progress. This model can also be adopted by the broader PIDA projects to promote sustained momentum in their implementation.

Presidential Infrastructure Champion Initiative (PICI) Projects and Champions (2011-2016)





Source: NEPAD 2016

4.9 NEPAD Agency Support to the PIDA Programme

The NEPAD Agency supports the PIDA programme through the RIITP. The latter is responsible for advancing regional infrastructure development, promoting regional integration, supporting trade facilitation initiatives and strengthening the agency's relationship with its stakeholders and partners. The RIITP's work is guided by the AU's PIDA and the BIAT programme, as well as the AIDA framework.

Support to the PIDA programme extends to stakeholders, partners and RECs. This ranges from technical and capacity-building to administrative, financial and logistical support.

Key lessons learned from the support that the agency provides the PIDA programme include:

- Successful implementation of the programme and PIDA projects requires concerted effort, in terms of technical and logistics backing. This is heavily supported by NEPAD operational teams,

such as administration, finance and procurement.

- Better development partner co-ordination and targeted technical and financial support is critical to facilitate PIDA implementation.
- Adequate human and financial resources should be in place to support PIDA implementation.

NEPAD Agency support to PIDA is stretched and supplementary targeted support, such as technical and financial personnel and better development partner co-ordination, is required to ensure success of the agency.

4.10 Partnerships for Greater Facilitation and Implementation of PIDA

Contributions from development partners are essential in all phases of project preparation and implementation. Support to PIDA comprises both technical and direct financial assistance in various areas and processes.

4.10.1 Japan International Cooperation Agency (JICA)

The JICA has continued to partner PIDA and in 2016, it organised conferences and seminars to create awareness and raise interest of stakeholders and investors in several related projects.

Japan continued to demonstrate its commitment to supporting infrastructure programmes in Africa through The TICAD VI. Hosted with representatives from 53 African countries, the conference promoted investment and aid in Africa. At TICAD VI, the government of Japan announced that it would contribute towards developing quality infrastructure, building resilient health systems and laying the foundations for peace and stability. Of the US\$30 billion to be invested under the PPP banner, US\$10 billion was ring-fenced for implementation of quality infrastructure. JICA is also increasing its engagement with the private sector to fulfil these commitments. At the event, PIDA was identified as a key infrastructure programme for Africa.

JICA's partnership with PIDA is mirrored by its support for:

The development of the NC in east Africa with a focus on the formulation of master plans along the corridor and upgrading the port of Mombasa, which is the gateway of the larger project. It is also backed the development of geothermal energy resources in the Great Rift Valley.

- The comprehensive development of the Nacala Corridor and surrounding areas. These include the Nacala Port and the roads that extend inland to Malawi plus an agricultural development project that aims to unlock the agricultural potential in the area.
- The West Africa Growth Ring Master Plan that will study the

potential along the corridors, spanning Cote d'Ivoire, Burkina Faso, Ghana Togo and the ALCO.

JICA has also seconded an infrastructure advisor to the NEPAD Agency.

JICA involves the private sector from conception to completion of the project in all of its strategic programmes

OSBPs are the JICA-NEPAD joint flagship initiatives for trade facilitation. Since establishment of the first OSBP at Chirundu between Zimbabwe and Zambia in 2016, the concept has expanded rapidly, and is one of the major tools to tackle impediments to trade growth. There are about 80 OSBPs in various stages of implementation. Since OSBPs are now one of the continent's highest priorities, the agency, ICA and AfDB and JICA realised a need to update and revise the first edition of the *OSBP Sourcebook*, which was published in 2011, considering recent good practices and lessons learned. A series of workshops were therefore held with active participation of specialists throughout the continent in 2016. The updated and edited sourcebook was officially launched at the TICAD VI side event with its theme, *Boosting Intra-African Trade: A Key for Regional Economic Integration and African*

Co-operating with the JICA, the NEPAD Agency has taken the lead in promoting the sourcebook, while supporting RECs, member states and other key stakeholders for OSBP development on

the continent. As such, an OSBP network has been established to facilitate cross-learning and regularly update the sourcebook. The agency plans to host regional launches of the sourcebook to discuss key issues and the way forward for OSBP development in each region. In addition to the planned training-of-trainers programme for OSBP practitioners, the agency will also introduce a monitoring system for OSBP projects on the continent.

Map of OSBP in Africa



4.10.2 German Support to PIDA – Federal Ministry for Economic Cooperation and Development (BMZ)

Germany supports regional infrastructure development in Africa technically through the GIZ, and financially via KfW. Close liaison is maintained with other PIDA partners.

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

- GIZ-PIDA Support Programme aims to strengthen IAIDA's capacities to facilitate the implementation of the PIDA PAP projects until 2020. GIZ provides technical assistance to the AUC and the NEPAD Agency in the following areas:
- Information, monitoring and reporting: GIZ helps the AUC and NEPAD Agency with the operation of the PIDA Information System. For example, GIZ seconds an information-management specialist to the agency to assist with plans to estimate and track PIDA project implementation.
- Communication and marketing of PIDA projects: To market PIDA and its projects, GIZ continues to support the work of the PIDA CBN and advises in refining the PIDA PAP implementation method. This is achieved through coherent and integrated co-ordination of key stakeholders and matchmaking between project owners and investors.
- PIDA SDM and integrated project preparation: GIZ supports the NEPAD Agency with the establishment of the PIDA SDM to facilitate PIDA project progress from concept to feasibility stage.
- Knowledge and learning: To document good practices during PIDA project preparation and implementation, GIZ supports the development of a socio-environmental risk-mitigation guide and a manual to sensitise project owners to the extent that job creation can be maximised.
- Co-ordination: GIZ advises the AUC and the agency in the drafting of the IAIDA Handbook, which details the roles and responsibilities of the different participants and assists with the implementation of the PIDA mid-term review, as well as the realisation of its recommendations throughout 2017 and 2018.

KfW Development Bank, a business unit of KfW Group, acts on behalf of BMZ as co-financier for PIDA project preparation. Since 2009, it has supported the NEPAD IPPF. KfW also provides grant support for the SADC Project Preparation and Development Facility, such as the North-South Power Transmission Corridor. In addition, KfW is involved in PIDA via direct investment funding and project implementation. Examples include its support of the West Africa Power Transmission Corridor, the Ruzizi III hydropower plant and Northern Multimodal Corridor. KfW and BMZ are members of the ICA, which was launched at the G8 Gleneagles Summit in 2005. ICA's role is to encourage, support and promote increased public and private-sector investment in African infrastructure.

4.10.3 European Union

Africa and the EU have a long-standing infrastructure partnership that has always been based on cooperation for the benefit of their citizens. Energy, transport, water and ICT infrastructure development is a fundamental pillar in the 2014-2017 JAES and its roadmap. To co-ordinate and steer the JAES Infrastructure road map in the infrastructure sectors, the RGI was established, and comprises African and European stakeholders. The last meeting of the RGI took place from 24 to 26 February 2016 in Addis Ababa, Ethiopia, and the participants reaffirmed their joint commitment to foster sustainable development and inclusive growth, as well as strengthen continental integration. They also committed to responding to the evolving global context by incorporating emerging policy issues that have a direct impact on Africa's infrastructure priorities. These include the AU Agenda 2063, Agenda 2030 for Sustainable Development, challenges of climate change and, in particular, the outcomes of COP 21. The EU committed to allocate 20% of its entire development portfolio for climate-change purposes and will support the 2030 Sustainable Development Agenda by incorporating relevant SDGs, especially in the transport, ICT, energy, urban development and water sectors. The PIDA continues to steer the strategic cooperation between Africa and the EU towards innovative solutions to facilitate and accelerate infrastructure delivery to significantly contribute to Agenda 2063.

Regarding the implementation of the PIDA PAP, EU financial support in 2016 helped AUC undertake various activities, such as the operation of the IAIDA, including the PIDA Steering Committee, CID and IAG meetings. This is complemented by the implementation of the resource-mobilisation strategy for projects preparation and communication strategies; regional consultations on PIDA PAP implementation; facilitation of and support to the implementation of RECs Capacity Building programme; and organisation of the EU-Africa Partnership for Infrastructure. It is also involved in the operation of the Infrastructure Data Base and Information System, including on-job training of the RECs and specialised institutions for PIDA projects data collection; promoting development partners and private sector investment; as well as participating in

PIDA PAP Implementation. The EU is also supporting PIDA and its priorities via initiatives, such as national-indicative, regional-indicative and pan-African programmes. The EU has committed more than €1 billion per year to infrastructure development from 2014 to 2020. Innovative financing solutions are applied by combining EU grants with loans from public finance institutions and the private sector to leverage development impact.

In 2016, the EU funded a pan-African programme supporting the strengthening of air safety through EGNOS, while investing in PIDA infrastructure at a continental level. It also co-ordinated mechanisms between the AUC and the EU for infrastructure. It also supported PIDA PAP for the start-up of smart corridor activities and for the harmonisation of the regulatory frameworks in the electricity sector.

4.10.4 Lux Development Bank Support

The AXIS project is funded by the Euro-Africa Infrastructure Fund and the government of Luxembourg through Lux Development as lead financier.

4.10.5 The Development Bank of Southern Africa

Acknowledging the important role that the private sector plays in PIDA, the DBSA, a CBN council member, supported the MoveAfrica launch.

DBSA has also supported the acceleration of the SADC NSC and BDC through SADC, leading to the drafting of the MoU on the corridor management institution.

It also presented preliminary research findings on the PICI, specifically on the NSC at the WEF for Africa in Rwanda.

The DBSA has disbursed project preparation funding to the second DRC-Zambia Interconnectors and the North-West Rail project in Zimbabwe.

It is also funding the rehabilitation of the Link 4 Road from Lusaka to Chirundu in Zambia and construction of the new Kafue Weighbridge in Zambia.

The DBSA intends continuing its engagement with the private sector on strategic projects and where new projects are identified through public-procurement processes.

4.10.6 Power Africa

Power Africa, a US Government-led partnership, and NEPAD started co-operating in September 2014. Since then, Power Africa has worked closely with NEPAD to shape the vision and implementation of the APV list of priority energy projects, which is based on PIDA. APV articulates a long-term plan for increasing access to reliable and affordable energy, using Africa's diversified energy sources in a coherent approach and in line with the Africa 2063 Agenda.

In 2015, Power Africa seconded a transaction advisor to NEPAD to work closely with the infrastructure and energy teams to identify hindrances to project progress and to build capacity within the NEPAD organisation to help move projects closer to financial close. Power Africa will continue to identify opportunities to support and reinforce efforts to advance policy, legal and regulatory reforms in the energy sector, aimed at improving the enabling environment and attracting private-sector investment.

4.10.7 The Project Preparation Facilities Network

The PPFN provides operating PFFs in Africa with platform forum to co-operate. The network acts as a bridge, facilitating data and information sharing, encouraging co-operation and enhancing co-ordination and structure for efficient use of existing funds.

In 2016, the PPFN met and discussed its operational modalities, where members agreed to amend PPFN operational modalities or procedures to streamline its operations and that its secretariat would be hosted by a PPFN member for a two-year period on a rotational basis.



5 Capacity Building for PIDA

Lack of capacity continues to be a key impediment to PIDA's implementation. The AUC, NEPAD Agency, AfDB and its partners have therefore implemented interventions to address the lack of capacity in key areas through skills development and placement of technical experts at the RECs.

5.1 The PIDA Capacity Building Project

The PIDA CAP was conceived to develop the capacities of the RECs and member states to effectively navigate the myriad of issues impeding the successful implementation of PIDA. They require timely guidance and support on a co-ordinated basis to ensure that individual RECs and collectively accelerate the implementation of the PIDA PAP projects.

The programme strengthens the capacity of the AUC, NEPAD Agency and RECs to plan, facilitate and co-ordinate implementation of regional infrastructure programmes and projects.

It will also support delivery of an integrated communication framework and policy analysis of cross-cutting issues for PIDA by the AUC. This will enhance the capacity of RECs and RMCs to diagnose and monitor PIDA implementation bottlenecks and introduce solutions.

5.1.1 PIDA CAP Project Progress

PIDA CAP has gained momentum in its implementation after a slow inception. Financing agreements were signed with the EAC, COMESA, CCTTFA, ECOWAS, the IGAD and SADC with a commitment to a steady use of funds. An AfDB-approved work plan is being implemented in COMESA, ECOWAS, EAC, IGAD and SADC, as well as the CCTTFA. The plan and budgets are managed using the NEPAD Agency's enterprise resource planning software.

Infrastructure sector experts are now in place at the NEPAD Agency, as well as at the COMESA, EAC, ECOWAS, IGAD, CCTTFA, ECCAS and SADC. This is part of the capacity building strategy in the RECs. The NEPAD Agency has also introduced an M&E officer, as well as a

programme assistant and finance and procurement officers to its PIDA core team.

Two planning workshops were held in 2015 and 2016 in Johannesburg, South Africa, during the project inception phase. These provided an opportunity for the RECs to gain a deeper understanding of the project acceleration process. Lessons from the CC acceleration process were gleaned and will be replicated through partnerships with and co-operation between the private sector and African governments.

Considering project data and the flow of information on PIDA projects has been a major challenge, the NEPAD Agency and the AUC, through the PIDA CAP project, facilitated a PIDA Data Collection Workshop that targeted the AUC and NEPAD Agency infrastructure experts. Ways of strengthening data collection and using the VPiC and AiD as information and monitoring tools to improve the implementation and reporting on PIDA progress were explored. A data-collection strategy was also developed. Data collected from this process was used to draft the *2016 PIDA Progress Report volumes I and II*.



5.1.2 PIDA Capacity Building Project Support to PIDA Acceleration

PIDA Acceleration is a short-term partnership between public and private stakeholders to create an enabling private-investment environment for bankability of PIDA projects. The acceleration method and screening process is consistent with private sector and business principles to accelerate implementation of key PIDA projects as pilots.

The WEF-initiated PIDA acceleration process was handed over to the NEPAD Agency for co-ordination, and to guide the replication of the remaining pilot corridors, namely BDC, NSC and West Africa. The process is mainly supported by the PIDA CAP.

The PIDA Acceleration process generates a validated project pipeline, which needs to be screened, grouped or prioritised and packaged for market review and investment. A packaged project pipeline constitutes a short- to medium-term CDIP. It was designed to accelerate the development of selected, high-impact corridors. They include the CC, BDC and NSC, as well as the West Africa Hub Port and Rail Program, including the Praia-Dakar-Abidjan-Lagos Multimodal Corridor.

Central Corridor Acceleration Programme

The CC Acceleration Programme has transitioned into the second phase, namely pilot projects acceleration. The first phase entailed identifying, screening, prioritising, project packaging and pre-market sounding engagement activities. Focus remains on project definition or project proposal, preparation of terms of reference, as well as risk capital sourcing for early stage project preparation or development of 18 of the 23 first phase projects.

Following a presidential roundtable, a donor roundtable was organised by the CCTTFA, in collaboration with key partners, in April 2016 in Dar Es Salaam, Tanzania. Of the 23 projects, 18 were showcased with a view to finding market review and donor, as well as DFI support and financing to accelerate their implementation.

The projects were reviewed by donors and DFI partners, and specific recommendations on each project were made, while 10 of the 18 projects were submitted to NEPAD IPPF for funding.

The CCTTFA met with NEPAD IPPF management in Abidjan, Cote d'Ivoire, in August 2016 to discuss and submit project preparation funding requests for the 10 projects.

Under the 2016-approved PIDA CAP Work Plan, the CC country task teams, co-ordinated by the CCTTFA, are finalising the selection of the next round of corridor priority projects out of a pipeline comprising 121 projects. The preparation of corridor investment plans, incorporating first and second phase priority projects will be divided into key stages, namely early stage, project preparation, or development and advisory services, as well as project financing and implementation.

ECOWAS Acceleration Programme

The ECOWAS Commission, supported by the NEPAD Agency and other partners, adopted a multimodal-multi-sector development approach for its strategic coastal corridor, namely the PDAMDC of the Trans Africa Highway Coastal Corridor. To implement its PIDA Capacity Building Project Work Programme for 2016, the ECOWAS Commission prioritised the implementation of key Community Priority Projects. They include the PDAMDC and the establishment of the Regional Maritime Transport Project (Sealink) and the Transnational Shipping Company.

The wider coastal multi-modal corridor comprises the PDAMDC, which is being developed using the prescribed PIDA Acceleration Process the Sealink; the Dakar-Abidjan Highway Development Project; and ALCO highway development project. The latter project has two complementary components. They include the economic and technical feasibility studies for the expansion and modernisation of ALCO, which is being funded by AfDB; and advisory services for the preparation of the Abidjan-Lagos Highway development project, funded by GIZ.

A validated project pipeline and roadmap for the implementation of the CDIP of the PDAMDC are expected, following the scoping workshop that was held in November 2016 in Conakry, Guinea.

It was recommended that Sealink Transnational Shipping Company be granted Community Enterprise Status at the ECOWAS meeting of ministers responsible for maritime transportation that was held in Lome, Togo, in October 2016. Meanwhile, the AfDB has approved funding of the ALCO highway development project.

The inception report of the advisory services for the development of ALCO was submitted by the consultants, and validated following a workshop, that was held in Abuja, Nigeria, in November 2016.

SADC Beira and North-South Corridors Acceleration Programme

With support from PIDA CAP, the SADC convened a meeting of SADC ministers responsible for infrastructure. This led to the launch of the SADC-PIDA Acceleration Programme on the BDC and NSC in June 2016 in Victoria Falls, Zimbabwe. Ministers from Member states that are served by the development corridors approved and launched a programme to fast-track priority infrastructure projects along the BDC and NSC. The meeting was followed by a sequence of additional gatherings to facilitate acceleration.

A shortlist of 38 projects was approved by ministers for consideration.

The 38 projects were further filtered, based on implementation readiness to identify 10 first phase projects for acceleration.

The BDC and NSC pre-market sounding workshop presented the preliminary outputs of the filtering process and discussed requirements for acceleration of the 10 projects that were selected for acceleration.

A MoU regarding the establishment of the NSC Management Institution was adopted and will be signed by each member state following the PIDA acceleration activities on the corridor.

5.1.3 Overall PIDA CAP Project Outcomes

Despite delays in inception, PIDA CAP has gained traction and some high-level outcomes are evident. These include:

- improved capacity at the RECs, following placement of sector experts at the NEPAD Agency, COMESA, EAC, ECOWAS, IGAD, ECCAS, CCTTFA and SADC to develop their capacities and support PIDA implementation;
- a notable increase in co-operation between REC secretariats, as well as the AUC and NEPAD Agency in the implementation of the PIDA PAP Project components through collaborative activities; and

- a significant improvement in the knowledge of PIDA projects at REC and country level due to ongoing capacity-building initiatives and workshops.



5.2 Infrastructure Skills for Development Partnership

The DFAT and NEPAD Agency developed an IS4D programme to build public-sector capacity to plan and oversee the delivery of priority PIDA infrastructure projects.

The aim of the IS4D programme is to help accelerate the effective development of priority PIDA infrastructure projects through the delivery of an action-learning programme for key professionals in critical public-sector agencies.

IS4D is a nine month, work-based programme, designed to equip professionals with the project-management competencies they need to initiate and oversee key infrastructure projects, especially the PAPs that form part of the PIDA.

IS4D Project Outcomes

IS4D trained 65 participants from 17 public-sector agencies in the Democratic Republic of Congo, Uganda, Kenya, Tanzania, Malawi, Mozambique, South Sudan and Zambia across two cohorts during 2015 and 2016. All participants were senior- and middle-level professionals working on regional PIDA projects.

A total of 38 people participated in the first phase of the programme, or IS4D-1. The second phase, which is ongoing, has attracted 27 participants, each with a role in delivering PIDA projects along the Northern Multi-Modal Transport Corridor, the North-South Power Transmission Corridor, Northern Corridor Transit and NCTTA, as well as the Beira-Nacala Rail Corridor. They are employed in a variety of government-implementation and regulatory agencies, ministries, as well as inter-regional bodies involved in the rail, road and power sectors, plus

corridor-management institutions.

The findings of a recent independent evaluation of IS4D revealed that the initiative has been relevant and is highly valued by participants, their employers and government agencies working on PIDA. It provides an effective way of addressing the skills needs of infrastructure professionals who oversee the design and implementation of PIDA projects. A total of 77% of the IS4D participants indicated that the programme met their expectations, while 19% said it exceeded their demands. Similar positive feedback was received from the participants' supervisors.

There was also ample evidence to demonstrate that the IS4D programme had a positive impact on accelerating implementation of PIDA priority cross-border infrastructure projects on southern and East African rail, port and road corridors.

Key successes of the IS4D include:

- The development of a proven action-learning method that offers a real-time support package for infrastructure professionals based on a real project, while mitigating time away from work.

- It provides a supportive learning process focused on participants' daily work responsibilities by providing access to:
 - regular individualised technical support from experienced and expert mentors,
 - a peer-to-peer support group or learning set, and
 - on-line, accredited project-management training provided by an Australian-registered organisation.
- Depending on identified needs, participants were also able to access specialised short-term training to hone their negotiation, infrastructure financing and leadership skills. It also offered study tours and short-term work placements with organisations, undertaking tasks related to the participants' work-based projects.
- IS4D offered theory, practical expertise and visits, as well as wide networking opportunities via learning sets, short courses and visits to professional institutions.



Case Study: The Kampala-Jinja Expressway in Uganda

The Kampala-Jinja Expressway in Uganda is a road construction project, which forms part of the northern corridor and is being undertaken by the UNRA. It is at proposal development stage. The development of the project proposal had been stalled by the lack of a legal framework for PPPs and the absence of a national policy on tolling. A draft bill to facilitate PPPs has been formulated, but the passage of the bill delayed. **By applying the stakeholder engagement strategies gained through the online learning component of the IS4D programme and through peer discussions with his peers and mentor, the UNRA staff member responsible for the project was able to:**

- identify the key stakeholders associated with the development of the bill, including the Ministry of Finance, other government ministries and parliamentarians;
- engage key stakeholders in a discussion about the impact that the delays in the passage of the bill were having on the Kampala-Jinja Expressway project and the broader northern corridor initiative; and
- develop a co-ordinated approach to ensure that the bill was passed.

These efforts resulted in the PPP Act 2015 being passed by parliament and a major impediment to the development of the project proposal was overcome. However, the absence of a tolling policy further delayed the project proposal. In November 2014, UNRA discovered that there was no policy on tolling and that the responsible ministry, namely the MTW, had done very little in terms of developing a policy. The UNRA identified this as a significant risk that would have a critical impact on the development of the project proposal. As a result of learning from IS4D and discussion with his mentor, the UNRA officer responsible for the project developed a strategy for expediting the development of the tolling policy. UNRA implemented a strategy in June 2015. It involved interacting with relevant officers in MTW and arranging a site visit to South Africa, where they would witness the operation of a toll concession. UNRA also prepared a draft policy on tolling for consideration by MTW.

The draft policy was prepared and is being considered by cabinet. As such, a major impediment to the development of the project proposal was overcome in less than two months by applying skills learned. This case highlights how a focus on practical project management skills in IS4D and the associated mentoring and online learning programmes have helped build stakeholder-engagement skills within UNRA. In so doing, the authority has also received assistance in advancing the Kampala-Jinja Expressway and to meet broader regional commitments under the Northern Corridor initiative.

Way Forward

Support from the Australian government for the pilot phases of IS4D ended in 2016. The development of a joint transitional

A stakeholder workshop was planned for the third quarter of 2016, and the agency invited key stakeholders to present the results of IS4D to donors and other interested stakeholders, such as the RECs, to determine further potential iterations of the programme under its custodianship.

The AXIS project aims to keep Africa's internet traffic local by supporting the establishment of domestic internet infrastructure, national and regional IXPs, as well as continental internet carriers. AXIS provides capacity building to internet community stakeholders, technical assistance to regional IXPs and policy and regulatory reform at a regional level.

The AXIS project has conducted best practice and internet community mobilisation workshops in 30 AU member states that do not have IXPs. These include Algeria, Benin, Burkina Faso, Burundi, Cameroon, Cape Verde, Central Africa Republic, Chad, Comoros, Congo Republic, Djibouti, Equatorial Guinea, Ethiopia, Gabon, Gambia, Guinea, Liberia, Madagascar, Mali, Mauritania, Mauritius, Namibia, Niger, Sao Tome and Principe, Senegal, Seychelles, Sierra Leone, Somalia, South Sudan and Swaziland.

Following the capacity building support, 14 member states launched their IXPs.

The AXIS project has procured and donated equipment and facilitated the establishment of IXPs in member states that were ready. The map below illustrates the status of establishment of IXPs in Africa.



Support for the Establishment of Regional Internet Exchange Points

A regional IXP is an internet exchange point located in a host country, where traffic between at least two other countries is exchanged via public or private peering.

The African Internet Exchange System Project has granted US\$1,750,000 to support the growth of internet exchange points to become regional IXPs. In line with this strategy, five Regional IXP workshops were organised in southern Africa, East Africa, North Africa, West Africa and Central Africa. **The workshops were geared at:**

- fostering stakeholder discussions on developing national IXPs to become regional IXPs;
- understanding and imparting knowledge regional IXP business models;
- fostering stakeholder discussions on implementing policies that support the emergence and growth of regional internet carriers;
- understanding and sharing an understanding on regional-internet carrier business models;

- providing the essential elements needed for ISPs in the region to evolve and become regional-internet carriers;
- agreeing on guiding criteria to select IXPs and ISPs to be supported to grow into regional IXPs and regional internet carriers.

Following the regional workshops, two calls for proposal for IXPs to be supported to grow into regional internet exchange points were issued by the AUC. Subsequently, IXPs in Egypt in North Africa; Congo and Gabon in Central Africa; Kenya in East Africa; Nigeria in West Africa and Rwanda in East Africa; as well as South Africa and Zimbabwe in southern Africa have been awarded grants to become regional IXPs.

Support for the Establishment of Regional Internet Carriers

A final report with recommendations to facilitate the development of regional internet carriers is nearing completion, based on a recent study.

In addition, the AXIS project hosted a series of regional workshops for the five AU geographical regions to launch the development of a regional interconnection policy and regulatory frameworks, geared at facilitating regional interconnection.

The outcomes of the workshops included a roadmap towards finalisation and adoption of the policy frameworks, and activities to be supported by the AXIS project to facilitate regional cross-border interconnection.

The AXIS project has awarded a consultancy to Nathan and Associates to develop EAC regional cross-border interconnection regulations and the SADC regional interconnection policy framework.



6 Monitoring PIDA Progress

The implementation of the PIDA is grounded in the IAIDA that anchors the PIDA M&E framework. **The PIDA M&E framework guides the reporting process that:**

- tracks and provides information on PIDA project-implementation progress;
- reports on interventions that have been designed to facilitate project implementation, such as PIDA SDM, IPPF Roundtable, Africa 50, WEF Business Working Group, AfDB and GIZ Capacity Building Programme, as well as other activities aimed at an improved enabling and regulatory environment;
- facilitates sharing information and learning; and
- enables stakeholder participation.

A key output of the process is the PIDA Progress Report and a preliminary review of PIDA PAP.

6.1 The PIDA Priority Action Plan Review

Since the adoption of the PIDA PAP in January 2012, many activities have been undertaken to establish an enabling environment, build capacity and advocate high-level decision makers to hasten the implementation of PIDA projects. **These include:**



The AUC and agency, guided by sound international project-management practice, commissioned a *Preliminary Review of the PIDA PAP*. The review marks a milestone in project-performance reviews. If necessary, major decisions regarding project design and implementation arrangements, among others, are made.

The key objective of the review is to assess the implementation of the PIDA, progress made, while highlighting the strengths and success stories, as well as the weaknesses of the processes and instruments to achieve the 2020 targets.

It focuses on PIDA PAP's track record since 2012 and, as part of the scope, aims to understand the relevance, efficiency, effectiveness, coverage, coherence and pointers towards likely sustainable impacts. It also notes the lessons and challenges that the member states and RECs have experienced in implementing projects.

The review charts the way forward and proposes actions that are needed to hasten the implementation of the PIDA PAP. The mid-term review is not intended to revise the PIDA study, the basis of the PIDA PAP.

6.1.1 Provisional Findings of the Review

The full findings of the *Preliminary PIDA PAP Review* were presented during PIDA Week, and lessons learnt are as follows:

- Issues, such as insecurity and political challenges in many African countries, as well as refugees and immigrants, affect the grassroots implementation of the PIDA.
- Membership of member states and multiple RECs results in duplication, contradictions and conflicting priorities at a national level. This calls for devising sensitive strategies that capture and address these realities, while enabling proper sequencing of actions that encompass all key sectors.
- There are constraints in accessing financing mechanisms and enabling the environment.
- Inadequate capacity exists at country level and is exacerbated by other factors, such as an inability to travel to each country to collect data, impacting on the National Statistics Offices.
- There is a need to report more on outcomes as opposed to outputs, including accountability to the beneficiary populations, as well as the need to have a wider African infrastructure outlook beyond the PIDA.
- There is need to fund data collection at REC levels, as well as establishing a baseline;
- Low absorption of funds, especially for capacity building projects, is also leading to limited implementation capacity and cyclically to continued low implementation absorption capacity. Longer duration and more pro-active procurement planning is essential.
- There may also be a need to down-size goals to more achievable levels that are correlate to available human and institutional capacities, considering the operating environment.
- There are obstacles in the way of convening statutory meetings of the governing organs of IAIDA.

6.2 Data collection

To effectively support the implementation of the PIDA PAP, the AUC, NEPAD Agency and partners rely on data generated by project owners, member countries and RECs to monitor PIDA PAP progress. Although work has been ongoing to improve the flow of information on PIDA projects, challenges remain, in terms of data collection, verification and analysis. Where data is available, its quality remains a key challenge.

To address this concern, the AUC, NEPAD Agency, AfDB, GIZ and RECS have renewed their efforts to enhance data collection and dissemination for PIDA PAP. **A workshop was held to:**

- discuss and agree on data requirements of the PIDA PAP;

- review the PIDA PAP results framework, including the proposed monitoring indicators, data collection mechanisms and method for qualitative and quantitative data;
- explore ways of strengthening the data-collection processes, establishing and using supporting technology and strengthening capacity for M&E;
- discuss the analysis and channels used to disseminate data, and timelines for reporting; and
- provide an update on VPiC and the AID enhancement exercise and integrate feedback.

With the embedded presence of PIDA experts at the RECs, it is expected that data collection will significantly improve. This is considering their physical presence and closer proximity to the projects.

7 PIDA Activities at RECS

Key PIDA activities are undertaken at country and REC level. RECs' strategic or programmatic frameworks are used as guidelines. RECs and member states are the pillars of the integration process. **This section, therefore, provides an update on PIDA activities at the RECs that were geared towards:**

- creating awareness of the PIDA programme or projects;
- private-sector engagement, such as road shows or investor-sounding activities undertaken to attract financing for PIDA related projects;
- institutional strengthening and capacity building to facilitate implementation of PIDA projects;
- consensus building to garner political support within governments and from private-sector participants, as well as other key stakeholders; and
- engaging the private sector for financing and project development.

Over the years, PIDA has been implemented on the basis that a corridor

is a single-sector or single-purpose development perspective, such as a corridor for transport purposes. This is opposed to adopting a multi-sector or multi-purpose regional infrastructure perspective.

Given the need to transform PIDA corridors from single purpose projects to integrated and multimodal economic development enablers, the PIDA implementation process requires a paradigm shift from the current development strategic thrust to a multimodal, multi-sector corridor-development strategy. This approach will integrate all modes and critical economic sectors.

7.1 Intergovernmental Authority for Development

The IGAD formulated key frameworks and strategies to guide and influence the development of infrastructure in the region. **These include:**

- The IGAD 2016–2020 Strategy;
- The IGAD Regional Economic Cooperation and Integration 2016–2020 Strategy, plus Implementation Plan; and

- A workshop for the review and validation of the draft terms of reference for IRIMP. The workshop provided representatives from member states with the opportunity to share technical inputs and validate the draft terms of reference for the IRIMP Master Plan.

7.2 Southern African Development Community

Backed by the PIDA CAP, the SADC has worked accelerated the BDC and NSC. **Its efforts included:**

- Convening meetings of task force, senior officials and ministers of the BDC and NSC from May to June 2016 for the SADC - PIDA Acceleration that led to formalised roadmaps for development of corridor governance frameworks;
- Organising meetings of task force, senior officials and ministers of Beira corridor and the NSC in June 2016 and identifying priority PIDA projects;
- Engaging with the private-sector participants through workshops to garner their views on priority projects;
- Developing and implementing a method for ranking and prioritising projects, and employing a consultant to undertake the prioritisation, leading to the development of a project pipeline comprising 38 projects;
- Convening a pre-market sounding with private-infrastructure associations in transport, energy, ICT and water for the BDC and

the NSC. The focus of the event, which was held in Swaziland in August 2016, was on the prioritised top five projects. They include the Beitbridge OSBP in Zimbabwe and South Africa; Dondo Dry Port in Mozambique; Regional Rolling Stock Manufacturing Hub in South Africa; ZTK Interconnector in Zambia; and Francistown Nata Road in Botswana).

- Validation of the pre-feasibility study reports on the five projects prepared by consultants in October 2016;
- Arranging meetings of senior officials in October 2016 to review and approve the governance frameworks for the Beira corridor and NSC;
- Convening a private-sector workshop

in October 2016, prior to the private sector high-level roundtable, to assess its appetite for investing in infrastructure;

- Organisation of a private sector high-level roundtable in October 2016 which brought the BDC and NSC minister who are responsible for the first phase of SADC PIDA Acceleration prioritised

projects, together with the DFIs, private sector representatives and international co-operating partners. They discussed opportunities and measures to encourage private sector long-term investment financing in infrastructure in the BDC and NSC;

- Presentation of the final drafts of the BDC and NSC governance frameworks to BDC and NSC member states in October 2016 for signatures.

7.3 Economic Community of West African States

A number of key PIDA activities were implemented by the ECOWAS. The advisory services and capacity-building support programme, funded by the SDM, for the implementation of the ALCO highway development project is ongoing. This is a 12 month consultancy service covering components, such as legal advisory, institutional advisory, communications and project-specific capacity building services. The ECOWAS Commission is responsible for co-ordinating and managing the consultancy services and is the beneficiary of the capacity-building component. **Other key activities included:**

- Preparing the *30 Year ECOWAS Regional Infrastructure Master Plan*. The draft-sector report has been validated. .
- Updating the *ECOWAS Railway Master Plan*. The final report has been submitted.
- Initiating ministerial-level discussions on the modalities for the implementation of the PDAMDC, including the preparation option of a draft project treaty.
- Validating the *Study on the Development of Airport Infrastructure in West Africa*.
- Validating the *Preliminary Study on the Development of Urban and Peri-urban Electrification in West Africa*.
- Validating the final *Feasibility Study for the Extension of the West African Gas*

Pipeline.

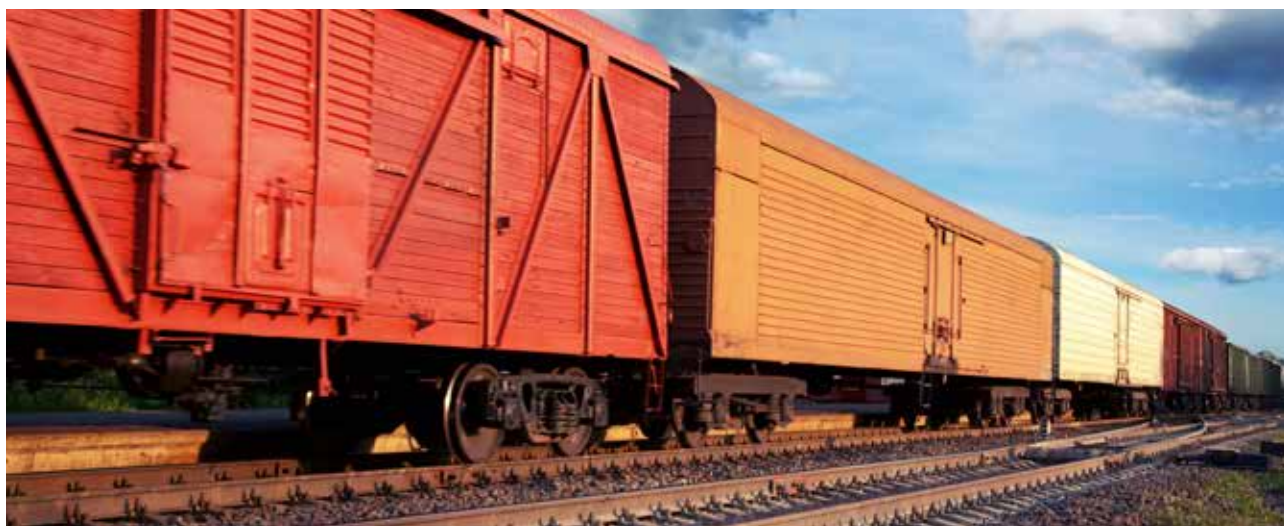
- Undertaking an ongoing study into the *Missing Terrestrial Broadband Links and Alternative Infrastructure*.
- An ongoing study of the *Institutional Set-up and Legal Regulations for the Establishment of Corridor Management Authority for the Abidjan-Lagos Corridor Highway Project*.
- Publishing and disseminating nine ECOWAS air transport supplementary acts on the *Liberalization of the Air Transport Market*.
- Approval of the *Draft Regulation on Landlocked Countries Access to Bandwidth on Terrestrial Networks* by the sector minister for adoption by the council of ministers.
- Organisation of presidential briefing sessions alongside the ECOWAS Authority of Heads of State and Government Summits on the Dakar-Abidjan Corridor Project.
- Hosting the second high-level ministerial meeting on the inception of the Dakar-Abidjan Corridor Highway Programme.
- The rolling out of the ASII on Replicable Acceleration Piloting, introduction of a strategy paper outlining the ASII method.
- Hosting a scoping workshop for the Dakar-Abidjan Multimodal Corridor project, earmarked for the piloting of the PIDA ASII method in Conakry, Guinea.
- Selecting a packaging consultant to prioritise the pipeline projects and prepare a corridor investment plan. This is ongoing.
- Finalisation of terms of reference for the design and establishment of an air-transport database.



7.4 East African Community

The EAC held a PIDA awareness workshop for the directorate of infrastructure. It involved the director and all experts in roads and railways, as well as maritime and air transport, corridor management and communications. The meeting brought PIDA PAP to the fore and focused on a myriad of EAC PIDA PAP projects. **Other key activities undertaken in support of PIDA include:**

- Organisation of the first PIDA regional workshop for all stakeholders involving EAC Secretariat and corridor management institutions in the EAC.
- Updating the list of all EAC priority projects and combining them into one list of PIDA PAP Priority Projects.
- Finalisation of the *EAC Transport Facilitation Strategy*. It provides policy framework and harmonisation of standards to guide the implementation of regional transport infrastructure projects and programmes, including PIDA projects.
- Hosting of the 13th Sectoral Council on Transport, Communication and Meteorology, which is the policy organ for implementing infrastructure projects and programmes, in June 2016. Participants were briefed on the PIDA programme and planned activities for 2016 and 2017.
- Scheduling the Fourth EAC Heads of State Retreat on
- Infrastructure Development and Financing for November 2016. It provides an opportunity to garner high-level support for the implementation of PIDA PAP.
- Hosting of meetings with AfDB, the WB and the JICA team to agree on priority projects to be supported over the next five years under the Regional Integration Support Programme (RISP 2017–2021).
- Developed Terms of Reference for the EAC PIDA Project Acceleration pilot in consultation with the Northern Corridor Transit and Transport Coordination Authority.
- Finalised and approved the *Eastern Africa Power Pool (EAPP) Master Plan* at the Conference of Ministers in February 2016. It highlights regional generation and transmission projects to facilitate cross-border trade, while outlining projects that have been earmarked for support in the 2016-2026 Strategic Plan.



7.5 Common Market for Eastern and Southern Africa

The COMESA's key PIDA projects involved:

- Finalising the DCA agreement that will be signed by members. This will facilitate the seamless, efficient and cost-effective flow of goods, persons and services between the port of Djibouti, Djibouti and markets in Ethiopia, the Republic of South Sudan and the Republic of Sudan. DCA is a forum for interaction between the private sector and government.
- Completing a study to develop the Strategic Plan for the Djibouti Corridor Development 2017-2021.
- Appointing a task force for the Djibouti Corridor Acceleration programme and issuing a call for candidate projects. This invitation resulted in a long list of

projects that will be reviewed by the task team, packaged and a market sounding undertaken before high-level approval is issued.

- Advertising a request for expressions of interest on the project packaging for the Djibouti Corridor.
- Starting procurement of consultancy services to develop the Djibouti Corridor development.
- Continuing support for the NSC. This includes technical, contract-management and advisory support. The project entails feasibility studies and detailed-engineering design for the rehabilitation of road sections on the North-South Corridor. They include Pandamatenga–Nata in Botswana, Palapye to Martins Drift Roads in Botswana, Kamuzu International Airport to Mzimba Junction Road in Malawi, Bulawayo to Gwanda, and Gwanda to Beit Bridge Roads in Zimbabwe. The Pandamatenga to Nata study has been completed, while the other four sections are at preliminary design stage and member states are validating the feasibility design reports.
- Together with NEPAD, commenced discussions with the Zambian government on potential NEPAD support for the hosting of an investor round table to assist in securing financial closure for the Serenje Mpika Link 1 on the Serenje Nakonde Road. This will be done once the financing gaps have been identified.
- Continued support on the Zambia-Tanzania-Kenya Power transmission interconnector together with its tripartite members. **The project status is as follows:**

Kenya

The Isinya-Namanga component from Kenya to the Tanzania border is a 96 km, 400 kV double circuit transmission line that will cost about US\$50, 45 million. The loan agreements have been signed, a project team has been constituted and accepted by the bank and a joint co-ordination unit established. Procurement of an engineering consultant, as well as engineering and construction contractors has been completed.

This component is being financed by the AfDB and the government of Kenya, and is scheduled for completion by December 2017.

Tanzania

The Namanga-Singida component comprises a 414 km, 400 kV double-circuit transmission line, estimated to cost UA91 million. Acquisition of right of way and valuation of properties for compensation is 95% complete. The loan agreements with AfDB and JICA have been signed, and the project is expected to be completed by March 2017.

The Singida-Iringa component is part of the 670 km Iringa-Shinyanga Backbone Transmission Investment Project. Construction started in 2014 and 94% has been completed.

The Iringa-Mbeya component is a 292 km, 400 kV double-circuit transmission line that will cost about US\$110 million. The final feasibility report has been completed, and the construction phase awaits mobilisation of resources by Tanzania.

The Mbeya-Tunduma component is a 100 km, 400 kV double-circuit line that will connect Tanzania with Zambia at the border towns of Tunduma and Nakonde respectively. A feasibility study from Mbeya to Kabwe is under way.

Zambia

The Nakonde-Kasama component is a 228 km, 330 kV single-circuit transmission line that will cost about US\$253 million. Efforts to mobilise financial resources are under way. The completion of this component will connect Tanzania and Zambia, where the inter-connector will provide a power-transfer capacity of 350 MW.

The Kabwe-Pensulo component is a 300 km, 330 kV second transmission line to improve security and reliability of supply. The construction contract has been signed and the financing process is advanced. The 30-month project will cost US\$120 million, and its implementation will transfer of 700 MW to the Pensulo substation from Kabwe.

The Kasama-Pensulo component is a 381 km, 330 kV transmission line, which was commissioned in December 2015. The feasibility study and preliminary design for the Mbeya-Kasama-Kabwe segment has been completed and is awaiting stakeholder approval. It is expected to be commissioned by December 2018.

The Complementary Study on power-trade volumes, wheeling arrangements and impact on the interconnected networks for the ZTK Interconnector project will:

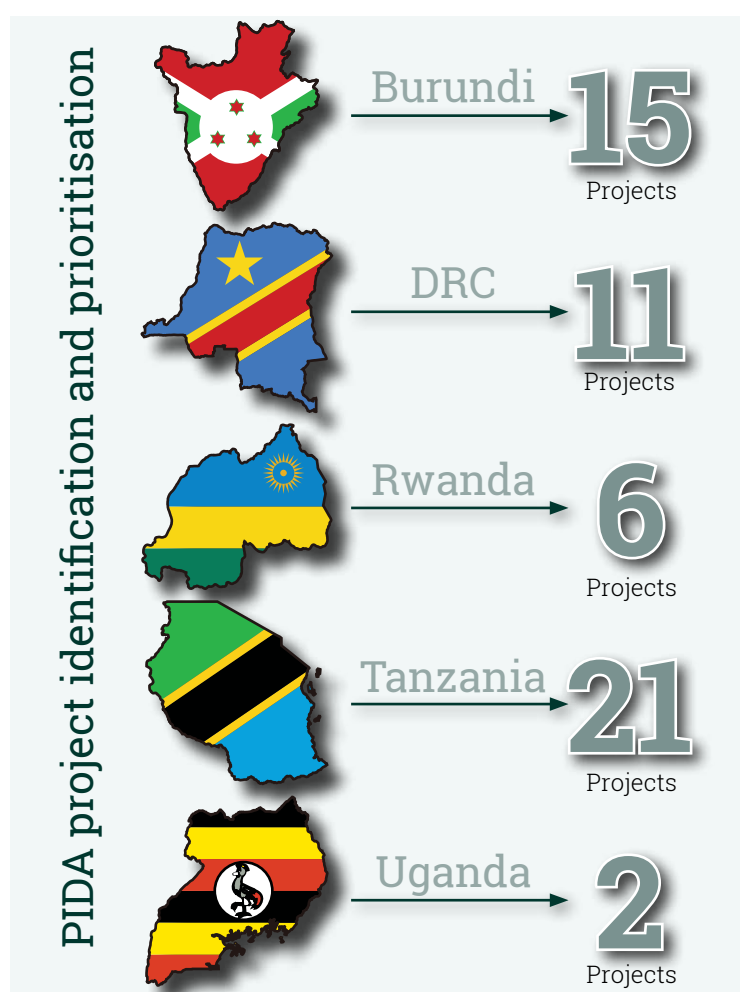
- Clarify expected power volumes and wheeling revenues, considering that some power flow may originate from other EAPP and SAPP members.
- Clarify technical uncertainties regarding connecting the EAPP and SAPP systems. This study is expected to facilitate thorough discussions around these issues in the two pools, as well as in Kenya, Tanzania and Zambia. The study was submitted in December 2016.

7.6 Central Corridor Transit Transport Facilitation Agency¹

As the forerunner to accelerating PIDA projects, the CCTTFA has continued to implement PIDA projects in the central region.

Key activities undertaken include:

- Hosting a workshop in Kampala, Uganda, in September 2016 on next phase project acceleration, which included project identification and project prioritisation, as follows
 - Burundi: 15 projects
 - Democratic Republic of Congo: 11 projects
 - Rwanda: six projects
 - Tanzania: 21 projects
 - Uganda: two projects.
- Hosting a workshop on the development of policy and strategy for implementing cross-border projects in Kampala, Uganda, in September 2016. The terms of reference for developing the policy and strategy were validated and finalised. The workshop also developed papers on best practices in implementing cross-border infrastructure projects and best practices on project finance and financial analysis for PPP infrastructure projects.
- A workshop on early project preparation of projects identified was held in Goma, Democratic Republic of the Congo, in October 2016. Six projects from road, rail and ports sectors were re-prioritised. Concept notes and terms of reference for these projects were submitted to CCTTFA in November 2016.



¹ The CCTTFA is a multilateral agency established on 2 September 2006 following an agreement between the governments of the Burundi, the Democratic Republic of the Congo, Rwanda, Tanzania and Uganda. It is not intended to take the place of any REC, but rather facilitate implementation of the PIDA CAP Project.

8 Update on PIDA Priority Projects for 2016

As part of the annual planning process, the NEPAD Agency prioritised key projects in 2016, based on the APV, DF and PICI priority project lists.

8.1 Ghana 1000

The Ghana 1000 project is a 1 250 MW integrated gas-to-power project that is being led by partnership between GE, Eranove and Sage Petroleum. As an IPP-driven project, it requires no financing from the Ghanaian government.

Ghana 1000 was nominated as a NEPAD PICI, and therefore enjoys support at the highest levels from participating governments.

In 2016, the agency undertook a mission to provide technical assistance and advisory services to support Ghana 1000. On invitation by the president of Ghana, the mission met with key stakeholders in the project, including developers, as well as the Ministry of Power, Ministry of Petroleum and the ECG. It urged the government to move ahead with ratifying the PCOA.

Ghana's parliament approved the PPA and the PCOA for the bridge or early power project, while the agency contributed towards the financial close of the first instalment of Ghana 1000.

It will now focus on helping Ghana build capacity of the PURC and the ECG on tariff setting, using modern technologies.

8.1.1 Zambia-Tanzania-Kenya Power Interconnector Project

In 2016, NEPAD supported the ZTK project, through COMESA and SADC. The project was presented at a pre-market sounding in August 2016 during SADC-Industrialisation Week in Swaziland. It was also showcased at the private sector roundtable held in October 2016 in Swaziland. The event brought the responsible BDC and NSC ministers together with the DFIs, private-sector representatives and international co-operating partners. They used the event to discuss opportunities and measures to encourage private sector long-term investment financing in infrastructure in the corridors.

Next Steps

NEPAD is working with COMESA and the OPPPI of Zambia to assist in the hosting of an investor roundtable to raise finance for the remaining sections of the interconnector from Mbeya in Tanzania to Kabwe in Zambia. The NEPAD Agency has assembled a technical team comprising communications and infrastructure experts to support the OPPPI in organising the event. Its backing includes design of publicity materials, as well as the development of a communications strategy and a project information document. NEPAD and COMESA co-financed a ZTK progress review and planning meeting for stakeholders that was held in December 2016. This will help develop an action plan for all outstanding activities to achieve financial closure for the remaining sections.



8.2 Dakar-Niamey Multimodal Corridor: Dakar-Bamako Project

The Dakar-Bamako project is part of the PIDA Dakar-Niamey Multimodal Corridor project, which coincides with the planned Dakar-Djibouti railway line. Part of the project involves upgrading the 1 228 km Dakar-Bamako railway line with modern equipment. The AU has identified a limited number of priority regional and continental projects under the PICI to accelerate the implementation of PIDA. The rail and road transportation corridor linking Dakar-Ndjamena-Djibouti is one of them, and the Dakar-Bamako link forms part of it.

Next Steps

The first phase will focus on the Dakar-Bamako section for the Dakar-Niamey Multimodal Corridor. A feasibility study was conducted by Office STUDI in November 2011 for the Dakar-Djibouti programme, and a corridor-management committee was formed for the project.

8.3 INGA III

The Agency for the Development of Inga was established in December 2015 and the feasibility study for the dam was updated with WB support in July 2016. Meanwhile, the government of the Democratic Republic of the Congo is evaluating bids for potential private-sector concessionaires to build and operate the power station.

Next Steps

The NPCA and the NEPAD IPPF is drafting an application letter to assist the DRC to raise finance for an ESIA and the seven complementary studies required to conclude the financial closure of the dam component of the project. With the support of the DRC and the South African governments, the NPCA will work closely with the AfDB, NEPAD IPPF,

AUC, DBSA and SAPP to establish the regional institution framework to co-ordinate the project development. NEPAD will then co-ordinate its support to the project through the regional institution to secure financing for a ring-fenced development authority, ADEPI. It will also support the financial and technical packaging of the transmission line, as well as the co-ordination and prioritisation of the phased development of Inga-related transmission lines to the Central, Eastern, Northern and Western African Power Pools.

8.4 Sambangalou Dam

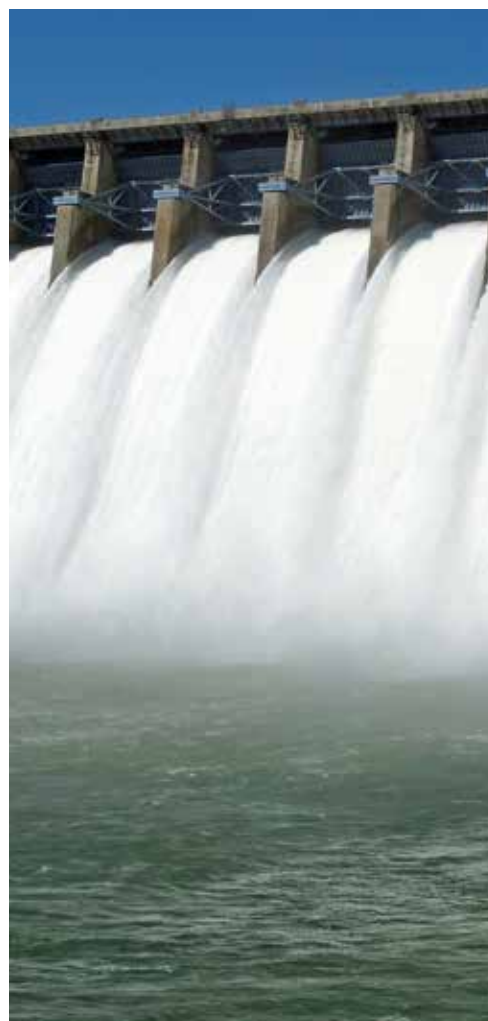
The 128 MW Sambangalou hydropower plant will have a 185 square kilometre reservoir. NEPAD is acting as a facilitator to the OMVG, tasked with concluding the financial structure with the project's main backer, the Eximbank.

Construction of the Sambangalou hydroelectric facility will cost US\$454 million with 85% of the financing to be provided by Eximbank and 15% by member state counterpart contributions. A portion will be covered by the AfDB, WB, IDB and BOAD. The main obstacle to overcome to realise this project is a limited credit line at the level of Eximbank for all eligible OMVG member states, barring Senegal. It has, therefore, been proposed that the government of Senegal contract the loan and on-lend it to other member states.

Developed as a public sector project, project sponsors will decide on PPAs, the operating contract with a private operator and other legal requirements. NEPAD has engaged the OMVG, which is seeking funding from Eximbank and assisting it in negotiating a favourable project structure.

Next Steps

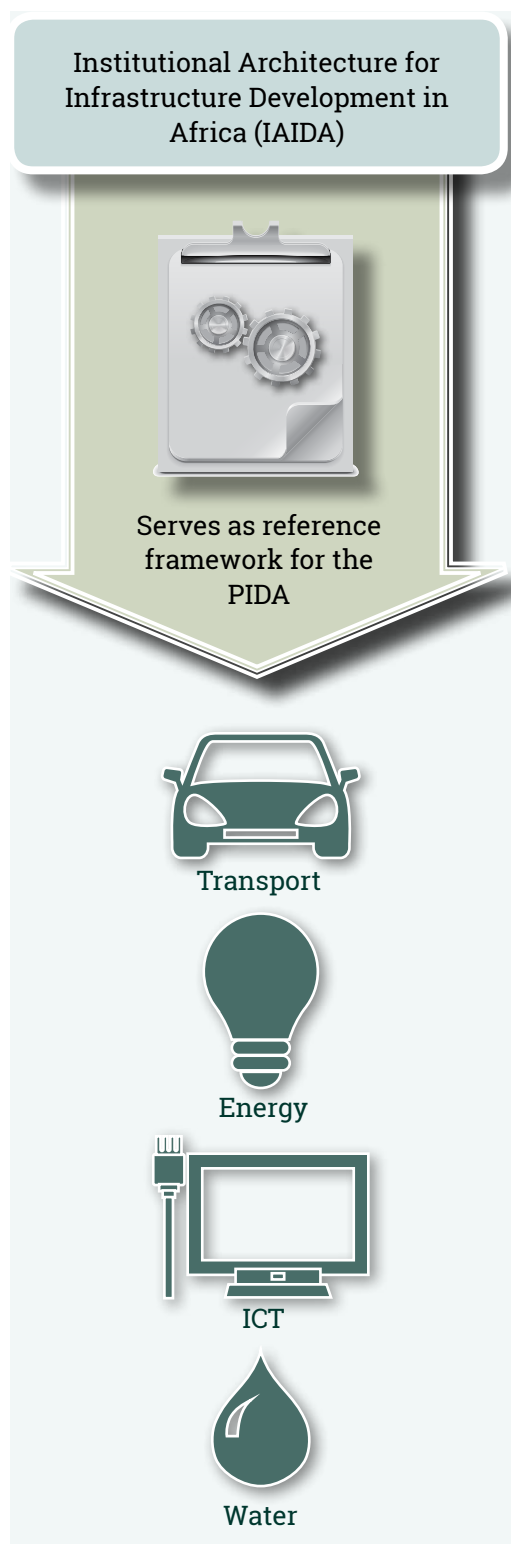
Following two detailed ESIs, an environmental plan and RAP were established. All documents, policies, studies and legal frameworks have been completed, and documents will be updated by the new transaction advisor, once the financing has been mobilised. Construction is expected to begin in 2017 and completed by 2021.



9 PIDA Governance

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

The IAIDA provides a decision-making and an implementation mechanism. Decision-making comprises the AU Assembly, CID, the AUC and NEPAD Agency.



9.1 The Council for Infrastructure Development (CID)

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

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

9.2 Infrastructure Advisory Groups (IAG)

The IAG advises the AUC on technical economic and financial relevance on sectoral infrastructure projects and programmes. This committee comprises high-level experts and directors in charge of infrastructure of RECs. It meets at least twice a year in ordinary sessions to prepare the CID meetings.

9.3 PIDA Steering Committee (PSC)

In addition to overseeing the work and activities of the PIDA, the Steering Committee comprises the NEPAD, AUC, AfDB and RECs. It is responsible for evaluating the status of implementation, identifying challenges and recommending ways to improve working processes within PIDA.

9.4 Infrastructure Consortium for Africa (ICA)

The ICA is a catalyst for improving Africa's infrastructure services by leveraging its convening and co-ordinating capacity. Its annual meetings comprise a session during the PPF Network to discuss and agree upon modes of co-operation to jointly tackle the complex and large-scale preparation of cross-border PIDA projects.

These key governance processes ensure that the PIDA PAP achieves the goals established for 2020 by adhering to a robust and transparent process. During the 2016 PIDA Week, these governance forums considered the findings from the mid-term review and resulted in key decisions being made that direct PIDA PAP into the future.

10 Key Lessons Learned and Recommendations

Given the complexity of PIDA, it is pertinent that we draw from collective lessons across thematic, geographic and specific project experiences to improve implementation of the programme. Lessons learned provide their greatest value when they are disseminated to the broad range of stakeholders. **The following are lessons learned from RECs, partners and project implementers on PIDA implementation:**

- Capacity building and human-resource development are essential for the faster implementation of PIDA.
- Corridor development should be done together with capacity building on the maintenance aspects. This is considering the need for maintenance over the entire lifecycle of the infrastructure.
- Strong commitments between bordering countries are essential for successful implementation of OSBPs.
- Political commitment is a prerequisite for advancement of PIDA projects with many stakeholders. This is considering that there are different national stakeholders and ministries, private-sector players, continental and regional organisations as well as investors and financiers, to name a few.
- Sharing of important information on PIDA projects remain a challenge and is still a bottleneck.
- The designation of a champion president or minister helps to engender high-level commitment for the programme.
- Regional priorities may not necessary coincide with national priorities. There is, therefore, a need to stay abreast of national priorities and provide an opportunity to update the project lists.
- All regional priority projects need to be brought to the attention of the implementing ministry as early as possible. It is not a given that the participation of the key ministers in the formulation will result in a project receiving priority status.
- There is a need to co-ordinate engagement with the private sector, considering that more entities are being established to attract private sector involvement in infrastructure delivery. A different approach is required to ensure business working groups are well co-ordinated and that any of their proposals are adopted at CBN level.
- Systematic evaluation of performance is critical to assess PIDA project processes and take corrective action.

The following are key recommendations:

- Effective implementation of PIDA requires partners to increase resource commitments to the agency and AU to support programme implementation, invest in capacity building and support core operational activities.
- There is a need for enhanced co-ordination of the various institutions involved in PIDA to avoid duplication, while ensuring greater synergies and more effective deployment of scarce resources.
- As country priorities change, there needs to be an intermittent window where the priority project lists can be updated. This will ensure PIDA is updated on socio-political development and member state priorities.



11 Appendix One

Africa Power Vision (APV), Dakar Financing Summit (DFS) and Presidential Infrastructure Champions Initiative (PICI) projects

No	PROJECT NAME	APV	DFS	PICI
1	Nigeria-Algeria Gas Pipeline – Nigeria	Yes	Yes	Yes
2	Boulénouar Wind Power	Yes		
3	Sambangalou Hydropower	Yes	Yes	
4	West Africa Power Pool - Domunli Regional Power – Gas	Yes		
5	Ghana 1000 LNG to Power	Yes		
6	West Africa Power Pool - Maria Gleta Regional Power – Gas	Yes		
7	Inga III Basse Chute (BC) – Hydropower	Yes		
8	Central African Interconnection Transmission Line	Yes		
9	Desertec Sahara Solar	Yes		
10	North-South Transmission	Yes		
11	Suswa Geothermal	Yes		
12	Zambia-Tanzania-Kenya Transmission Line	Yes	Yes	
13	Batoka Gorge Hydropower	Yes	Yes	
15	North Africa Transmission Corridor		Yes	
16	Modernisation of Dakar-Bamako Rail Line		Yes	
17	Abidjan Ouagadougou Road-Rail Projects		Yes	
18	Abidjan-Lagos Coastal Corridor		Yes	
19	Douala Bangui Ndjamenia Corridor Road – Rail Project		Yes	
20	Brazzaville Kinshasa Road Rail Bridge – Republic of Congo		Yes	Yes
21	Lusaka-Lilongwe ICT Terrestrial Fibre Optic		Yes	
22	Serengeti-Nakonde Road (T2)		Yes	
23	Dar es Salaam Port Expansion		Yes	
24	Kampala Jinja Road Upgrading		Yes	
25	Juba Torit Kapoeta Nadapal Eldoret Road		Yes	
26	Ruzizi III Hydropower		Yes	
27	The Missing Link of the Trans-Sahara Highway – Algeria			Yes
28	Optic Fibre from Algeria via Niger to Nigeria – Nigeria			Yes
29	North –South Corridor Road/Rail – South Africa			Yes
30	The Unblocking of Political Bottlenecks for ICT Broadband and Fibre optic projects in the neighbouring states – Rwanda			Yes
31	Lamu Port South Sudan Ethiopia Transport Corridor (LAPSSET) – Kenya			Yes
32	The Establishment of a Navigational Line from Lake Victoria to the Mediterranean Sea via the River Nile Project – Egypt			Yes
33	Dakar-Ndjamena-Djibouti Road/Rail – Senegal			Yes

12 Appendix Two

Summary Ongoing and Completed Project Preparation Studies Funded by NEPAD IPPF

On-Going Project Preparation Studies

REC	SECTOR	PROJECT TITLE	OBJECTIVES
ECOWAS	Transport	Rosso Bridge: Senegal-Mauritania	To prepare the economic feasibility, detailed engineering design and tender documents for the Rosso Bridge over the Senegal River between the two countries.
ECCAS	Energy	Inga-Cabinda-Pointe Noire Power Translation	To prepare the feasibility study and tender documents for the power interconnection between DRC, Angola and Congo.
SADC	Transport	Nacala Road Corridor: Mozambique, Malawi, Zambia	To prepare the feasibility study for upgrading the corridor. Now changed to focus on OSBP crossing.
SADC	Water	Songwe River Basin Development	To prepare the detailed feasibility study.
ECCAS	Transport	Support to ECCAS/PDCT-AC	Support for the follow-up of the Central Africa Transport Master Plan - feasibility studies for five transport projects and organisation of a donors' conference
ECOWAS	Multi	Fonds de Développement CEDEAO des Transports et de l'Énergie (FODETE)	Examiner la faisabilité économique, financière et politique de la création et la mise en place du Fonds de Développement et de Financement des infrastructures et services connexes dans les secteurs des Transports et de l'Énergie de la CEDEAO (FODETE-CEDEAO), puis définir les modalités de fonctionnement du Fonds.
EAC	Transport	Strengthening Operational Capacity of Central Corridor TTFA	To engage consultants for the development and preparation of strategic business plans and strengthening the operational capacity of CC TTFA.
EAC	Energy	Ruzizi III Regional Hydro	To identify a private investor and project developer and move the project forward to financial close and implementation.
ECCAS	Transport	Doussala-Dolisie-Brazzaville - Intercapital links : Libreville Brazzaville	To prepare the technical studies, detailed design and bidding documents.
COMESA & SADC	Water	Shire Zambezi Water Project	To increase knowledge of the Shire and Zambezi Rivers to explore the feasibility of reopening the waterway for transportation. Project involves a feasibility study and preparation of an investment plan.

REC	SECTOR	PROJECT TITLE	OBJECTIVES
IGAD / NBI	Water	Baro-Akobo-Sobat (BAS) Water Resource Devt	To identify and prepare potential investment projects in one or more areas: water supply and sanitation, irrigated agriculture, hydropower, navigation, flood control, water security through multi-purpose reservoirs and sustainable management of wetlands.
PEAC	Energy	(PPET-2) Projet d'interconnexion Transfrontalière de l'Afrique Centrale II	Mener les études de Faisabilité, d'avant-projet détaillées (APD) et préparer les documents d'Appel d'Offres (DAO) pour alimentation à moindre coût dans deux zones transfrontalières entre les pays de l'Afrique centrale.
ECCAS	Transport	Road-Rail Bridge DRC-Congo and extension of Kinshasa-Ilebo Railway	To design a railroad bridge and rail extension to support increased trade across the Congo river, between the cities of Kinshasa and Brazzaville.
EAC	Transport	EAC Railway Sector Enhancement	To carry out a pre-feasibility study along the identified network and develop an investment plan for presentation to potential investors.
SADC	Energy	ZIZABONA Power Interconnection	Feasibility study for increasing trade in energy between Zimbabwe, Zambia, Namibia and Botswana. How to structure power arrangements.
SADC	Transport	Mtwara Devt Corridor Study	To study the feasibility of expanding Mtwara port to give sea access to Zambia, northern Malawi and north-eastern Mozambique.
ECOWAS	Transport	San Pedro Port Extension II	Detailed study of the expansion of San Pedro Port, Côte d'Ivoire, to give sea access to landlocked Mali, Burkina Faso and eastern Liberia.
COMESA	ICT	Navisat	The hardware component of Project No. 1 PAP Transport "African Air Space" which includes putting in place a dedicated satellite aerial navigation system.
COMESA	Energy	North Kivu 220 KV Transmission Line	To ensure that power supplied by Ruzizi III reaches the North Kivu region of DRC. IPPF will fund feasibility study, ESIA, and recommend an institutional framework, and prepare tendering documents for the 300 km 220 KV transmission line from Goma to Benin in the DRC.
ECOWAS/ UEMOA	Transport	Cotonou-Niamey-Ouagadougou-Abidjan Rail	1) Réhabiliter et moderniser les lignes ferroviaires existantes: Abidjan-Ouagadougou et Cotonou-Parakou; 2) Interconnecter les réseaux ferroviaires existants SITARAIL et OCBN; 3) Mettre en place une exploitation ferroviaire modern devant assurer la rentabilité des entreprises ferroviaires. Réaliser les études nécessaires devant aboutir à un montage PPP pour l'exploitation du corridor ferroviaire Abidjan-Niamey-Cotonou.

REC	SECTOR	PROJECT TITLE	OBJECTIVES
CEDEAO/ OMVG	Energy	OMVG Energy	Renforcer la coopération et l'intégration régionale des pays membres de OMVG dans le secteur de l'énergie (particulièrement dans le sous-secteur de l'électricité). Études de pré-investissement des aménagements hydroélectriques de Digan, Fello-Sounga et Kaléta et leur raccordement au réseau de transport 225 kV de l'OMVG.
ECCAS	Energy	Appui Conseil au Gouvernement RDC - Dévt de Inga-3	Apporter un appui conseil au Gouvernement de la RDC en vue de la sélection d'un développeur et de la mise en place d'une Société de Projet (SPV) pour la réalisation du projet Inga-3.
Tripartite- COMESA EAC SADC	Transport	North-South Corridor Roads Rehabilitation	Rehabilitation of nine road links along the North-South Corridor Aid for Trade Road Network to bring them up to standard to facilitate the movement of goods and people across borders along eight countries in the region. IPPF will support preparation of NSC projects to a bankability stage, including detailed design, EIAs and preparation of bidding documents.
IGAD	Transport	Kampala-Juba-Addis Ababa-Djibouti Corr	Construction of this 270 km road will provide the missing link in the Kampala-Juba-Addis Ababa-Djibouti Corridor and open the IGAD region to trade and economic activity. IPPF will support feasibility studies, ESIA, detailed design and tender documentation.
COMESA	Transport	Lake Tanganyika Transport Corridor	To identify specific physical projects for rehabilitation and modernisation of Mpulungu Port,Zambia, and Bujumbura Port,Burundi, analyse its technical and economic viability, assess the environmental and social impact, and prepare detailed engineering design and tender documents for implementation.
ECOWAS	Energy	WAPP North Core Interconnection	To transport energy generated from Northern Nigeria and Burkina Faso with T-offsets to Niger and Benin. It is a900 km transmission line.
EAC	Transport	Lusahunga-Rusumo / Kigali and Nyakanazi/ Rutunga Multinational Roads	Feasibility studies and detailed engineering designs of Lusahunga-Rusumo, Tanzania,/Kigali, Rwanda, and Nyakanazi, Tanzania,/Rutunga, Burundi, Roads.
EAC	Energy	Kigali-Bujumbura Oil Pipeline	Ethiopia and Kenya.
UMA	Transport	Implementation study for modernization of the trans-Maghreb rail	Improved performance of the train on some sections in Algeria, Tunisia and Morocco.
ECOWAS/ WAPP	Energy	Nigeria-Benin Interconnector Reinforcement Project	To finance the entire foreign currency cost of the feasibility, Line Route and environmental and social impact assessment studies for the construction of a 330 kV power transmission line from Erunkan, Nigeria, to Sakete, Benin.

REC	SECTOR	PROJECT TITLE	OBJECTIVES
EAC	Energy	Uganda-Tanzania Oil Products Pipeline Feasibility Study	To finance certain expenditures required for the preparatory activities that would assist in ensuring the readiness for the financing of the Mbarara, Uganda-Mwanza-Isaka-Dar es Salaam, Tanzania, Oil Products Pipeline, a regional project within Uganda and Tanzania.

Completed Project Preparation Studies

REC	SECTOR	PROJECT TITLE	OBJECTIVES
ECOWAS	Energy	Ghana-Togo-Benin Electricity Interconnection	To support the Governments of Benin, Togo, and Ghana through their power utilities to update the feasibility study and detailed design of the Benin-Togo-Ghana Electricity Interconnection project, and the development of a detailed environmental impact assessment for the project.
EAC	Energy	Kenya-Uganda Oil Pipeline	To support the governments of Uganda and Kenya in engaging a private sector Strategic Partner for the development and management of the Kenya-Uganda Oil Pipeline.
EAC	Energy	Zambia-Tanzania-Kenya Electricity Interconnection	To support the governments of Zambia, Tanzania and Kenya in engaging a Transaction Advisor to increase private sector participation and reach financial and legal close.
COMESA	ICT	COMTEL	To complete outstanding project development work. This includes updating the feasibility study, undertaking due diligence with respect to the review of financial, technical and legal aspects of the project, and preparing a project information memorandum for presentation to public and private investors.
EAC	ICT	East African Submarine Cable System (EASSy)	To assist in the transaction analysis phase of the project as well as update the environmental and social impact assessment (to enable the project to reach financial closure and physical implementation).
ECOWAS	Energy	OMVG Gambia River Basin Organisation Electricity	To support a transaction analysis for private sector participation in development and operation of energy systems in OMVG.
ECOWAS	Transport	OMVG Gambia-Senegal River Bridge	To update an earlier study on the Gambia River Bridge, including analysis of the economic viability of the project and preparation of an environmental and social impact assessment studies to facilitate resource mobilisation for investment and implementation.
EAC	Energy	Ethiopia-Kenya Power Interconnection Phase I	To undertake a feasibility study to investigate the technical feasibility and economic viability of the project, and prepare detailed ESIA studies for the inter-connector.

REC	SECTOR	PROJECT TITLE	OBJECTIVES
SADC	Transport	Kazangula Bridge Phase I	To prepare the economic feasibility, detailed engineering design and tender documents for the Kazungula Bridge over the Zambezi River and other key infrastructure facilities along the SADC north-south corridor within Botswana and Zambia.
ECOWAS	Energy	Ghana-Burkina Faso Power Interconnection + 1000 000 US\$ from USAID	To support the governments of Ghana and Burkina Faso and their power utilities to update the feasibility study and carry out detailed engineering designs; conduct a preliminary line route survey for 225 kV transmission; conduct an environmental and social impact assessment; and prepare tender documents.
SADC	ICT	SATA Backhaul Links Study	To confirm the technical feasibility as well as the financial, economic and environmental viability of all the identified missing links of the SATA Backhaul Links project and of the overall system to complete the SADC Region Information Infrastructure and link SR11 to EASSy. The study will also investigate various financing and management options.
EAC	Transport	Issaka-Kigali-Bujumbura Railways Project	To determine the optimum solution for the operation of a railway line between Issaka in Tanzania and Kigali, Rwanda, and Bujumbura, Burundi, as part of the Central Transport Corridor with a view to opening up Rwanda and Burundi. It will strongly focus on private sector participation at the implementation stage.
ECOWAS	ICT	ECOWAN	To improve the connectivity between ECOWAS offices and affiliated organisations, thereby contributing to the integration of the ECOWAS region by providing a robust platform for regional information systems. The objective of the Preparatory Activities is to prepare the feasibility study, environmental and social management plan and tender documents for the ECOWAN project.
ECCAS	Energy	Central Africa Cross-Border Electrification	To prepare the economic feasibility, detail engineering design and tender documents for the five cross-border projects selected under the programme.
ECOWAS	Transport	Port of San Pedro and Associated Infrastructure Phase I	The downstream project will stimulate economic growth, socio-economic development and contribute to building an efficient regional transport system to facilitate access to reliable transport and port services to landlocked countries, especially Mali and those parts of Guinea and Liberia best served by the San Pedro.
EAC	Energy	Ethiopia GIBE III ETFA	To undertake an Economic, Financial and Technical Assessment that will define the bankability of the project and a PPP Implementation Plan.
ECCAS	ICT	Central Africa ICT Backbone	Preparatory activities will support the engagement of consulting/advisory services leading to securing investment for the construction of the Central Africa backbone.

REC	SECTOR	PROJECT TITLE	OBJECTIVES
SADC	Energy	Kariba North Bank Hydropower Generation Projects	To engage consulting/advisory services to facilitate investment in the construction of the 360 MW Kariba North Bank Extension power station.
COMESA	C-B	EAPP Regional Power Master Plan & Capacity Building Program	To provide the technical and analytical basis for investments in generation, and transmission projects and enhance EAPP staff skills.
AUC	Transport	Dakar-N'djamena-Djibouti Transport Corridor	To prepare a pre-feasibility study of the missing links along the corridors.
EAC	Transport	Multinational Burundi-Rwanda; Bujumbura-Ruhwa-Ntendezi-Gisenyi Road	To finalise Feasibility Studies to rehabilitate the Bujumbura-Ruhwa-Ntendezi-Gisenyi Road link on the North and South Transport Corridors of the two countries.
SADC	Energy	Itthezi-Thezi Hydropower Generation	To engage consulting/advisory services leading to securing investment for the construction of the 120 MW Itthezi-Thezi Hydropower Station.
EAC	ICT	East Africa ICT Backbones	Preparatory activities will support EAC in engaging a consulting firm to undertake the detailed pre-investment analysis, and environmental and social management plan and prepare tender documents for the EAC-BIN project.
EAC	ICT	Maritime Communications Safety on Lake Victoria	To facilitate efficient and affordable communications for the Lake Victoria Basin, covering parts of Kenya, Uganda and Tanzania.
AUC	Transport	Djibouti-Libreville Transport Corridor Missing Links	To prepare a pre-feasibility study of the missing links along the corridor.
EAC	Energy	Dar as Salaam-Tango-Mombasa Natural Gas Pipeline	To undertake a feasibility study for a proposed natural gas pipeline from Dar es Salaam to Tango, Tanzania, and Mombasa, Kenya.
EAC	C-B	EAPP Electricity Master Plan	Capacity building for RECs and other agencies.
NPCA	C-B	S��cr��tariat pour le volet environnement du NEPAD (SINEPAD)	To finance an institutional study of SINEPAD/Env.
UMA	ICT	ICT Interconnection Feasibility Study	To prepare a detailed feasibility study.
UMA	C-B	ICT Sector Policy Harmonisation	To strengthen UMA capacity for ICT sector policy development and harmonisation.
SADC	Transport	Kazugula Bridge Phase II: Geotechnical Engineering Survey	To undertake detailed geotechnical investigation at the bridge site.
AUC	C-B	PIDA Sector Studies	To support AU in the preparation of PIDA and the Action Plan

REC	SECTOR	PROJECT TITLE	OBJECTIVES
IGAD	Energy	Ethiopia-Kenya Power Interconnection II	To complete the detailed design and prepare tender documents.
CEDEAO	C-B	Réunion des bailleurs de fonds de l'ALG (Mali-Niger-Burkina)	Technical Assistance, institutional strengthening, project co-ordination support de l'Autorité de développement intégré de la région du Liptako Gourma (ALG).
ECCAS	C-B	Framework for Management of Water Resources in Central Africa	To contribute to improved socio-economic conditions in Central Africa through implementing the framework, and ensuring better management of water resources.



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