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# PLANNING FOR RESILIENCE IN EAST AFRICA THROUGH POLICY, ADAPTATION, RESEARCH, AND ECONOMIC DEVELOPMENT (PREPARED)

Rapid Partnerships Appraisal Report

August 28, 2013

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## LIST OF ACRONYMS AND ABBREVIATIONS

AKM	Akagera Management Company
BOT	Build-Operate-Transfer
CEO	Chief Executive Officer
CIPLA	Chemical, Industrial and Pharmaceutical Laboratories
COP	Chief of Party
COR	Contracting Officer Representative
CSR	Corporate Social Responsibility
EAC	East Africa Community
EWSA	Rwandan National Water Utility
GDA	Global Development Alliances
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
HLAG	High-Level Assurance Group
ICT	Information and Communications Technology
IDEA	Office of Innovation and Development Alliances
IWRM	Integrated Water Resources Management
KCB	Kenya Commercial Bank
Ltd	Limited
LVBC	Lake Victoria Basin Commission
MDG	Millennium Development Goal
PPP	Public-Private Partnership
PREPARED	Planning for Resilience in East Africa through Policy, Adaptation, Research, and Economic Development
QCI	Quality Chemicals Industries
RAP	Rwanda Allied Partners
RDB	Rwanda Development Board
RPA	Rapid Partnership Appraisal
SEMS	Sustainable Environment Management Systems
SME	Small and Medium Enterprise
SMS	Short Message Service

SSG	SSG Advisors
STEP	Sustainable Transparent Effective Partnerships
UFPEA	Uganda Fish Processors and Exporters Association
USAID	United States Agency for International Development
WASH	Water, Sanitation and Hygiene

# I. EXECUTIVE SUMMARY

The Planning for Resilience in East Africa through Policy, Adaptation, Research, and Economic Development (PREPARED) Program is funded by the U.S. Agency for International Development's East Africa Regional Mission (USAID/East Africa). The PREPARED Program is a five-year, multi-organization, comprehensive program aimed at mainstreaming climate-resilient development planning and program implementation into the East African Community (EAC) and its Partner States' development agendas.

The overall goal of the PREPARED Project, a component of the larger PREPARED Program, is to strengthen the resiliency and sustainability of East African economies, trans-boundary freshwater ecosystems, and communities. The PREPARED Project targets three key development challenges of the EAC region: transboundary freshwater biodiversity conservation; improved access to drinking water supply and sanitation services; and increased resiliency to climate change.

The PREPARED Project has three integrated objectives:

- Climate change adaptation technical capacity, policy leadership and action readiness of regional institutions improved;
- Resilient and sustainable management of biologically significant trans-boundary freshwater ecosystems in the EAC region strengthened; and
- Resilient and sustainable water supply, sanitation, and wastewater treatment services in the Lake Victoria Basin enhanced.

The PREPARED Project's key institutional partners include the East African Community (EAC), the Lake Victoria Basin Commission (LVBC); the IGAD Climate Prediction and Applications Center (ICPAC); the Regional Center for Mapping of Resources for Development (RCMRD); and EAC Partner States.

Public-private partnerships, sometimes called alliances, offer USAID a powerful tool for engaging the private sector in the advancement of PREPARED Project goals. By identifying and building upon alignments of business interests and development objectives, effective partnerships catalyze private sector investment and engagement in areas such as climate change, biodiversity and WASH, thereby increasing the scale and/or sustainability of PREPARED results. As part of the Tetra Tech ARD PREPARED consortium, SSG Advisors (SSG) has been charged with developing transboundary public-private partnerships for PREPARED, which mobilize additional resources, such as technology, expertise, funding, and market linkages to enhance the efficiency, scale, and sustainability of the project's activities. In addition to partnerships, the private sector has an important role to play in the policy dialog relating to PREPARED's primary project goals. SSG Advisors is utilizing its proven Sustainable Transparent Effective Partnerships (STEP) methodology to identify, facilitate and manage PREPARED partnerships. Built upon SSG's USAID partnership experience in more than 30 countries, STEP enables USAID and its implementers to identify and build more effective and results-oriented partnerships.

## I.1 Key Findings

The Rapid Partnership Appraisal (RPA) was the launch activity for SSG's engagement in the PREPARED Project. The principal objectives of the RPA included:

- Analyzing the interests, challenges and Corporate Social Responsibility (CSR) objectives facing selected private sector companies and other potential partners in the five partner states;

- Exploring ways in which these interests and challenges intersect with the PREPARED Project’s objectives;
- Providing a clear understanding to the PREPARED Project team of the areas where the private sector can provide the greatest additional value in achieving key project objectives; and
- Enabling the project staff to determine how, when, and which partnerships should be pursued.

As part of the RPA exercise, SSG initially identified 13 public-private partnership opportunities (summarized in *Table 1* below, and described in detail in *Section 6, PREPARED Partnerships Opportunities*). These partnerships range across PREPARED’s programmatic components and each one addresses one or more integrated objectives of the project. Each opportunity presents a chance for PREPARED, USAID, and key project stakeholders to leverage private sector resources toward strengthening the resiliency and sustainability of East African economies, transboundary freshwater ecosystems, and communities.

<b>TABLE 1: PARTNERSHIP OPPORTUNITIES</b>
<b>PREPARED Objective 1: Climate Change Adaptation</b>
Agricultural Research for Climate Change Adaptation Investment
Crop Insurance Partnership
Apps for Climate Change Adaptation
Commercial Ecological Investment Fund
<b>PREPARED Objective 2: Biodiversity Conservation</b>
Responsible Financial Services for Environmental Protection
Akagera Comprehensive Partnership
Sustainable Tourism Planning for Biodiversity Conservation
Incentivized Anti-Poaching/Anti-Trafficking Crowdsourcing Platform
Fishery Conservation and Rehabilitation
<b>PREPARED Objective 3: Water, Sanitation, and Hygiene</b>
The Lake Victoria Bilharzia Initiative
<b>PREPARED Cross-Cutting Opportunities (IWRM)</b>
Improving Water Utility Efficiency
Improving Water Use Efficiency across the Industrial Value Chain
Corporate Leadership to Improve Local Water Usage

With such a large and diverse array of opportunities, it is essential that the PREPARED Project Team prioritize the partnerships which have the greatest chance of achieving meaningful impacts (completed with USAID on August 28<sup>th</sup>). Therefore, as an immediate next step, SSG will work closely with the



PREPARED Project team to carefully weigh each partnership opportunity using three sets of criteria: the business value of the partnership, development value of the partnerships and the risks/transaction costs associated with the partnership. This prioritization will enable SSG to focus on building those partnerships, which will deliver the greatest value in support of project objectives.

## I.2 Building on Appraisal Findings

The PREPARED RPA represents the first stage in the partnership development process, and additional time and resources will be required in order to negotiate and formalize partnerships (*Section 8. Next Steps* describes key next steps for PREPARED Project partnership building). However, the RPA findings indicate that the project is well positioned to build a number of strategic public-private partnerships that will leverage significant additional resources and permit the PREPARED Project to have a long-term impact well beyond the life of the project. To this end, the PREPARED Project will hone a partnership development approach that emphasizes realistic and effective implementation of targeted partnerships throughout the project. As part of this process, SSG will:

“We must partner with the private sector much more deeply from the start, instead of treating companies as just another funding source for our development work. In short, we must embrace a new wave of creative, enlightened capitalism.”

*Dr. Rajiv Shah, USAID Administrator  
Remarks on October 20, 2011*

- Assist the PREPARED Project in integrating the private sector stakeholders into the planning and design of technical activities that are in line with both the PREPARED Project objectives and business interests;
- Engage key private sector players in a more formal dialogue about partnership building, including discussions about activities and resource contribution;
- Develop concept notes defining each partnership opportunity in greater detail for review and evaluation by the PREPARED Project’s High-Level Assurance Group (see *Section 7.1 Selecting Partnerships*);
- Convene partnership review panels to assess the development process of key partnership opportunities; and
- Implement a capacity-building component that supports the PREPARED Project stakeholders in public-private partnership development and institutionalizes this process within key regional institutions, such as the EAC and LVBC secretariats.

## 2. PARTNERSHIP APPRAISAL OVERVIEW

In December 2012, USAID/East Africa launched the PREPARED Project, a five-year contract implemented by Tetra Tech ARD. As a PREPARED implementing partner and subcontractor to Tetra Tech ARD, SSG is guiding the project effort in identifying public-private partnerships – or Global Development Alliances (GDAs), as the model has been called within USAID. SSG contributions to the PREPARED Project are also focused on identifying and developing strategic partnership opportunities, and developing the capacity of the Project’s stakeholders to select, build, and manage partnerships.

## 2.1 Public-Private Partnership Definition

At their most rudimentary level, USAID public-private partnerships are defined as agreements between the Agency and/or its implementing partners and at least one private sector actor that define and address a specific development problem. Since the launch of the GDA model in 2001, USAID has evolved its approach to building and defining partnerships that provide the most value to USAID and its development objectives. USAID's Office of Innovation and Development Alliances (USAID/IDEA) defines *strategic* partnerships as those that most effectively and successfully combine resources and share risks in pursuit of common objectives. Strategic partnerships deliver greater development impact through the combined strengths of multiple stakeholders. Strategic partnerships are possible where private sector interests share a degree of overlap with a USAID strategic objective or planned result. Partnerships then become a mechanism by which USAID Operating Units tap into additional resources in support of strategic objectives, and for-profit resource partners enlist USAID's development expertise in support of their direct and indirect business interests. Partners are expected to bring new resources, ideas, technologies, and/or other partners to address particular development challenges. Conversely, a public-private partnership should not be understood as a matching grant or an activity sponsorship.

It should be noted that this RPA does *not* focus on traditional or *contractual* public-private partnerships (PPPs). Contractual PPPs are defined as broad agreements between the government and the private sector that involves the provision of public services or infrastructure. Contractual PPPs are meant to infuse public priorities with the managerial skills of the private sector, thereby mitigating the burden of large public capital expenditures and transferring risk to the private sector. While privatization results in a full transfer of public assets to the private sector, contractual PPPs bring government and business together to provide or improve services. Contractual PPPs often take the form of large infrastructure projects such as 'build-operate-transfers,' or BOTs, in which a private entity receives a concession from the public sector to finance, design, construct, and/or operate a public facility, service, or system as stated in a concession contract. USAID public-private partnerships – also called public-private alliances or GDAs – are distinguished from other public-private partnerships and traditional development interventions by a number of key criteria. USAID emphasizes *market-driven approaches* to partnerships between the public and private sectors to address *jointly-defined* business and development objectives. Alliances are *co-designed*, *co-funded*, and *co-managed* by partners so that the risks, responsibilities, and rewards of partnership are equally shared. In addition, each partner is viewed as bringing a unique resource or talent to address a common challenge in a manner that is bigger, better, and/or faster than each partner could achieve on its own.

It is also important to understand that a partnership is essentially a process through which a result is achieved rather than a result unto itself. As such, before engaging in a partnership, careful consideration should be given to whether a partnership is the best process for achieving the desired result. Further, as a rule, partnerships are time-intensive to both build and manage successfully. Therefore, doing some critical analysis at the outset will enable USAID to make better partnership decisions, saving time and money in the long run.

## 2.2 Background, Objectives, and Methodology

As the launch activity for private sector engagement, SSG conducted the RPA across the five EAC partner states of Burundi, Kenya, Rwanda, Tanzania, and Uganda to initially identify strategic partnership opportunities for the PREPARED Project. For a partnership opportunity to be strategic in nature, it must align with both business motives and the PREPARED Project's development objectives and, ideally, achieve an outcome that the partners could not achieve if they acted independently.

Understanding business motives is not as simple as it might appear. While all companies are focused on earning returns for shareholders, underlying motives and behavioral drivers vary vastly from one industry to the next and even among companies within the same industry. In our work on hundreds of partnerships around the world, SSG has found that the most successful partnerships involve one or more of the following business motives:

- *Business interests.* Very often a potential partnership may create a new opportunity for a company to enter a new market, expand in an existing one or introduce a new product or service. For example, a mobile operator may see an SMS partnership as an opportunity to develop or deploy a new SMS-based product or to reach new customers.
- *Business challenges.* In some cases, a partnership may address a critical constraint that a company is facing such as access to qualified workforce, availability of agricultural inputs or access to reliable data.
- *Corporate Social Responsibility (CSR).* The understanding of what constitutes corporate social responsibility varies tremendously in different countries and in different industries, but broadly it can be considered to be actions a company undertakes that are primarily driven by social or environmental considerations with business considerations as a secondary consideration.

These three categories are, obviously, extremely broad and it should be understood that in many cases, companies may have multiple motivations in partnering. Nonetheless, by beginning to uncover these motivations, the RPA enables USAID to better understand what a company hopes to achieve through a partnership and how well those motivations align with USAID objectives for the PREPARED Project.

By focusing on both business and development objectives, the STEP RPA process enables USAID to define a clear shared value proposition or ‘win-win’ scenario. Moreover, the RPA process also begins the process of defining potential resource contributions (technology, market access, expertise, funding, etc) that the private sector may be able to contribute to an eventual partnership.

During April, May, and June of 2013, three SSG teams conducted the PREPARED Project RPA in all five partner states, as illustrated in the following table. Each team was comprised of a United States-based consultant (who traveled to the field and served as a team leader) and a regional consultant:

**TABLE 2: RPA TEAM COMPOSITION**

<b>RPA Country</b>	<b>Members of the RPA Team</b>
<b>Burundi</b>	Thomas Buck and Patrick Kagabo
<b>Kenya</b>	Chris Cavanaugh and Polycarp Ngoje
<b>Rwanda</b>	Thomas Buck and Patrick Kagabo
<b>Tanzania</b>	Chris Cavanaugh and Subiro Mwapinga
<b>Uganda</b>	Olya Jerard and Frank Olok

The appraisal focused on identifying strategic, high-value partnership opportunities in priority geographic areas across the project's three programmatic objectives, and it consisted of the following informal phases:

- **Desk Phase.** In April through May, SSG conducted the RPA desk review, which formalized the appraisal methodology (including the data collection and analysis methodology), identified relevant business sectors, singled out key private sector players, and finalized all necessary logistical and administrative arrangements. Based on this initial analysis, SSG identified several business sectors where there appeared to be significant potential overlap with PREPARED Project objectives (see Table 3). Using that analysis as a basis, SSG identified companies within those sectors and lined up interviews with more than 90 companies and industry associations across business sectors with a primary focus on those companies whose operational geographies were relevant to the geographic focus of the project.
- **Field Phase.** Following a one-day team orientation and an in-briefing with the PREPARED Project team and the USAID Contracting Officer Representative (COR) Dr. Julie Fischer in Nairobi, Kenya, SSG mobilized the RPA teams to the five partner states to conduct interviews with the identified informants. The teams interviewed businesses, development banks, and other key private sector stakeholders, which had an interest in joining a PREPARED strategic partnership. (Detailed RPA schedules for each country can be found in *Annex 9.3* and select RPA Interview Reports can be found in *Annex 9.2*.)
- **Debriefing.** Upon the fieldwork completion, the team reconvened in Arusha, Tanzania, to review and informally evaluate the RPA results with the PREPARED Project team and an EAC representative.
- **Reporting.** Following the debriefing, the RPA team returned to the United States to finalize the RPA in a formal findings report.
- **Prioritizing/Scoring.** Following the submission of the RPA report and in consultation with the PREPARED Project team, SSG shall assist the PREPARED Project team and stakeholders in developing a consultative action plan for the priority opportunities to be developed.

## 2.3 Overall Appraisal Design and Data Limitations

The RPA is not meant to serve as an exhaustive inventory of potential partnerships for the PREPARED Project. Over the life of the project, other worthwhile opportunities will emerge, as priorities with the region and the two sub-basins are clarified. Rather, the RPA is designed to provide a sound and methodologically rigorous starting point for focusing on those partnerships that have the potential to deliver results for the PREPARED Project, key project stakeholders, USAID, and the private sector.

Furthermore, it is important to note the following limitations of the PREPARED Project RPA design and implementation:

- **Project Definition.** As a complex, multi-stakeholder collaborative effort among USAID, the EAC Secretariat and the Lake Victoria Basin Commission (LVBC) Secretariat, the PREPARED Project is in the process of refining and confirming key priorities for implementation. Thus, the RPA team relied heavily on the meetings with project management and staff, and the USAID COR provided a helpful review of the Project's objectives and

expectations, and highlighted a number of areas in which partnerships could have meaningful impact.

- **Geographic and Thematic Scope of the RPA.** Covering five countries across three broad thematic areas presented a significant challenge for the RPA team. Although the team met with representatives of more than 90 companies across the region, the expansive geographic scope of the appraisal and budgetary and time constraints meant that the team was not able to arrange meetings with each and every potential informant identified during the desk review phase of the RPA and during discussions with PREPARED management and USAID. However, the PREPARED Partnership Specialist will continue to identify and meet with potential PREPARED Project partners.
- **Data Quality.** To gather data, SSG utilized several approaches. For quantitative data, SSG relied on official industry reports and private sector interviews. However, as this report will later discuss, the low quality and limited reliability of data are common challenges across business sectors in the region. For qualitative data, SSG conducted interviews with private companies across business sectors, industry associations, parastatal and nonprofit organizations, USAID staff, USAID implementing partners, and others.
- **Transboundary Partnership Models.** In accordance with the PREPARED Project's regional mandate, the team focused its efforts on identifying transboundary partnership opportunities, as opposed to single-country partnerships. It is anticipated that these transboundary partnerships, while necessarily more complex to build, will yield greater results for the project.

### 3. PARTNERSHIP APPRAISAL PURPOSE

The principal focus of this RPA is the identification of strategic, high-value public-private partnerships for the PREPARED Project. The appraisal concentrated on recognizing and prioritizing public-private partnership opportunities, in which Project activities, priorities, expectations, and goals clearly intersect with private sector interests, challenges, needs, and issues. The PREPARED Project's strategic partnerships will bring new resources, ideas, technologies, and/or other partners to address the project's three technical objectives. All partnership opportunities will clearly reflect the needs and priorities of the Project and its stakeholders – in particular, the EAC and LVBC Secretariats – regarding private sector involvement in achieving the objectives of the project. The strategic partnerships presented in this report draw on the added value and resources of the private sector (such as technology, skills, expertise, etc.) and include multinational, national, or local firms that have the potential to dramatically impact project objectives.

This report represents the appraisal results as of June 2013. SSG anticipates that some partnerships identified through the RPA process may not meet the PREPARED Project objectives or the interests of the private sector. The partnership selection process (as described in *Section 7.1 Selecting Partnerships*) will allow the Project to focus on those opportunities that best marry the project goals with private-sector interests. Beyond the partnership opportunities presented in this report, SSG will continue the process of assessing potential PREPARED Project strategic partnerships. SSG expects that additional strategic partnerships not presented in this report will be identified and chosen for development by the PREPARED Project.

In identifying project partnership opportunities, the PREPARED Project RPA addresses the following intersections between the Project and the private sector:

- The PREPARED Project components and activities that could be improved through partnership with the private sector;
- The major business sectors related to PREPARED Project objectives that show potential for partnership oriented toward one of the three technical objectives in the next 1 to 5 years;
- The business interests, needs, and challenges facing the private sectors in the five partner states that relate to the PREPARED Project objectives;
- Corporate Social Responsibility (CSR) issues and philanthropy that relate to the PREPARED Project objectives;
- The resources (investment, technology, expertise, etc.) that the private sector might bring to bear in addressing Project objectives;
- The key areas of overlap between the issues and concerns raised in private sector interviews and dialogues and Project programming and objectives; and
- Major constraints currently inhibiting engagement with identified potential partners, if any.

## 4. PROJECT CONSIDERATIONS

Although the PREPARED Project was in start-up mode during the RPA process, meetings with project management and staff, as well as the in-briefing with the USAID COR, helped set the stage and provided essential information for the PREPARED Project RPA. Specifically, the consultations:

- Provided a helpful review of the Project objectives and expectations;
- Highlighted a number of areas in which partnerships could have impact;
- Allowed the RPA team to incorporate into the RPA agenda the business sectors (e.g, health, insurance, extractive industries, etc.) as well as individual informants (e.g, SERVIR East Africa, beer and beverage manufacturers, etc.) that the PREPARED Project’s management team and USAID identified as areas and entities of particular interest; and
- Illustrated a number of key considerations for future PREPARED Project partnership development.

The primary goal of the RPA was the identification and mapping of major potential areas of partnership for the PREPARED Project. SSG has identified a number of large, transboundary, cross-sectoral high-value strategic partnerships in the project’s three technical areas of biodiversity conservation, climate change adaptation, and WASH. Due to the complex nature of these partnership opportunities, the development of each one will require considerable effort and time on the part of PREPARED and stakeholders, and will require a longer timeframe to develop, formalize, and demonstrate success.

## 5. PRIVATE SECTOR PERSPECTIVES

SSG’s RPA team canvassed and interviewed private companies and business associations across diverse business sectors in the five partner states in order to analyze interests that intersect with PREPARED Project goals and activities, and preliminarily assess challenges and issues that would need to be overcome.

## **5.1 Business Sectors and Companies Interviewed**

The following tables summarize the companies and institutions across the business sectors, which the RPA team interviewed in the five partner states of Burundi, Kenya, Rwanda, Tanzania, and Uganda. As noted above, the purpose of these interviews was to begin to identify potential opportunities where the PREPARED Project development objectives may intersect with business motivations (business interests, business challenges, CSR).

**TABLE 3: BUSINESS SECTORS AND COMPANIES/INSTITUTIONS INTERVIEWED**

BUSINESS SECTORS	COMPANIES AND INSTITUTIONS INTERVIEWED				
	KENYA	TANZANIA	UGANDA	RWANDA	BURUNDI
<b>Agriculture</b>	<ul style="list-style-type: none"> <li>• African Forest Ltd</li> <li>• ECO Post Ltd</li> <li>• Green Forest Social Investment Ltd</li> <li>• Mumias Sugar Company Ltd</li> </ul>		<ul style="list-style-type: none"> <li>• BIDCO Ltd</li> <li>• Madhavani Group</li> <li>• Savannah Commodities Ltd</li> <li>• Star Café</li> <li>• Upland Rice Millers Ltd</li> </ul>		
<b>Brewing and Bottling</b>		<ul style="list-style-type: none"> <li>• Nyanza Bottling (Coca Cola)</li> <li>• Tanzania Breweries Ltd (SABMiller)</li> <li>• Tanzania Distilleries Ltd</li> </ul>	<ul style="list-style-type: none"> <li>• Nile Breweries</li> </ul>	<ul style="list-style-type: none"> <li>• Bralirwa</li> </ul>	<ul style="list-style-type: none"> <li>• BRARUDI (Beer)</li> <li>• FRUITO (Juice)</li> <li>• KINJU (Water)</li> </ul>
<b>Business Associations</b>	<ul style="list-style-type: none"> <li>• Mara and Serengeti Hoteliers Association</li> </ul>	<ul style="list-style-type: none"> <li>• Confederation of Tanzania Industries (CTI)</li> <li>• TaTEDO</li> </ul>	<ul style="list-style-type: none"> <li>• Uganda Fish Processors &amp; Exporters Association</li> <li>• Uganda Flowers Exporters Association</li> <li>• Uganda Manufacturers Association</li> </ul>		<ul style="list-style-type: none"> <li>• National Tourism Association</li> </ul>
<b>Development</b>	<ul style="list-style-type: none"> <li>• Kickstart International</li> </ul>				



BUSINESS SECTORS	COMPANIES AND INSTITUTIONS INTERVIEWED				
	KENYA	TANZANIA	UGANDA	RWANDA	BURUNDI
<b>Energy</b>	<ul style="list-style-type: none"> <li>• Centre for Alternative Technologies</li> <li>• Nuru Energy</li> <li>• Lotech Ventures Ltd</li> <li>• Takamoto Biogas</li> </ul>	<ul style="list-style-type: none"> <li>• Rex Investment Ltd</li> </ul>		<ul style="list-style-type: none"> <li>• Energy Private Developers Association</li> <li>• Great Lakes Energy</li> <li>• Rwanda Energy Corporation</li> </ul>	<ul style="list-style-type: none"> <li>• International Trading Company (ITCO)</li> </ul>
<b>Extractive (Oil, Gas, Mining)</b>	<ul style="list-style-type: none"> <li>• TOTAL E&amp;P Kenya</li> </ul>	<ul style="list-style-type: none"> <li>• Orica Mining Services</li> <li>• XSTRATA Nickel</li> </ul>	<ul style="list-style-type: none"> <li>• CNOOC Uganda Ltd</li> <li>• TOTAL E&amp;P Uganda</li> </ul>	<ul style="list-style-type: none"> <li>• Rwanda Allied Partners</li> </ul>	
<b>Financial Services</b>	<ul style="list-style-type: none"> <li>• Acumen Fund</li> <li>• Equity Bank</li> <li>• Kenya Commercial Bank</li> </ul>	<ul style="list-style-type: none"> <li>• CRDB Bank Ltd</li> <li>• National Microfinance Bank Ltd</li> <li>• TMS (Business Services, Mobile Money &amp; Microfinance)</li> </ul>	<ul style="list-style-type: none"> <li>• Equity Bank</li> <li>• Uganda Development Bank</li> </ul>	<ul style="list-style-type: none"> <li>• Banque Populaires</li> <li>• Equity Bank</li> </ul>	<ul style="list-style-type: none"> <li>• KCB Burundi</li> </ul>
<b>Fishing</b>	<ul style="list-style-type: none"> <li>• Dunga Beach Management Unit</li> </ul>		<ul style="list-style-type: none"> <li>• Alpha Group</li> <li>• Entebbe Beach Management Unit</li> <li>• Greenfields Ltd</li> </ul>		<ul style="list-style-type: none"> <li>• LISARO</li> </ul>
<b>Health</b>			<ul style="list-style-type: none"> <li>• Quality Chemicals Ltd</li> </ul>		
<b>Insurance</b>	<ul style="list-style-type: none"> <li>• Jubilee Insurance</li> </ul>	<ul style="list-style-type: none"> <li>• Jubilee Insurance</li> </ul>	<ul style="list-style-type: none"> <li>• Jubilee Insurance</li> </ul>	<ul style="list-style-type: none"> <li>• Alliance Insurance Brokers</li> </ul>	

BUSINESS SECTORS	COMPANIES AND INSTITUTIONS INTERVIEWED				
	KENYA	TANZANIA	UGANDA	RWANDA	BURUNDI
<b>Manufacturing</b>	<ul style="list-style-type: none"> <li>Continental Renewable Energy</li> </ul>	<ul style="list-style-type: none"> <li>Avery East Africa (AEA)</li> <li>Demeter Group Ltd</li> <li>Sumaria Group Ltd</li> </ul>		<ul style="list-style-type: none"> <li>Fair Construction</li> <li>Inyange Industries</li> <li>NGALI Holdings</li> </ul>	<ul style="list-style-type: none"> <li>AFRITEXTILE/ COTEBU</li> <li>EXIM Matress</li> </ul>
<b>Information and Communications Technology</b>	<ul style="list-style-type: none"> <li>Horizon Telemetry</li> <li>M-Farm</li> <li>Safaricom</li> <li>Science 2030 Ltd</li> <li>SERVIR East Africa</li> </ul>	<ul style="list-style-type: none"> <li>Airtel Tanzania Ltd</li> <li>Tanzania Network Information Center</li> </ul>	<ul style="list-style-type: none"> <li>FIT Uganda Ltd</li> </ul>	<ul style="list-style-type: none"> <li>MTN</li> </ul>	<ul style="list-style-type: none"> <li>TEMPO/ AFRICEL</li> </ul>
<b>Tourism</b>		<ul style="list-style-type: none"> <li>Mwanza Guide 'Online'</li> <li>Nature's Land Safaris &amp; Rentals</li> </ul>	<ul style="list-style-type: none"> <li>Green Equator</li> <li>Protea Hotel</li> <li>Serena Hotel</li> </ul>	<ul style="list-style-type: none"> <li>Akagera Management Company</li> <li>Serena Hotel</li> </ul>	<ul style="list-style-type: none"> <li>Kazozah (Tour Operator)</li> </ul>
<b>Transportation</b>			<ul style="list-style-type: none"> <li>Rift Valley Railways</li> </ul>		
<b>Water Utilities</b>	<ul style="list-style-type: none"> <li>Kisumu Water and Sewerage Company</li> </ul>	<ul style="list-style-type: none"> <li>Davis &amp; Shirliff Ltd</li> </ul>			<ul style="list-style-type: none"> <li>REGIDESO</li> </ul>

## 5.2 Business Interests

Interviews with the private sector in the five EAC partner states identified a broad range of business interests that relate to PREPARED technical objectives, goals, and activities. The most significant and regularly cited business interests include:

- **Science and Innovation**—Most of the technology companies and institutions interviewed expressed interest in working with partners that will bring innovative solutions to address market challenges, especially those technological solutions that are cost effective. Key informants indicated their belief that scientifically-sound and well-researched solutions to issues like climate change and biodiversity will contribute to sustainability.
- **Market Expansion and New Opportunities**—Several companies with regional expansion plans see partnerships as a great opportunity to expand their businesses beyond their existing markets into EAC regional markets, to access/learn new technologies, and to promote their products and services.
- **Services Diversification**—Financial services companies noted that partnerships could be very lucrative in assisting them to diversify their services. For example, banks currently lending in highly organized sectors such as coffee, cashews, and sugar might use partnerships to expand lending into the challenging mid- and low-level agricultural markets (including cotton and especially staple crops like maize). Similarly, insurance companies expressed interest in diversifying their products to crop, livestock, and maritime insurance in the Lake Victoria region.
- **Improving Fish Stocks in Lake Victoria**—Representatives of the fishing sector in the region, particularly in Uganda and Kenya, agreed that the natural resource sustainability in Lake Victoria is at stake, and that the rapid fish stock decline has a direct negative impact on their businesses and the industry. Accordingly, fish processors in the region are interested in creating transboundary industry partnerships that would promote the conservation and rehabilitation of the fisheries and would enable them to apply for and secure the Marine Stewardship Council label for the fisheries.
- **Stimulating Mid-Level Agri-Dealers**—Many financial and agricultural industries noted a “missing middle” in the low-yield commercial agricultural market. This lack of mid-level agri-dealers results both from a lack of information on potential crop inputs and yields, as they are affected by climate change, as well as from a lack of financial investment in scalable agricultural livelihoods due to risks involved from lack of information. These companies viewed partnerships as a means for stimulating mid-level agricultural aggregators that could assist in tapping and bundling services for small, family farmers.

“The natural resource management and sustainability in Lake Victoria is at stake. The rapid fish stock decline as the primary industry concern and challenge.”

*Ms. Onia Katiti Matovu,  
Chief Executive Officer*

*Fish Processors and Exporters Association, Uganda*

## 5.3 Business Challenges

Conducting business in East Africa presents a wide range of challenges for local and international companies alike. Rather than provide an exhaustive list of challenges identified, the team chose to

focus on those business challenges that may, directly or indirectly, relate to PREPARED objectives and activities. The most significant and regularly cited business challenges across business sectors in the five partner states include:

- **Access to Finance**—It is extremely difficult for businesses and entrepreneurs (especially small-scale ones) to gain access to financing due to high interest rates, a lack of substantial collateral, and a lack of interest by financial institutions to provide long-term financing across sectors or any financing to some sectors (such as energy).
- **Access to Sustainable Water Supply**—Some businesses interviewed across industries operating around Lake Victoria, and, specifically, in the Mara River Basin (including beverage makers and bottlers, privately-run public utilities, and tourism and travel companies) have noted a challenge in gaining sustainable access to quality water. While these companies attributed this lack of water access to poor infrastructure, the water utilities attributed it to a lack of payment for services.
- **Quality and Availability of Data**—Data quality and availability are common challenges across business sectors in the region. For example, financial institutions and insurance companies require three seasons of agricultural data in order to process small business loans and underwrite crop insurance policies, however the data either does not exist or is out of date/unreliable (especially if it is stored by local and national statistics agencies). FIT Uganda, a business development consulting company in Uganda who is interested in becoming an agricultural data clearinghouse in the region, indicated that although there are incentives to have access to quality agricultural data (e.g. ability to access financing, insurance, etc.), it is extremely difficult to sign farmers up for agricultural data collection, storage, and authentication services, because the farmers are used to receiving free services (e.g. through various assistance programs or through heavily subsidies).
- **Lack of Skilled Labor**—Companies across sectors and across the region noted a tangible gap between the academic curricula and the demands of the industries that makes academic education theoretical, impractical, and even irrelevant. Companies across business sectors struggle to recruit a skilled workforce. Hoteliers in the region, for example, design and finance hospitality management training programs for youth in their communities as part of their CSR activities in an effort to develop a skilled cadre of workers they might later employ.
- **Poor Infrastructure**—The most frequently cited business challenge by companies throughout the region, a lack of quality infrastructure, leads to high transportation costs for raw materials and finished goods. Transportation challenges leave many companies uncertain of supply chain efficiency and hinder the ability to meet customer demand in some areas.
- **Availability and Cost of Electricity**—Cited as one of the biggest business challenges in the region, irregular power supply and prohibitively high tariffs plague companies across business sectors and oftentimes force companies out of business.

“We store and authenticate agricultural data that banks and insurance companies require from the farmers. We have backup servers in Uganda and in New Jersey.”

*Mr. Robert Kintu  
Managing Director  
FIT Uganda*

- Upstream Quality Control**— A lack of access to clean water and poor sanitation and hygiene practices at the landing sites has a direct negative impact on the fish processors’ ability to ensure upstream control. Quality control currently begins at the factory level, while no quality controls are in place at the landing sites. Government bodies in the region charged with ensuring quality control at the landing sites have been largely ineffective due to, in part, a lack of financial and human resources, clear regulations, and/or a lack of political will. Accordingly, fish processors in the region are interested in creating partnerships that would contribute to the improvement of access to clean water at the landing sites around Lake Victoria and to the improvement of sanitation and hygiene practices among lake users.

“Water, sanitation, and hygiene are key in handling fish. We’re interested in setting up water purification systems and toilets and conducting sanitation trainings at landing sites.”

*Mr. Philip Borel,  
Managing Director,  
Greenfields Ltd Uganda*

## 5.4 Corporate Social Responsibility

As noted above, CSR is a highly contextual term that can mean different things to different audiences at different times. For the purposes of this exercise, the team chose to use a widely accepted definition developed by the World Business Council on Sustainable Development: "Corporate Social Responsibility is the continuing commitment by business to contribute to economic development while improving the quality of life of the workforce and their families as well as of the community and society at large." With this context in mind, a number of companies highlighted ongoing CSR programs that can be useful for the purposes of the PREPARED Project in terms of resources and capabilities which could add value to Project activities/objectives.

- Education**—Most companies in the region support education as part of their CSR programs. Activities include constructing schools, subsidizing tuition, supplying books and other materials, and establishing/administering scholarship funds. As references in *Section 5.3 Business Interests*, some business, such as hoteliers, sponsor vocational trainings for youths in their communities as part of their CSR programs in an effort to develop a skilled cadre of workers they might later employ. The PREPARED Project could capitalize upon these education programs to create awareness about and reduce incidence of various waterborne diseases endemic in the region (such as bilharzia) and communicable diseases transmitted as a result of poor sanitation and hygiene practices.
- Access to Clean Water**—Companies in the region (for example, Serena Hotels, the Madhvani Group, etc.) provide access to potable water in local communities as part of their CSR activities. Serena Hotels, for example, drill boreholes in the communities surrounding their hotel properties.
- Environmental Protection**—Several companies interviewed are implementing CSR activities aimed at protecting the environment. One example of such activities is “adopting” a marine protected area and supporting its sustainable management through different interventions, including establishing “closed seasons” and, accordingly, providing alternative livelihoods

“It is critical to build awareness about advantages of proper resource management among all users of [Lake Victoria].”

*Mr. Robert Bakaaki,  
Chairman, Beach Management Unit  
Entebbe, Uganda*

to the fisherfolk during the closed period. Another example is ECOchallenge, an initiative championed by Kenya Commercial Bank through its philanthropic arm, through which the Bank has donated saplings to local environmental groups, supported waste sanitation projects (e.g., toilets in rural areas and the construction of water containment fixtures in water-poor areas).

- Post-2015 Millennium Development Goals**—According to the CEO Water Mandate, there is a strong possibility of an integrated water resource management (IWRM) focus in the next iteration of the Millennium Development Goals (MDGs). As this new goal comes into focus over the next year, it may offer the PREPARED Project an opportunity to engage companies, the EAC, LVBC and other stakeholders on the development and implementation of regional strategies in support of the fulfillment of the post-2015 MDG in IWRM in East Africa. By tying the policy dialogue in the region to global goals, PREPARED will give greater impetus to both member governments and participating companies to actively participate in the formation and implementation of coordinated strategies in IWRM. Given the global nature of the MDGs and the likely timeline (new MDGs will come into effect only in 2016), this opportunity should be viewed as a medium- to long-term prospect.

## 6. PREPARED PROJECT PARTNERSHIP OPPORTUNITIES

By finding synergies between the business interests and challenges listed in the previous section and the project’s objectives and activities, SSG was able to distill a number of potentially high-value, public-private partnership options that could be promoted by the PREPARED Project. This report presents 13 partnership opportunities for the PREPARED team to prioritize and score (as described in *Section 7* of this report).

The following table summarizes these partnership opportunities by providing a basic opportunity description, envisioned result, and potential partners. In addition to this summary, *Annex 9.1* presents detailed tables for each partnership opportunity that provide additional information on business interests, development challenges, potential private sector resources, Project resources and value, and constraints.

**TABLE 4: PREPARED PARTNERSHIP OPPORTUNITIES**

Partnership Concept	Intended Result	Potential Partners
<b>PREPARED Objective 1: Climate Change Adaptation</b>		
<b>Responsible Financial Services for Environmental Protection</b>	To establish industry standard for environmentally responsible lending.	Kenya Commercial Bank (KCB), Banque Populaire.

<b>Partnership Concept</b>	<b>Intended Result</b>	<b>Potential Partners</b>
<b>Agricultural Research for Climate Change Adaptation Investment</b>	Improve research data and analyses to facilitate agricultural lending for small/medium farmers.	National Microfinance Bank, FIT Uganda, CRDB Bank.
<b>Crop Insurance Partnership</b>	Increase access to crop insurance for farmers.	Jubilee, UAP, SERVIR East Africa, FIT Uganda.
<b>Apps for Climate Change Adaptation</b>	Increase climate change information sharing with policy makers and stakeholders.	Safaricom, Airtel, FIT-Uganda, MTN, Tempo.
<b>Commercial Ecological Investment Fund</b>	Catalyze corporate investment in ecological social enterprise and create ecological solutions for climate change.	Total Kenya.
<b>PREPARED Objective 2: Biodiversity Conservation</b>		
<b>Akagera Comprehensive Partnership</b>	Create joint investment package focused on managing the Kagera river and Akagera National Park resources.	Akagera Management Company (AKM), Bralirwa, Rwanda Allied Partners (RAP).
<b>Sustainable Tourism Planning for Biodiversity Conservation</b>	To improve sustainable tourism planning and practice in the Serengeti, Masai Mara, the Kagera River Basin.	Hoteliers Association, Mwanza Online, Burundi Tours, Nature's Land, Akagera Management Company.
<b>Incentivized Anti-Poaching/Anti-Trafficking Crowdsourcing Platform</b>	To harness cutting edge mobile phone technology in order to combat wildlife poaching and trafficking.	Mobile Operators (Safaricom, Airtel, Vodacom, etc), Ushahidi, Total Foundation
<b>Fishery Conservation and Rehabilitation</b>	To conserve and replenish fisheries.	Alpha Group, Greenfields, Uganda Fish Exporters and Processors Association, LISARO, Akagera Management Company.
<b>PREPARED Objective 3: Water, Sanitation, and Hygiene</b>		

Partnership Concept	Intended Result	Potential Partners
<b>The Lake Victoria Bilharzia Initiative</b>	To create awareness and to reduce prevalence of bilharzia, a water-born parasitic disease in the Lake Victoria communities.	Quality Chemicals Industries Ltd, Community Groups, Beach Management Units, Health Facilities.
<b>PREPARED Cross-Cutting Opportunities (IWRM)</b>		
<b>Improving Water Utility Efficiency</b>	To reduce water loss by piloting low-cost technology interventions.	Itron, EWSA, REGIDESO, Kisumu Water and Sewerage Company, European Union, WASP.
<b>Improving Water Use Efficiency across the Industrial Value Chain</b>	To reduce industrial water consumption.	Nile Breweries, Bralirwa, BRARUDI.
<b>Corporate Leadership to Improve Local Water Usage</b>	To reduce water consumption and waste at the household and corporate levels.	Tanzania Breweries Ltd, Heineken, Nyanza Bottlers.

## 6.1 Objective I: Climate Change Adaptation

**Agricultural Research for Climate Change Adaptation Investment**—Smallholder farmers in the Lake Victoria Basin must adapt to impending climate change threats to ensure their livelihoods withstand changing weather patterns and warmer temperatures. Such adaptation will require financial and technical assistance from commercial and other lenders. On the one hand, commercial lenders in Kenya and Tanzania have identified smallholder farmers as a lending market, in which they are eager to invest. However, commercial lenders are reticent to invest due to a lack of data on land ownership rights, climate-appropriate agricultural technologies and innovations (soil fertility management, seed quality, etc.), climate change threats and market/value chain efficiency. For example, CRDB Bank and the National Microfinance Bank, both of Tanzania, expressed an interest in comprehensive studies as to the feasibility, profitability and long-term sustainability of commercial lending to smallholders to justify new investment programs. Insurance companies have also expressed their interest in developing products for crop and livestock insurance. PREPARED could partner with investment and research institutions to enrich its understanding of weather indexes, crop commercialization, soil research, and quality control of agricultural inputs. Through a research partnership to expand scientific knowledge and capacity related to climate-smart agriculture, PREPARED would motivate financial institutions to lend more to the agricultural sector and also increase crop productivity, build climate resilience and better connect farmers to agro-dealers and regional markets.

**Crop Insurance Partnership**—As with financial services, the significant lack of weather and crop yield data constrains opportunities to scale up affordable insurance for smallholder farmers that are most vulnerable to climate change. Given the realities of the insurance market in the region (i.e., a large bottom-of-the-pyramid market), insurance companies have indicated their interest in developing small-



scale insurance products that are simple, affordable, and relevant to small farmers. Jubilee and UAP insurance companies have already tested several insurance schemes, but these schemes have yet to be scaled up due to the lack of reliable data for indexing. PREPARED’s ongoing relationship with RCMRD/SERVIR East Africa could contribute significantly to improving weather indexes. PREPARED would broker a successful relationship between private financial institutions and SERVIR to help commercialize SERVIR’s ongoing mapping for increased profitability.

**Apps for Climate Change Adaptation**—PREPARED is working with the EAC, LVBC and EAC Partner States to assemble and disseminate critical regional climate change data and information to decision-makers and stakeholders. PREPARED could partner with mobile carriers and/or application developers in order to demonstrate new services and products throughout the region. For example, PREPARED could partner with mobile carriers in the region to sponsor “climate change application design fairs” for which the region’s talented designers would compete to design high-value applications for the project and for use by mobile carriers. Such applications could address any number of project-related issues, in particular improving public accessibility and usability of climate-related agriculture information for stakeholders ranging from farmers to government agencies.

**Commercial Ecological Investment Fund**—There are a number of commercial donors in East Africa participating in environmental philanthropy, including Kenya Commercial Bank, Airtel, Safaricom and others. Projects and priorities include reforestation and Water Supply, Sanitation and Hygiene (WASH) projects in rural and vulnerable areas. However, to date, these investments have been highly dependent upon individual corporate priorities and have lacked strategic focus as sustainable development investments. Total Kenya, a refiner of oil and various oil products in Kenya, created the Eco Challenge Fund, a fund that accumulates and disburses corporate investment in ecological social enterprises and catalyzes ecological solutions for climate change. Total Kenya maintains a solid reputation within the corporate community and could leverage the experience and standing of the Eco Challenge funds to strategically target philanthropic investment to one or more of PREPARED’s focus areas. Through a partnership with Total Kenya, PREPARED would gain access to a wide network of corporate, government, and community partners to bear on reforestation and other innovative environmental projects, as well as access to technical advice and expertise on ecological interventions.

## 6.2 Objective 2: Biodiversity Conservation

**Responsible Financial Services for Environmental Protection**—Financial institutions across the region have noted a singular lack of corporate environmental protection standards as a barrier to sustainable commercial lending practices. Kenya Commercial Bank (KCB), which has a presence in all five PREPARED partner states, and other financial institutions have indicated their commitment to ensuring the sustainability and health of their client base through effective environmental policies. KCB is introducing Sustainable Environmental Management Systems (SEMS) as evaluation criteria for its commercial lending. SEMS will require all large-scale loans to undergo an environmental impact assessment, including conservation of biodiversity and sustainable management of natural resources, consultation with affected populations, processes for managing forced relocations, protection of vulnerable indigenous communities, preservation of cultural heritage, grievance management, pollution prevention and control, and the wellbeing of affected populations. Through a partnership with KCB and other lending institutions, PREPARED would enhance KCB’s technical capacity and promote the SEMS policy for adoption across the region.

**Akagera Comprehensive Partnership**—Akagera National Park covers 1,200 square kilometers in eastern Rwanda set against the Tanzanian border. The Akagera Management Company (AKM) was formed in 2010 as the joint management body for Akagera National Park. Over the next 5 years, AKM is planning for \$10 million of investment, including the construction of a 120-kilometer western boundary fence and the reintroduction of lions, elephants, and black rhinos. AKM also continues to manage significant encroachment, poaching, and other resource management pressures. Working

jointly with AKM, Bralirwa, RAP and other private sector interests, PREPARED can develop a comprehensive partnership that would encompass a joint investment package focused on managing river and park resources, reducing encroachment pressures by working on livelihood development with communities surrounding the park, and establish cross-river and transboundary corridors for reintroduced wildlife to thrive.

**Sustainable Tourism Planning for Biodiversity Conservation**—The hoteliers’ associations and tour operators in the Mwanza, Tanzania, and southern Serengeti park area have noted a dramatic decrease in animal populations and biodiversity across the Serengeti-Masai Mara territory due to overuse of government promoted corridors such as Arusha due to overdevelopment. Increased tourism infrastructure (hotels, etc.) has changed migration patterns and diverted herds from traditional routes negatively impacting their access to fresh water. Tour operators are looking to diversify tourism corridors through alternate channels such as Mwanza as a stepping-stone to a northern route to the Serengeti. Both the associations and businesses are interested in proper conservation and management of the Serengeti national park, good policies, concerted conservation efforts for disappearing species, and effective institutions to implement these policies. Through this partnership, PREPARED would bring together several stakeholders from the tourism industry across the region and promote these biodiversity conservation efforts.

**Incentivized Anti-Poaching/Anti-Trafficking Crowdsourcing Platform**--As part of the project’s Objective 2 (Biodiversity Conservation) and in line with the United States Government’s Executive Order (E.O.) to enhance efforts to combat wildlife trafficking and assist foreign governments in building the capacity needed to combat wildlife trafficking and related organized crime, PREPARED has an opportunity to partner with a range of Information and Communications Technology (ICT) companies and private foundations to develop an ICT crowdsourcing platform that would track and report incidents of poaching and trafficking based on mobile phone texting. Poaching of/trafficking in endangered wildlife within East Africa has been increasing in both magnitude and brazenness despite attempts to address this unfortunate trend. To date, governmental and non-governmental programs have focused on improving enforcement in order to confront criminal activity head-on. While enhancements have occurred on the governance level, the problem itself continues to grow in severity, as market pressures outside Africa drive expansion of these illegal markets. At the heart of the initiative, concerned citizens and stakeholders would be able to use free SMS services to text about specific poaching and trafficking incidents in their neighborhoods. This data would then be collected through a software platform that uses interactive mapping to locate the occurrence and the number of texts tied to a specific area or type of incident. “Hot spots” would be mapped into a Google map that differentiate and prioritize problems according to how many users are reporting them.

**Fishery Conservation and Rehabilitation**—Representatives of the fishing sector in the region agree that the natural resources and biodiversity sustainability in Lake Victoria are being threatened. The rapid fish stock decline has a direct negative impact on individual businesses and the industry as a whole. In addition, the industry has indicated an interest in applying for and securing the Marine Stewardship Council label for the fisheries in Lake Victoria. By partnering with fish producers and stakeholders along the value chain, PREPARED would help improve synchronization and harmonization of existing efforts for biodiversity conservation and rehabilitation of fisheries across the region as well as promote sustainable management of the fisheries in Lake Victoria.

“Depletion of the fish stock in [Lake Victoria] has completely disrupted the fishing business and we are losing our customers as a result.”

*Mr. Goodluck Nkini  
Director of Strategy and Innovation  
CRDB Bank Ltd, Tanzania*

### 6.3 Objective 3: Water, Sanitation, and Hygiene

**The Lake Victoria Bilharzia Initiative**—According to the World Health Organization (WHO), the water-borne disease bilharzia causes tens of thousands of death every year, mainly in sub-Saharan Africa. The disease is directly linked to unsanitary excreta disposal and a lack of access to potable water. Infection occurs when human skin comes into contact with contaminated freshwater in which certain types of snails that carry bilharzia are living. Freshwater becomes contaminated by bilharzia when infected people urinate or defecate in the water. The WHO estimates that an improvement in basic sanitation practices reduces the incidence of the disease by 77%.

Quality Chemicals Industries (QCI) is a state-of-the-art pharmaceutical plant that manufactures anti-retroviral and anti-malarial drugs for sale to the Government of Uganda, private drug stores across Uganda, and Kenya for export, and it has a registration in Tanzania and is waiting for an export license there. In addition, QCI has an interest in manufacturing and distributing drugs for treatment and prevention of bilharzia in lakeside communities around Lake Victoria. Through a partnership with QCI, PREPARED would make a substantial development impact if the incidence of bilharzia is decreased as a result of increased awareness, improved access to potable water, and improved sanitation and hygiene practices in lakeside communities.

### 6.4 Objective 4: Cross-Cutting Opportunities (IWRM)

**Improving Water Utility Efficiency**—According to utility and company statistics, East African water utilities typically cannot account for 20 to 40 percent of water supply due to leakages, siphoning, lack of payment, and other inefficiencies. This leads to high levels of inefficiencies and operating costs. A global technology company, Itron, has developed a proposal with the Rwandan National Water Utility (EWSA) in which it has proposed to pilot a project to deploy significant technological resources (including leak detection sensors, meters, and other technologies) in a series of to-be-determined locations in East Africa in order to improve efficiency and limit water loss on a large scale. In so doing, Itron proposes to drastically reduce water use inefficiency and save EWSA millions of dollars a year in losses. Through a partnership with Itron, PREPARED could play a leading role to demonstrate a major technological intervention designed to improve efficiency and conservation of increasingly scarce water resources starting in a targeted region in Rwanda and expanding into other East African markets. This technology demonstration could be complimented with an effort to introduce the ISO 14000 (Environmental Management) certifications as a performance standard. Here, the East African Business Council appears to be playing an important role in promoting ISO adoption across the region and could be a key partner.

**Improving Water Use Efficiency across the Industrial Value Chain**—Various climate change impacts (such as diminished and increasingly variable rainfall) and inefficient industrial and household water consumption contribute to decreased availability of water resources in the Lake Victoria Basin. Brewers and soft drink manufacturers in Burundi, Rwanda, and Uganda recognize that the availability and quality of water have direct and critical business implications, and that any limitations in water access pose a risk to both businesses and the communities in which they operate. Accordingly, these businesses have an inherent interest in ensuring the sustainability of water supply and, therefore, in improving water use efficiency through a variety of water conservation/recycling initiatives as well as technological innovations (i.e., low-cost modifications) at their plants and across the industrial value chain. Engaging in a partnership aimed at improving water use efficiency across the industrial value chain and contributing to the reduction of industrial water consumption would allow PREPARED to contribute to improve the capacity of the private sector and communities in climate change adaptation and would further the project's IWRM efforts.

**Corporate Leadership to Improve Local Water Usage**—Bottlers and beverage producers around Lake Victoria consume significant amounts of water and depend upon water sustainability for future

revenue and growth. All interviewed breweries and bottlers placed a premium on improved efficiency in water usage by reducing water required per liter of beverage produced across the industrial value chain (which allowed SSG to recognize the aforementioned partnership opportunity with the PREPARED Project, Improving Water Use Efficiency across the Industrial Value Chain). However, bottlers and brewers have also noted that inefficient use of water by communities, households, and smaller industries (e.g., textiles, manufacturing, etc.) pose a risk to long-term water sustainability. All companies interviewed noted that it is in their interest to promote water efficiency at both the community and commercial levels within their watersheds through corporate leadership, training, education and public awareness. The PREPARED Project could partner with bottlers and beverage makers in the region to implement high-value water efficiency awareness campaigns for both community-level households as well as small and medium enterprise (SME) water consumers in these communities. The PREPARED Project could broker partnerships with municipal water utilities as well as community groups working on water access and waste.

## **7. PRIORITIZING AND SCORING PARTNERSHIP OPPORTUNITIES**

### **7.1 Selecting Partnerships**

During the course of the RPA field phase, SSG identified 13 preliminary partnership opportunities that are strategic to PREPARED, that bring value to the project, and that marry project goals with private sector interests. As the next step in the partnership identification process, with support from SSG, PREPARED shall convene a working group comprised of select PREPARED staff, representatives from the EAC, the LVBC, USAID, and other stakeholders.

The role of this group will be to determine which partnerships are appropriate for implementation and should be elevated to the next stage of development.

Each partnership presented in this report requires a strategic investment of project resources. By rating each opportunity individually and all opportunities against one another, the project can select those opportunities that best balance project resources and needs, private sector interests and readiness for partnering, and projected outcomes and impacts, rather than simply identifying the “best” opportunities. The PREPARED Project will not be able to develop all partnerships identified in this report due to the partnerships’ inherent complexity, the project’s limited resources, a limited implementation timeframe, and/or project earmark requirements. By carefully examining the relative contributions, costs, and impacts of each partnership, the Project can choose a realistic number of shorter- and longer-term partnerships to develop.

Accordingly, the PREPARED Project shall first establish a High-Level Assurance Group (HLAG) comprised of Project staff and key stakeholder representatives. This group shall convene for the prioritization and scoring workshop to consider the additional value to be leveraged through each partnership as well as relative costs in building partnerships (as described in *Sections 7.1, 7.2, 7.3*). The HLAG may conclude that some proposed partnership opportunities could be jump-started quickly while others may require longer timeframes and negotiations. The highest-value partnerships would take time to mature, but they also could lead to impressive outcomes for the project. Shorter-term partnerships might rapidly lead to tangible activities and deliverables within the Project's work plans, assuming both management buy-in and successful negotiations with the private sector partners. ***Finally, the group may determine that some partnerships are not appropriate for detailed review due to a lack of overlap with project goals or very high transaction costs, as well as reputational risks.***

The role of the PREPARED **High-Level Assurance Group (HLAG)** will be to determine whether potential strategic partnerships are to be elevated to the next stage of development. The HLAG will be convened after SSG has conducted activities relating to various stages of partnership building (e.g., scoping, engagement, formalization, implementation). At a minimum, HLAG shall include:

- **PREPARED Staff:** Chief of Party (COP), Deputy COP, and the technical leads for each of the Project's three technical components;
- **Stakeholders Representatives:** Representatives from the EAC and LVBC to be designated by each partner organization in consultation with the PREAPRED Project management team; and
- **USAID Representatives:** The PREPARED Project COR and/or her designee(s).

Building on SSG's STEP Framework, the HLAG shall score each opportunity presented in this report according to the following criteria:

- Perceived value of each opportunity to businesses;
- Additional value each opportunity would add to project objectives and activities;
- Potential transaction costs and risks each opportunity might present.

Once priority opportunities to be developed have been identified, the PREPARED Project will move forward with the partnership development and formalization process. SSG's Partnership Specialist will initiate and lead formal negotiations with potential partners in order to discuss resource contributions and proposed activities. Throughout this negotiations process, the Partnership Specialist will seek guidance from the Project's technical staff on alignment of prospective partnerships and project activities. The Partnership Specialist will present the negotiations results to HLAG in partnership concept notes. Once the concept notes receive the approval of HLAG, the partnership development shall proceed to the next stage of development: drafting Memoranda of Understanding and formalizing the partnership. It should be emphasized that SSG does not necessarily expect all prioritized partnership opportunities to develop into full-fledged strategic partnerships. All partnership opportunities are in their infancy and more engagement with potential partners is needed before opportunities can evolve into full strategic partnerships. It should also be noted that the PREPARED Project may identify and build other strategic partnerships in the months and years to come beyond the 13 identified in this RPA.

This approach to partnership development will allow the PREPARED Project to make disciplined decisions about partnership development in line with project goals. It is the objective of the approach to facilitate more efficient and focused efforts regarding partnership engagement and formalization, cognizant of the potential diversity and number of partnerships and limited staff time.

## 7.2 Project Value

In determining the relative value of a partnership opportunity, it is important to weigh the merits of a public-private partnership as a development intervention. The PREPARED Project’s work plan specifies a series of project results as measures of project success. For a partnership to be considered of the highest value, it must fulfill program goals above and beyond what the project could achieve independently.

Over the last several years, SSG has analyzed scores of public-private partnerships around the world to determine the development value that collaboration with the private sector can bring to USAID development objectives (by enhancing and extending that which USAID-funded activities are able to achieve through project funding alone). To this end, each partnership could be evaluated using the following criteria (see *Table 5*).

### Prioritization Criteria: PREPARED Project (Development) Value

**TABLE 5: PARTNERSHIP PRIORITIZATION CRITERIA: PROJECT VALUE**

- **Increased Scale** refers to expanded impact as measured through a greater number of beneficiaries or extended geographic or sector reach achieved through the partnership.

Example: The partnership with Itron would enable the PREPARED Project to participate in a cutting-edge technological pilot aimed at improving water efficiency and limiting water loss across East Africa.

- **Improved Effectiveness** denotes an improved technical approach, results, and/or program as a direct result of the private sector’s unique knowledge.

Example: By partnering with mobile carriers and/or mobile app developers in the region to sponsor “climate change apps design fairs,” the Project could address any number of project-related issues, such as the climate-related agriculture information.

- **Increased Efficiency** implies cost or time savings to the partnership effort simply as a result of private sector contributions.

Example: Through a partnership with Total Kenya, the PREPARED Project would gain access to a wide network of corporate, government, and community partners to bear on reforestation and other innovative environmental projects, as well as access to technical advice and expertise on ecological interventions.

- **Increased Sustainability/Replication** seeks to define whether activities or impacts of the partnership can continue after PREPARED Project support for the partnership or project ends. Replication refers to how feasible it is for the Project, or its stakeholders, to reproduce a successful partnership activity in other contexts.

Example: By partnering with beer and soft drinks manufacturers in the region (that have a vested business interest in improving water use efficiency across the industrial value chain), PREPARED would contribute to the reduction of industrial water consumption.

- **Systemic Change** refers to whether the partnership has the potential to make a substantial positive impact on a development challenge.

Example: By partnering with Quality Chemicals Ltd, the PREAPRED Project could make a substantial development impact if the incidence of bilharzia (which is 69 percent among children in one rural lakeside community in Kenya called Mbita) is decreased as a result of increased awareness, improved access to potable water, and improved sanitation and hygiene practices in lakeside communities.

### 7.3 Business Value

In successful public-private partnerships, private companies typically collaborate with projects because a partnership will help address a key business issue. While there may be a variety of factors motivating a company to forge a partnership with the PREPARED Project, the HLAG may frame its review around three of the most common motivators (see *Table 6*).

#### Prioritization Criteria: Business Value

**TABLE 6: PRIORITIZATION CRITERIA: BUSINESS VALUE**

- The partnership solves a **key business challenge**. For example, East African water utilities state that they cannot account for 20-40% of water supply due to leakages, lack of payment, and other inefficiencies. Itron, a global technology company that helps utilities measure and analyze water and energy, has stated that it believes that it can recover up to 20 percent of water loss in the first year of partnership, adding up to \$6 million of additional revenue for Rwandan National Water Utility. Reducing operating costs for water utilities is a primary business interest in this partnership opportunity. If the pilots were successfully administered, revenue from water loss savings and efficient services in pilots could serve as a major model for similar projects throughout the region and beyond and PREPARED could play a leading role in promoting efficient use of water.
- The partnership creates an **investment** or **expanded market opportunity**. For example, Itron is eager to demonstrate its technological resources (including leak detection sensors, meters, and other technology) across the region in order to improve efficiency and limit water loss at a large scale, because Itron believes the region to be its key future market. Through a partnership with Itron, PREPARED could play a leading role in demonstrating a major technological intervention designed to improve efficiency and conservation of increasingly scarce water resources.
- The partnership creates **CSR** or **image value for the company**. For example, Total Kenya, a refinery of oil and various oil products in Kenya, is sensitive to investors who are wary of activities and production methods that have negative environmental and social effects. In collaboration with various stakeholders across the country, Total Kenya

created the Eco Challenge Fund, which accumulates and disburses corporate investment in ecological social enterprises and catalyzes ecological solutions for climate change. Through a partnership with Total Kenya, the PREPARED Project could gain access to a wide network of corporate, government, and community partners to bear on reforestation and other innovative environmental projects, as well as access to technical advice and expertise on ecological interventions.

- The partnership **reduces costs or increases revenue/profits** through improved efficiencies of operations.

In most cases, the first two factors will have a greater importance to a company than CSR/image value. While CSR is gaining in importance globally, relatively few companies successfully integrate CSR as a component of their business strategy. Yet, despite an overall lack of sophistication in a global context, CSR may play a significant role in PREPARED Project partnerships. For this reason, the gating process should ascribe a value to CSR as it did to solving business challenges or aiding new investment/expanding markets, both of which are more clearly related to the core business interests of most companies.

## 7.4 Risks and Transaction Costs

While business and project value of partnership opportunities is absolutely critical, the HLAG may also consider whether partnership opportunities could present the PREPARED Project with significant risks and transaction costs (see *Table 7*).

### Prioritization Criteria: Risks and Transaction Costs

**TABLE 7: PRIORITIZATION CRITERIA: RISKS AND TRANSACTION COSTS**

- **Increased Risk** refers to both development and reputational risk that the PREPARED Project may face as a result of the partnership.

Example: Before embracing the partnership to improve water utility efficiency with Itron, actual financial investment requirements for rolling out the pilot should be determined. Moreover, PREPARED would need to work with Itron, utilities, and other stakeholders to ensure and confirm accuracy and efficiency of technology modeling and predictions.

- **Staff Intensity** refers to the level of Project staff involvement that may be required to bring a partnership to fruition and oversee its successful implementation.

Example: In order for the Crop Insurance Partnership to be effective, the project and stakeholders would have to conduct extensive awareness and training campaigns to educate small- and medium-scale farmers about insurance and its benefits. Currently, in Kenya less than 4 percent of the population uses insurance products. In order for effective insurance products be developed, significant time investment will be required to promote uptake among rural smallholder populations.

- **Time Horizon** defines the amount of lead-time required to take the proposed partnership opportunity from its present form to the point at which actual partnership activities are underway.



Example: To be effective, the Fishery Conservation and Rehabilitation partnership model will require buy-in and participation from various private and public stakeholders (e.g., industry associations, fish processors, beach management unites, etc.). The PREPARED Project would need to evaluate whether engaging all relevant stakeholders and propelling a partnership forward within reasonable timeframe is realistic or whether stalling by various government and parastatal stakeholders would unduly hinder the effectiveness of this partnership model. (Anecdotally, the fisheries bill in Uganda, which was drafted in Parliament in 2004 and designed to enforce penalties for illegal fishing, has not been enacted to date, due to a lack of political will.)

## 8. NEXT STEPS

Over the next several years USAID/East Africa, through the PREPARED Project, is well positioned to build a number of strategic public-private partnerships that will engage the private sector as a full partner in a number of key regional initiatives in climate change adaptation, biodiversity and WASH. These partnerships will not simply mobilize resources, but also provide an opportunity for deeper collaboration among key stakeholders, notably the EAC and LVBC, and the region's diverse private sector.

Following the finalization and approval of the RPA report by the PREPARED Project management team and USAID, SSG will work with PREPARED on a number of additional activities allowing the project to:

- Design a partnerships development approach that emphasizes realistic and effective implementation of targeted partnerships throughout the life of the project;
- Determine which partnerships are appropriate for implementation and should be elevated to the next stage of development;
- Rate each partnership opportunity individually and all opportunities against one another, and select those opportunities that best balance project resources and needs, private sector interests, and projected outcomes and impacts;
- Engage key private sector players in a more formal dialogue about partnerships building with the goal of formally laying the foundation for partnerships for Year 2 and beyond; and
- Foster staff and stakeholder capacity and understanding of the complex partnership implementation process, and accordingly institutionalize this process within the institutions.

Key next steps for the PREPARED Project partnership building process include:

- **Present RPA Report to PREPARED Management and USAID.** SSG will review key appraisal findings and recommendations with project management, incorporate any changes or recommendations, and submit the final RPA report. Once approved by PREPARED management, Tetra Tech ARD will present the RPA to USAID/East Africa.
- **Establish a HLAG and Schedule a Scoring and Prioritization Workshop.** PREPARED shall establish the HLAG comprised of PREPARED Project staff and key stakeholder

representatives and, in consultation with SSG, schedule the scoring and prioritization workshop for August/September 2013, designed to prioritize and score which partnerships are appropriate for implementation and should be pursued.

- **Carry out the Scoring and Prioritization Workshop.** The HLAG will convene and – guided by SSG and PREPARED Project staff and following the process and criteria outlined in *Section 7* – prioritize and score which partnerships are appropriate for implementation and should be elevated to the next stage of development. Critically, this process will also map out resources – from the project as well as the core stakeholders such as the EAC and LVBC – that may be committed to supporting activities under these partnerships.
- **Identify and Develop Public-Private Dialogue Opportunities and Platforms.** In addition to partnerships, based on the RPA process there appear to be multiple opportunities to engage the private sector in policy discussions relevant to the PREPARED Project’s objectives. In particular, biodiversity and IWRM are two topics where the regional policy environment has a direct impact on the private sector. Accordingly, the Project’s Private Sector Specialist will meet with country and regional business associations to better to define public-private dialogue opportunities, including a PREPARED Project Private Sector Forum. . It is essential that any public-private dialogue events occur with the full support and participation of the EAC and LVBC. Furthermore, events must be carefully aligned with the roll out of other PREPARED activities so that the project is well positioned to capitalize on the momentum that such a forum may create.
- **Explore Options with CEO Water Mandate.** While there does appear to be an alignment of interests with the CEO Water Mandate in particular as the Mandate relates to a post-2015 MDG, it is not yet clear what form collaboration should take, nor whether the timing will allow for collaboration. Moreover, it is not yet clear whether the CEO Water Mandate has its own funding or is seeking PREPARED Project funds. Accordingly, SSG will proceed cautiously to work with the organization to explore options for consideration by the HLAG.
- **Begin Negotiations with the Private Sector.** The private sector forum would set the stage for formalizing partnerships. Once the partnership has been elevated to the next level of development, SSG’s Partnership Specialist will enter formal negotiations with potential partners in order to discuss resource contributions and proposed activities. The Partnership Specialist will present these initial negotiations results to HLAG in partnership concept notes. The concept notes would also lend themselves to the exploration of investment package opportunities.
- **Gate Partnerships with the HLAG.** As a key element of the strategic partnership development process, SSG will continue to convene the HLAG on a quarterly basis to assess development of key partnership opportunities and to continue the process of partnership selection.

## 9. ANNEXES

### 9.1 Partnership Opportunity Tables

#### 9.1.1 Improving Water Utility Efficiency

Opportunity	Improving Water Utility Efficiency
<b>Sector(s)</b>	Water, Technology
<b>Leading Companies</b>	Itron, Rwandan National Water Utility (EWSA), REGIDESO, Kisumu Water and Sewerage Company, European Union, WASP
<b>Development Challenges</b>	<p>Itron is a global technology company that helps utilities measure, manage, and analyze water and energy. Within its product portfolio, the company develops water, electricity, gas, and thermal energy measurement and control technology. The company works with 8,000 utilities in more than 100 countries, empowering partner utilities to responsibly and efficiently manage energy and water resources.</p> <p>The company has developed a proposal with EWSA in which it proposes to pilot a project to deploy significant technological resources, including leak detection sensors, meters, and other technology in a series of locations to be determined in order to improve efficiency and limit water loss at a large scale. According to utility and company statistics, East African water utilities typically cannot account for 20 to 40 percent of water supply due to leakages, siphoning, lack of payment, and other inefficiencies. Itron has stated that it believes that it can recover up to 20 percent of water loss in the first year of partnership, adding up to \$6 million of additional revenue for EWSA. Although initially focusing on Rwanda and Burundi, the company is eager to expand activities throughout East Africa. Itron has representation in all five primary EAC countries.</p> <p>By partnering with Itron and the utility companies in one or more pilot areas throughout the EAC, PREPARED could be able to demonstrate significant water conservation savings and financial gains for utility stakeholders. In addition, the company could work at the household level to demonstrate conservation- and efficiency-based savings to water utility customers. Based on experience and studies conducted in similar contexts, such savings could lead to lower individual bills, which in turn could lead to increased payment and revenue for service providers. Itron has indicated that the European Union is also interested in partnering to deploy the technology.</p>
<b>Business Interest</b>	Reducing operating costs for water utilities is a primary business interest in this partnership opportunity. Itron is eager to demonstrate its technology in East Africa and sees the region as a key future market. For their part, utilities would add significant new revenues and address a major challenge (water loss).
<b>Potential Private Sector Resources</b>	Technology, funding (through the European Union)

<b>Project Resources &amp; Value</b>	Assuming accurate predictions, PREPARED could play a leading role with other donors to demonstrate a major technological intervention designed to improve efficiency and conservation of increasingly scarce water resources. If the pilots were successfully administered, revenue from water loss savings and efficient services in pilots could serve as a major model for similar projects throughout the region and beyond.
<b>Constraints/Risks</b>	Actual financial investment needs to be determined in order to roll out a demonstration or pilot. Moreover, PREPARED would need to work with Itron, utilities, and other stakeholders to ensure and confirm the accuracy and efficiency of technology modeling and predictions.

### 9.1.2 Improving Water Use Efficiency across the Industrial Value Chain

<b>Opportunity</b>	<b>Improving Water Use Efficiency across the Industrial Value Chain</b>
<b>Sector(s)</b>	Manufacturing, Brewing/Bottling
<b>Leading Companies</b>	Nile Breweries (Uganda), Braliwa (Rwanda), Brarudi (Burundi)
<b>Development Challenges</b>	Brewers and soft drink manufacturers in Burundi, Rwanda, and Uganda recognize that the availability and quality of water have direct and critical business implications, and that any limitations in water access pose a risk both to businesses and the communities in which they operate. Various climate change factors (such as diminished rainfall) and inefficient industrial and household water consumption contribute to diminished availability of water resources. To address this challenge, manufacturers of beer and soft drinks of the region expressed their commitment to improving water use efficiency through the implementation of water conservation initiatives at their plants and across the industrial value chain (as Nile Breweries put it, “from grain to glass”). In fact, water conservation is one of the sustainable development priorities for brewers in the region. For example, Nile Breweries indicated that its primary and ongoing commitment is “making more beer while using less water.” The effectiveness of these water conservation initiatives is somewhat hindered by the lack of buy-in from stakeholders across the value chain, because these initiatives require financial and other resources (and small- and mid-size businesses do not have a great deal of discretionary funds to sponsor/undertake such initiatives).
<b>Business Interest</b>	<p>Beer and soft drink manufacturers have an inherent interest in ensuring the sustainability of water supply and, therefore, in improving water use efficiency through a variety of water conservation/recycling initiatives as well as technological innovations (i.e., low-cost modifications at the plants).</p> <p>Also, growing barley and sorghum for beer production is a business interest for these manufacturers. This involves an interest in working with farmers in developing, supporting, and training on modern agronomic farming methods. For example, Nile Brewers opened a barley malting plant and is now interested in producing malted barley</p>

	locally rather than importing it from Europe (currently a mere 2,000 tons is cultivated annually by farmers in Uganda, while the plant capacity is 20,000 tons per year).
<b>Potential Private Sector Resources</b>	Business, financial and ideological commitment to water conservation; wastewater treatment facilities.
<b>Project Resources &amp; Value</b>	The development of a partnership focused on improved water use efficiency across the industrial value chain would contribute to the reduction of industrial water consumption.
<b>Constraints/Risks</b>	A major constraint is the lack of funding and “political will” for the water conservation initiatives among mid- and small-size suppliers.

### 9.1.3 Corporate Leadership for Improved Water Usage

<b>Opportunity</b>	<b>Corporate Leadership for Improved Water Usage</b>
<b>Sector(s)</b>	Water Conservation
<b>Leading Companies &amp; Possible Resource Partners</b>	Tanzania National Breweries, Heineken (Rwanda, Burundi), Nyanza Bottlers (Tanzania)
<b>Development Challenges</b>	<p>Bottlers and beverage producers around Lake Victoria consume significant amounts of water and depend upon water sustainability for future revenue and growth. All interviewed breweries and bottlers placed a premium on improved internal efficiency in water usage by reducing water required per liter of beverage produced or bottled.</p> <p>However, bottlers and brewers have noted that inefficient use of water by communities, households and smaller industries (textiles, manufacturing, etc.) pose a risk to long-term water sustainability. Brewers and bottlers noted that poor understanding of the risk of inefficient water usage and lack of effective pricing and payment systems reduce the value of water as a commodity. Households do not understand the risk of inefficient water usage in the long run, while businesses lack systems for water recycling, treatment and waste disposal that contribute to sustainable water supply.</p>
<b>Business Interest</b>	Several bottlers and beverage producers consume water through municipal supply systems, while Tanzania National Breweries has established a water piping system directly from Lake Victoria. Bottlers and beverage makers have been keen to establish high quality water treatment facilities in their operations, often meeting waste treatment standards for international brands such as Coca Cola and Pepsi. One beverage maker, Tanzania National Breweries, contributes its treated wastewater directly back to the surrounding community instead of pumping it back through the municipal sewage system.

	Each of the bottlers noted that more efficient use of municipal water systems and direct lake usage could contribute to improved water sustainability. Bottlers and beverage makers realize that it is in their interest to promote water efficiency at both the community and commercial levels within their watersheds through corporate leadership, training, education and public awareness.
<b>Potential Private Sector Resources</b>	Financial resources for public awareness and water efficiency projects, professional technical expertise for local industries to improve water usage efficiency.
<b>Project Resources &amp; Value</b>	PREPARED could partner with bottlers and beverage makers to create high-value water efficiency awareness campaigns both for households and SME water consumers. PREPARED could assist in brokering partnership projects with municipal water utilities as well as community groups working on water access and waste. Bottlers and beverage producers could use their standing as employers and benefactors to local communities to promote efficient water usage and waste among community members as well as provide technical expertise and leadership in the SME community to promote water usage efficiency.
<b>Constraints/Risks</b>	Bottlers and beverage makers expressed keen interest in promoting efficient water usage in their communities, but noted several risks. First, bottlers and breweries were not willing to invest in capital projects such as improve municipal water and sewage systems. Beverage makers and bottlers have already invested significantly in their own treatment and waste systems. Second, bottlers and beverage makers noted a very low level of public awareness of household level water consumption and the risks that inefficient consumption pose to sustainability. Community awareness and improved usage campaigns would require significant time and energy in producing household level and community level impacts on actual water usage.

#### 9.1.4 Fishery Conservation and Rehabilitation

<b>Opportunity</b>	<b>Fishery Conservation and Rehabilitation</b>
<b>Sector(s)</b>	Fishing
<b>Leading Companies &amp; Possible Resource Partners</b>	Alpha Group, Greenfields Ltd, Uganda Fish Exporters and Processors Association, LISARO, Akagera Management Company, Beach Management Units
<b>Development Challenges</b>	Representatives of the fishing sector in the region agree that the natural resource sustainability in Lake Victoria is at stake. Challenges include the rapid fish stock decline. Uganda has an open access policy and despite existing net size guidelines, poaching continues to be a problem due to a lack of policing and anti-poaching regulation enforcement. Because of the drastic decline in the fish resources, only 14 factories are currently operational in Uganda (as compared to 18 factories 8 years ago), and these factories operate at a mere 20 percent of capacity. According to the Fish Processors and Exporters Association (UFPEA) statistics, the Uganda fish export value has

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experienced a steady decline since 2005 from \$145 million in 2005 to \$89 million in 2011. In 2007 in Uganda, self-policing tactics have been put in place and implemented by various UFPEA members. The measure included a zero-tolerance and non-acceptance of fish below the slot size and random plant audits by independent consultants. The interventions have not had the designed positive effect, because the fisherfolk and fish suppliers still manage to find markets for their illegal catch in neighboring countries. Fish processors in the region are interested in creating a transboundary industry partnership that would involve enforcing this self-policing initiative across the region (ideally with government participation, such as the Lake Victoria Fish Organization, the beach management units, the marine police, etc.). Government bodies in the region charged with regulating and policing the fishing industry have been largely ineffective due to, in part, a lack of financial and human resources, clear regulations, and/or a lack of political will.

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**Business Interest** The industry as a whole is interested in pursuing an international certification of the fishery (Marine Stewardship Council label). This would involve research and a concerted effort in improving the management of fisheries in order to demonstrate that the resource is being well-managed and the stocks are in the process of recovering.

In addition, a lack of access to potable water and poor sanitation and hygiene practices at the landing sites have had a direct negative impact on the upstream value chain management. Fish processors in the region are interested in setting up water purification systems and toilets at the landing sites, conducting sanitation trainings, etc.

Finally, the industry is interested in the establishment of a well-regulated aquaculture in Lake Victoria as an intervention designed to conserve/recover wild fish stocks in the lake.

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**Potential Private Sector Resources** Access to markets and services all along the value chain; knowledge resources; access to scientific research; premises and materials for research; and human resources.

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**Project Resources & Value** Through this partnership, PREPARED could improve synchronization and harmonization of existing efforts for conservation and rehabilitation of fisheries across the region. By partnering with fish producers and stakeholders along the value chain, PREPARED could help promote sustainable management of the fisheries and ultimately, improved conservation of biodiversity in Lake Victoria. Acquisition of the Marine Stewardship Council label for the fisheries or even strides toward acquiring it would be a considerable accomplishment for the industry and the project. The second important component of this partnership opportunity is improved access to potable water, and improved sanitation and hygiene practices among lake users.

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**Constraints/Risks** To be effective, this partnership model will require buy-in and participation from various private and public stakeholders (e.g., industry associations, fish processors, beach management units, etc.). In Uganda, the fisheries bill, which was drafted in Parliament in 2004 and designed to enforce penalties for illegal fishing, has not been enacted to date, due to a lack of political will.

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### 9.1.5 Sustainable Tourism Planning for Biodiversity Conservation

Opportunity	Sustainable Tourism Planning for Biodiversity Conservation
<b>Sector(s)</b>	Travel, Tourism
<b>Leading Companies</b>	Hoteliers' Association of Tanzania and Kenya, Mwanza Online, Burundi Tours, Nature's Land, Akagera Management Company.
<b>Development Challenges</b>	<p>Mwanza Online and Nature's Land have been providing tourism services for over a decade in Mwanza and the neighboring lake zone regions. Their services cover most of the southern part of the Serengeti national park, Mara Sub Basin and southern parts of Masai Mara in Kenya. Travel and tourism contribute significantly to the economies of East Africa. In Tanzania, the tourism sector has become the second economic driver behind agriculture.</p> <p>The travel and tourism sectors are expected to decline due to various reasons, including those related to climate change, degraded biodiversity and the emergency of other sectors. Increased construction in the northern part of Serengeti and Mara Sub Basin has disturbed natural ecosystems and biodiversity. The natural migration corridors in the Serengeti are changing and the number of animals migrating per season has significantly decreased. Human activities have detrimentally affected the natural ecosystem and have led to the disappearance of many species.</p> <p>The fluctuating water level in the Mara River and the climate impact drying several of its tributaries have led to many deaths of native species in the Serengeti. Furthermore, issues such as high fees charged to tourists, dilapidated infrastructure, and compromised personal security and poaching continue to challenge the environment. The government's continued prioritization of the Serengeti as the primary tourism destination continues to impact the environment in the park while more disbursed and distributed tourism across other natural parks would lessen ecological damage to the Serengeti.</p>
<b>Business Interest</b>	<p>The hoteliers' associations and tour operators in the Mwanza and southern Serengeti park area seek increased tourism visiting Mwanza and using it as a stepping stone to a northern route to the Serengeti. Both the association and businesses would like proper conservations and management of the Serengeti national park, good policies, proper management of disappearing species and effective institutions to implement these polices. The businesses interviewed believe that once the southern route has been improved it will largely reduce the overutilization of the northern route and thus help reduce environment impacts which are a result of over-utilizing the Northern route</p>
<b>Potential Private Sector Resources</b>	<p>The tourism industries and hoteliers association can secure funds from donors, access to the Ministry of Natural Resources and Tourisms and communications and awareness with local communities.</p>
<b>Project Resources &amp; Value</b>	<p>The project cuts across many tourist industries and companies that could serve as excellent partners with sister tourist industries in neighboring countries. Further, the</p>



travel and tourism industries also have very good connections with local community groups to encourage advocacy for ecologically sound policies.

**Constraints/Risks** Tourism activities are very highly politicized in Tanzania potentially high levels of corruption in procurement of various licenses for hunting, tourism and construction. Further, poaching remains a significant challenge to the tourism industry due to threats to personal safety and should be approached cautiously.

### 9.1.6 Lake Victoria Bilharzia Initiative

<b>Opportunity</b>	<b>Lake Victoria Bilharzia Initiative</b>
<b>Sector(s)</b>	Health
<b>Leading Companies</b>	Quality Chemicals Ltd, Beach Management Units, Community Groups, Health Facilities
<b>Development Challenges</b>	<p>Communities along Lake Victoria continue to depend on the lake as a source of water for drinking and cooking, for bathing, etc. Schistosomiasis (also known as bilharzia or snail fever) is a little-known disease endemic in lakeside communities around Lake Victoria. For example, the prevalence of bilharzia among children in one rural lakeside community in Kenya called Mbita is 69 percent. Despite its high prevalence, the disease is easily prevented and treated. The prevention would involve awareness campaigns, provision of potable drinking water, prevention of wastewater runoffs into the lake, etc. Quality Chemicals of Uganda is interested in increasing disease awareness and in manufacturing and distributing treatment.</p> <p>The rates of HIV infection are persistent in the region, and malaria is still a major challenge. Drugs for both diseases are in short supply. Anecdotally, only 50 percent of those who need anti-retrovirals in Uganda receive them.</p>
<b>Business Interests</b>	Quality Chemicals Industries (QCI) is a state-of-the-art pharmaceutical plant that manufactures anti-retrovirals and anti-malarial drugs. Established in 2005, QCI is a joint venture company between the Chemical, Industrial and Pharmaceutical Laboratories (CIPLA) of India, the world's largest manufacturer of generic medicines, and Quality Chemicals Ltd of Uganda. QCI produces anti-retroviral and anti-malarial medicines for sale to the Government of Uganda, to private drug stores across Uganda, and for export to Kenya. QCI has a registration in Tanzania and is waiting for an export license, which would enable it to expand its market into Tanzania. In addition, QCI has an interest in manufacturing drugs for treatment and prevention of bilharzia.
<b>Potential Private Sector Resources</b>	PREPARED can leverage QCI's knowledge of pharmaceutical manufacturing, including the technological transfer that QCI has received from its Indian parent company.
<b>Project Resources &amp; Value</b>	This would be a smaller scale partnership. However, the impact of the endeavor could be tremendous if the incidence of bilharzia were decreased as a result of increased awareness, improved access to potable water, and improved sanitation and hygiene

practices in lakeside communities. This could be an example of how small project investment can have a substantial development impact.

<b>Constraints/Risks</b>	Working with a pharmaceutical company that is partially government-owned could be a challenge. The timing of QCI's export license in Tanzania could be considerably delayed. The hurdles to obtain license to manufacture a new product could take this partnership outside of the project's timeline. Finally, to be effective, the partnership would require buy-in and engagement from community organizations, health facilities, and parastatal bodies, such as beach management units.
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### 9.1.7 Responsible Financial Services for Environmental Protection

<b>Opportunity</b>	<b>Responsible Financial Services for Environmental Protection</b>
<b>Sector(s)</b>	Financial/ Banking
<b>Leading Companies</b>	Kenya Commercial Bank (KCB), Banque Populaire (Rwanda)
<b>Development Challenges</b>	<p>The financial institutions are keen to protect their business sustainability. Financial institutions look to their lending and retail services to generate profits. KCB and other financial institutions have indicated that effective environmental policies will ensure the sustainability and health of their client base.</p> <p>KCB is introducing Sustainable Environment Management Systems (SEMS) as evaluation criteria for its commercial lending. SEMS will require all large-scale loans to undergo an environmental impact assessment, including conservation of biodiversity and sustainable management of natural resources, consultation with affected populations, processes for managing forced relocations, protection of vulnerable indigenous communities, preservation of cultural heritage, grievance management, pollution prevention and control, and the wellbeing of affected populations.</p>
<b>Business Interest</b>	KCB seeks to ensure that the commercial loans are developed in a socially responsible manner and reflect sound environmental management practices. By doing so, KCB anticipates and mitigates negative impacts of commercial loans on the ecosystems and communities affected.
<b>Potential Private Sector Resources</b>	KCB has a presence in all of the five East African countries where the PREPARED Project operates. KCB already has internal capacity and is at an advanced stage of SEMS development. KCB is the largest in asset base in East Africa at KSh322 billion and capital base KSh41 billion.
<b>Project Resources &amp; Value</b>	The bank has already drafted the social and responsible investment policy, and is awaiting approval at the board level. PREPARED expertise can enhance KCB's technical capacity and promote the SEMS policy for adoption at the EAC level.

<b>Constraints/Risks</b>	It is unclear whether the rest of the financial and banking sector will follow KCB's lead in instituting SEMS loan assessments. Furthermore, it remains unclear whether KCB's leadership will prove effective in promoting EAC-level policy with the relevant regulatory authorities.
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### 9.1.8 Agricultural Research for Climate Change Adaptation Investment

<b>Opportunity</b>	<b>Agricultural Research for Climate Change Adaptation Investment</b>
<b>Sector(s)</b>	Agriculture: Seeds, Soil analysis, Weather Indexes
<b>Leading Companies &amp; Possible Resource Partners</b>	National Microfinance Bank (Ltd) Tanzania, FIT Uganda, CRDB Bank Limited
<b>Development Challenges</b>	<p>Agriculture is the leading sector in Tanzania, employing 80 percent of the working population. With vast arable land, agriculture remains the most promising sector to the Tanzanian economy. The agricultural sector is dominated by small-scale holders, and only one third of the arable land is being cultivated. There is little large-scale agriculture and about 80 percent of the farms are rain-fed. Large- and medium-scale commercial agriculture are still in their infancy. Most of the companies interviewed are hesitant to invest in the agri-sector for several reasons, including the lack of quality data on agricultural inputs and weather patterns.</p> <p>There are no agricultural aggregators to further large investments or ensure a consistent supply of quality agricultural inputs. Tanzania lacks agri-dealers, and the sector requires investment in supply chain and agricultural management to become effective.</p> <p>Small-scale holders often operate in cooperatives under the supervision of crop boards (e.g., cotton board, sugar board) that can be very bureaucratic and can bottleneck local agricultural production.</p> <p>Financial institutions are wary of the lack of quality of agricultural inputs (seeds, soil quality, etc.) and the impacts of climate change on future harvests. Financial institutions also require additional information along the value chain in order to invest significantly in the sector.</p>
<b>Business Interest</b>	Financial institutions are eager to expand into the agribusiness sector, particularly smallholder farmers. Currently, financial institutions operate only in highly organized agricultural sectors, such as coffee, cashews, tea and sugar.

Insurance companies have also expressed an interest in developing products for crop and livestock insurance. However, these industries are also hindered by the lack of quality data.

Several companies are also interested in working on entrepreneurial skills with farmers and agri-dealers. In Tanzania, there is a lack of qualified agri-dealers and a “missing middle” in the agriculture community. Quality data on agricultural inputs, yields and weather patterns would allow for more comprehensive investment in the agricultural community.

<b>Potential Private Sector Resources</b>	Access to financial resources, labor and networks
<b>Project Resources &amp; Value</b>	<p>CRDB Bank Limited and National Microfinance Bank are the largest local and regional banks that support agriculture into various crops. This existing experience is very useful to PREPARED in organizing research institutions that will easily support the sector.</p> <p>PREPARED could also use the experience from the regional insurance companies and agri-businesses to provide experience on weather indexations, crop commercialization soil research and agri-inputs quality control. Through a research partnership on agri-inputs and climate conditions, PREPARED could motivate financial institutions to lend more to the agri-sector and also expand the crop-base and subsectors connecting farmers to agri-dealers and the regional markets.</p>
<b>Constraints/Risks</b>	Companies are very interested to move forward with this project. PREPARED will need to connect the other expected stakeholders such as Bureau of Standards for quality checks, research institutions and climatology centers. It should be noted that some of the institutions here might be government parastatal, and it can sometimes be challenging to work with them.

### 9.1.9 Crop Insurance Partnership

<b>Opportunity</b>	<b>Crop Insurance Partnership</b>
<b>Sector(s)</b>	Financial Services/Insurance sector
<b>Leading Companies &amp; Possible Resource Partners</b>	Jubilee Insurance (Kenya, Tanzania, Burundi, Uganda), UAP Insurance, SERVIR East Africa, FIT Uganda.
<b>Development Challenges</b>	In East Africa, smallholder farmers are facing the effects of climate change. Extreme or erratic rains, floods and drought threaten their livelihoods. Most of these farmers work five hectares or less, often in remote areas. In Kenya, the agricultural sector employs three quarters of the working population. During bad seasons, smallholder farmers can lose their entire harvest and lack the money to buy quality seeds and other inputs for the next growing season. Due to this, insurance companies like Jubilee and UAP have

drafted and piloted agricultural insurance products that help farmers cope with climate change and devastating weather shocks.

Despite these pilots, insurance companies suffer from weak technical and human resources, which are exacerbated by a lack of sufficient agricultural and weather information to develop reliable insurance products. Most critically, insurance companies lack the networks and systems to assess agricultural inputs (soil quality, seeds, etc.) and weather profiles that are critical to the predictive value of insurance products.

<b>Business Interest</b>	Given the nature of this market (large bottom of the pyramid market), the insurance companies are keen on developing products that are simple, affordable, and relevant to small farmers. Additional insurance products could be developed for agri-dealers in rural areas to aggregate insurance schemes.
<b>Potential Private Sector Resources</b>	Jubilee and UAP insurance have already piloted small-scale crop insurance schemes, but have yet to scale up due to the lack of reliable data for indexation. Jubilee and UAP could bring extensive resources for research and analyses that would assist smallholder farmers in achieving greater agricultural output.
<b>Project Resources &amp; Value</b>	PREPARED's ongoing relationship with RCMRD/SERVIR East Africa can contribute significantly to improving weather indexes. PREPARED can broker a successful relationship between private financial institutions and SERVIR, which can help to commercialize SERVIR's ongoing mapping for increased profitability.
<b>Constraints/Risks</b>	Most smallholder farmers lack knowledge of insurance and its benefits. Less than 4 percent of the population uses insurance products in Kenya. Should effective insurance products be developed, significant investment will be required to promote uptake among rural smallholder populations.

#### 9.1.10 Apps for Climate Change Adaptation

<b>Opportunity</b>	<b>Apps for Climate Change Adaptation</b>
<b>Sector(s)</b>	Information and Communications Technology (ICT)
<b>Leading Companies</b>	Safaricom, Airtel, FIT-Uganda, MTN, Tempo, iHub, Nailab
<b>Development Challenges</b>	Among its major activities, PREPARED will be working throughout its duration to assemble and disseminate critical regional climate change data and information to decision makers and stakeholders. One of the business sectors with the highest potential to increase the effectiveness of this project component is ICT. Mobile phone companies have aggressively expanded into remote corners of the region, seeking to expand their customer base through growing dealer and sub-dealer networks. With high penetration of handset ownership rates, mobile carriers are developing new services and products through which they can attract new customers, such as Safaricom's agricultural market pricing Short Message Service (SMS). The EAC is only

now entering a new technological revolution in which Chinese-made smartphones will become affordable and available to growing numbers of customers, effectively opening up a new market of 3G and 4G applications and services not possible on older mobile phones. PREPARED could partner with mobile carriers and/or application developers in order to demonstrate new services and products throughout the region. For example, PREPARED could partner with mobile carriers in the region to sponsor “climate change application design fairs” for which the region’s talented designers could compete to design high-value applications for the project and for use by mobile carriers. Such applications could address any number of project-related issues, such as that of climate-related agriculture information.

<b>Business Interest</b>	Mobile carriers and application developers would be interested in demonstrating services and products to potential customers, many of whom will be unaware of these services. PREPARED could serve as an important enabling conduit in helping smartphone customers understand the benefits and potential for new technology usage. PREPARED-generated content and climate information could serve as a key means of growth for mobile companies in a fiercely competitive environment where demonstrating and selling products and services will be a key business strategy.
<b>Potential Private Sector Resources</b>	Technology, market access, application design
<b>Project Resources &amp; Value</b>	Regarding resources, this partnership would need to be closely linked to the PREPARED information management team and stakeholders. Their participation would be essential to guarantee effectiveness and success. The value itself could be uniquely important in increasing both the scale and effectiveness of PREPARED’s information management systems and dissemination.
<b>Constraints/Risks</b>	One potential constraint may be the unwillingness of multiple carriers to work with PREPARED when they know that their chief competitors are also partnering with the program. In addition, this type of partnership would need to be intimately linked to project information management needs, which would take time to develop. Finally, there is an element of risk in designing a completion without any guarantee that the resulting products would be of value to either the project or mobile telecommunication partners.

### 9.1.11 Commercial Ecological Investment Fund

<b>Opportunity</b>	<b>Commercial Ecological Investment Fund</b>
<b>Sector(s)</b>	Oil and Gas
<b>Leading Companies</b>	Total Kenya (in addition to potential partnerships with other oil and production companies)

<b>Development Challenges</b>	<p>Total Kenya refines fuel, oil and lubricants, bitumen and other oil products and is involved in formative oil exploration in Kenya. Total has oil outlets cross the entire country and is well known.</p> <p>The extractive and refining industry faces a number of challenges, including the need for significant investment in new oil and gas projects. Production continues to stagnate or decline due to ecological changes. National and local governments are creating stringent measures and policies on how to control carbon emissions that affect the climate. Total, as well as other oil and gas companies, are challenged to convince the various regulators, decision-makers and public that their activities are compatible with a cleaner, low-carbon environment as well as energy independence. Oil exploration activities significantly contribute to ozone gas (contributing more than half of the smog-forming pollutants), which pollutes air and water. The environmental management authority in Kenya is already pressuring exploration companies to show through word and deed how their operations and activities can be environment-friendly.</p> <p>Massive exploration in the northern part of Kenya and the Mwanza region of Tanzania is already damaging unique ecosystems and biodiversity. Exploration is fueling unrest among the local communities, which are unaware of the benefits and risks of exploration and production. Furthermore, government policies supporting renewable fuels and efficient consumption may pose a challenge to future profitability.</p>
<b>Business Interest</b>	<p>The oil exploration companies are keen to remain profitable. Given the above challenges, Total Kenya is increasingly focused on non-conventional oil and gas that offset perceptions of limits to conventional resources. Total Kenya is sensitive to investors who are wary of activities and production methods that have negative environmental and social effects. Total Kenya is already stocking solar and other renewable energy products in all their petrol stations and outlets in response.</p>
<b>Potential Private Sector Resources</b>	<p>Total Kenya has extensive collaborations with corporations such as Safaricom, Tata Chemicals Magadi, and Frigoken, as well as the Government of Kenya, schools, community-based organizations and over 2 million individuals and others to create the Eco Challenge Fund. The Fund accumulates and disburses corporate investment in ecological social enterprises and catalyzes ecological solutions for climate change.</p> <p>The Eco Challenge Fund's motto "Miti ni Mali" means "trees are a source of wealth." The Eco Challenge Fund strives to create a national platform to sustain the environment by bringing people and organizations together to plant trees. The Eco Challenge Fund aims to plant more than 100 million trees per year for the foreseeable future, as well as supporting other reforestation efforts.</p>
<b>Project Resources &amp; Value</b>	<p>Total Kenya can bring a wide network of corporate, government and community partners to bear on reforestation and other innovative environmental projects. Total Kenya's internal Environmental Management Department can provide technical advice and expertise on ecological interventions.</p>
<b>Constraints/Risks</b>	<p>Total Kenya invites partnership in the Eco Challenge Fund, but resists interference in activities or mission drift. Furthermore, there is a reputation of low accountability and general opaqueness as the Fund is managed internally at Total Kenya.</p>

### 9.1.12 Akagera Comprehensive Partnership

<b>Opportunity</b>	<b>Akagera Comprehensive Partnership</b>
<b>Sector(s)</b>	Park Management, Brewing/Bottling, Mining
<b>Leading Companies</b>	Akagera Management Company (AKM), Bralirwa, Rwanda Allied Partners (RAP)
<b>Development Challenges</b>	<p>The Akagera National Park covers 1,200 square kilometers in eastern Rwanda, set against the Tanzanian border. Founded in 1934, it covers savannah, mountain, and swamp and is anchored by the Kagera River, which flows along its eastern boundary and feeds several lakes, the largest of which is Lake Ihema. The complex system of lakes and linking papyrus swamps makes up over 30 percent of the park and is the largest protected wetland in central Africa. The park suffered major trauma during the genocide, both from depletion of wildlife and encroachment from returning settlers, which reduced the park's size by over 50 percent.</p> <p>In 2009, the Rwanda Development Board (RDB) and the African Parks Network entered into a 20-year renewable agreement for the joint management of Akagera. AKM was formed in 2010 as the joint management body for Akagera National Park. Over the next 5 years, AKM is planning for \$10 million of investment including the construction of a 120-kilometer western boundary fence and the reintroduction of lion, elephants, and black rhino. In order to provide effective corridors for elephants and other wildlife, AKM will need to establish strong partnerships and links with Tanzanian protected areas directly across the border, connections that have yet to be developed.</p> <p>Akagera continues to face significant encroachment, poaching, and other resource management pressures. Poaching remains significant, with 30 percent of those arrested coming from Tanzanian villages across the border. Similarly, commercial overfishing of the river has severely affected fishery biomass, with one Kigali-run fishing company playing a large role in improperly managing the sector. To the south, the Bralirwa Brewery (Rwanda's largest brewery) is establishing a major agriculture project that will eventually source 60 percent of all grain inputs from the region. The project will draw water directly from the river/lake system and will clear much natural (and unused) brush directly bordering the park. Similarly, several mining operations, including a tungsten operation overseen by RAP, are abutting the park and pose risks both in negative environmental impacts but also by developing new population centers next to the park where none existed previously.</p> <p>Working jointly with AKM, Bralirwa, RAP and other private sector interests, PREPARED could develop a comprehensive partnership that would encompass a joint investment package focused on managing river and park resources, reducing encroachment pressures by working on livelihood development with communities surrounding the park, and establish cross-river and transboundary corridors for reintroduced wildlife to thrive.</p>



<b>Business Interest</b>	For Akagera to thrive, park management must work with local communities and stakeholders to develop a broad range of livelihood opportunities and remove the threats to encroachment and partnering. AKM also understands that it must reach across the border to Tanzania, both to reduce poaching threats and develop corridors for wildlife migration. The Rwandan private sector could play a central role in developing an investment package. Both AKM and RAP stress the importance of building strong relations with AKM and local communities and a willingness to co-invest with PREPARED and other partners in a range of support.
<b>Potential Private Sector Resources</b>	Technical support, funding (investment), community access, technology, jobs
<b>Project Resources &amp; Value</b>	As the Akagera National Park forms the heart of the Kagera River Basin, partnership with AKM would offer comprehensive access to a full range of natural resources and communities throughout a large region in Rwanda and Tanzania. The river itself provides over 25 percent of inflow to Lake Victoria, and therefore the health of the river is central to the health of the lake. The partnership offers a platform for joint local investment with the private sector and for co-development of a very important natural resource, viewed by the Government of Rwanda as an essential part of its natural resource management program and tourism development. Bralirwa and RAP can offer funding and employment, along with potential purchases of “offsets” to counter lost wilderness in operations outside the park
<b>Constraints/Risks</b>	This partnership has many potential directions regarding potential activities and geographic areas of focus. These need to be narrowed to keep the partnership manageable. Furthermore, PREPARED must decide whether the Kagera River Basin will become an area of focus before engagement before this partnership can move forward.

### 9.1.13 Incentivized Anti-Poaching/Anti-Trafficking Crowdsourcing Platform

<b>Opportunity</b>	<b>Incentivized Anti-Poaching/Anti-Trafficking Crowdsourcing Platform</b>
<b>Sector(s)</b>	ICT
<b>Leading Companies</b>	Mobile operators (Safaricom, Airtel, Vodacom, etc), Ushahidi, Total Foundation
<b>Development Challenges</b>	Poaching and trafficking of endangered wildlife within East Africa has increasing in both magnitude and brazenness despite attempts to address this unfortunate trend. To date, governmental and non-governmental programs have focused on improving enforcement in order to confront criminal activity head-on. While enhancements have occurred on the governance level, the problem itself continues to grow in severity, as market pressures outside Africa drive expansion of these illegal markets. As part of the project’s Biodiversity Component (Component #2) and in line with the United States government’s Executive Order (E.O.) to enhance efforts to combat wildlife trafficking and assist foreign governments in building the capacity needed to combat wildlife trafficking and related organized crime, PREPARED has a unique opportunity to

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partner with a range of ICT companies – as well as private foundations – to develop a unique ICT crowdsourcing platform that would track and report incidents of poaching and trafficking based on mobile phone texting.

The opportunity will build on the proven unique platform already developed by Ushahidi, a non-profit software social enterprise that develops free and open source software for information collection, visualization and interactive mapping. The company uses the concept of crowdsourcing for social activism and public accountability, serving as an initial model for what has been coined as 'activist mapping' - the combination of social activism, citizen journalism and geospatial information. Ushahidi offers products that enable local observers to submit reports using their mobile phones or the internet, while simultaneously creating a temporal and geospatial archive of events. The company began as a website initially developed to map reports of violence in Kenya after the post-election fallout at the beginning of 2008. Since then Ushahidi has evolved to take on many other different kinds of issues and applications.

This partnership opportunity represents a unique opportunity to harness cutting edge mobile phone technology in order to combat wildlife poaching and trafficking. At the heart of the initiative, concerned citizens and stakeholders would be able to use free SMS services to text about specific poaching and trafficking incidents in their neighborhoods. This data will then be collected through a software platform that uses interactive mapping to locate the occurrence and the number of texts tied to a specific area or type of incident. "Hot spots" would be mapped into a Google map that differentiate and prioritize problems according to how many users are reporting them.

PREPARED and key private sector partners could incentivize incident reporting by providing 'awards' of various sorts for key reports. For lesser reports, mobile companies could offer free services such as phone credit, or possibly other services and products (such as new phones). For more significant reports, USAID and PREPARED could offer cash awards on a yearly or semi-yearly basis. Groups like the Total Foundation in Kenya could provide funding for these awards.

The benefits of this partnership would be significant. First, government agencies would have the ability to better understand patterns and intensity of poaching/trafficking. This platform would provide a unique, evolving source of data through comprehensive tracking. Importantly, the platform would help bridge the gap between local stakeholders/citizens and government by indelibly linking them through crowdsourcing. Stakeholders would become essential to the anti-poaching/trafficking efforts. In addition, crowdsourcing would be able to 'groundtruth' incidents, the reporting of which have traditionally been the responsibility of enforcement agencies. As has been reported in the regional and international media, rogue elements within these same agencies have sometimes contributed to poaching and trafficking of wildlife. Crowdsourcing may help shine a light on internal problems.

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**Business Interest**

Mobile phone companies would be interested in this partnership both for CSR purposes (i.e. being on the frontlines of improving anti-poaching enforcement) as well as using the platform to introduce customers to a new type of value-add SMS and data services that will provide a new stream of revenue for the companies in the future. By designing and providing the actual crowdsourcing platform, Ushahidi can continue to find relevant new markets for its technology. Companies like Total or private foundations could

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contribute financially in order to show significant (CSR) results related to conservation and environmental social investment goals.

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**Potential Private Sector Resources** Mobile phone operators would provide free SMS numbers/services for use by its members. Depending on feasibility, the mobile operators could collaborate to eliminate cross-carrier or even cross-border fees. Ushahidi would provide the software free of charge and could offer programming support to tailor the crowdsourcing platform to fit KCI's needs.

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**Project Resources & Value** This partnership has strong potential for notable, long-term project impact. Implemented successfully, the partnership could positively contribute to the project's Biodiversity Component (Component 2), funded by USAID's Biodiversity Earmark. Government enforcement agencies could save resources by diminishing the need for on-the-ground patrolling and expensive data collection and field research to gauge violation. More significantly, local residents and citizen stakeholders would have an active hand in helping improve conservation and would see tangible results from their participation in the system. PREPARED staff will need to be involved in managing and stewarding the partnership. More critically, the partnership should be built into Component 2 technical objectives in order to fully benefit from the crowdsourcing "hotspot" data collected through the platform.

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**Constraints/Risks** Not surprisingly, the partnership opportunity faces a number of challenges. On an implementation level, the various government agencies and PREPARED need to have the ability to act on the data collected. Without synchronizing enforcement with the level of potential violations received, the project runs the risk of

Other potential challenges include the need for cross-operator collaboration. The mobile fees involved with texting across networks are typically high in East African counties. As a non-profit, Ushahidi would provide the software platform for free, but a heavier involvement will need to be subsidized, and this cost is yet to be determined. Finally, and potentially most significantly, the IT staff in government wildlife agencies may not be able to manage the actual web site interface for the platform. PREPARED therefore needs to determine the ideal oversight for the tool.

## 9.2 Select RPA Interview Reports

### 9.2.1 Bralirwa

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**Bralirwa**



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**Business Sector/Industry:** Brewing/Bottling    **Location of Operations/Production:** Rwanda

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**Date of Interview:** May 28, 2013    **Location of Interview:** Bralirwa Head Office

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**Company Focus/Product:** Bralirwa focuses on the production of soft drinks and beers.

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**Business Interests:**

1. Develop sustainable production plants that respect the growing challenges of the environment by seeking to play a key part throughout Rwandan society through the application of the core values of the business.
2. Passion for quality and enjoyment for life while respecting the people, society and environment.

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**Business Challenges:** The current growth/pace of the country does not match the labor force capacity to drive or go along with local and foreign capital investment

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**CSR (if any):**

1. Bralirwa supports Unity Club toward the completion of Cyanika Genocide Memorial Site in Nyamagabe District.
2. Bralirwa also supported new projects focused on prevention and treatment of HIV/AIDS in Africa at the Heineken HIV/AIDS symposium held in Amsterdam.

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**Alliance/Partnership Potential (high/medium/low):** High

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**Program areas & Project Overlap:** Bralirwa currently works as part of the BRAMIN Project (Bralirwa - Minimex). This is a project that involves maize irrigation and commodities. A tremendous milestone was achieved regarding having pivots reservoirs in Nsego (Akagera)

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**Leverage:** Bralirwa's work with the BRAMIN Project could be used as leverage.

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**Previous/current engagement with USAID (if any):** None

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**Drawbacks (mini-due diligence):**

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**Point of Contact:** Jonathan Hall; jonathan.hall@heineken.com

**Website:**  
www.bralirwa.com/cms

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### 9.2.2 FIT Uganda Ltd

**FIT Uganda Ltd**



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**Business Telecommunications**      **Sector/Industry:**      **Location of Operations/Production:** **Uganda, Kenya**

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**Date of Interview:** May 28, 2013

**Location of Interview:** Kampala, Uganda

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**Company Focus/Product:** FIT Uganda provides capacity building and facilitation support to SMEs across Uganda. FIT works through both public and private sector to support service companies, nonprofits, Governments and donor programs working with the SME sector. FIT collaborates with partners in socially responsive strategies to support and facilitate sustainable development through access to market programs, enterprise development, business linkages, feasibility assessment, and investments in new and innovative business services specifically targeting SMEs.

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**Business Interests:**

1. Build different mobile platforms for businesses;
  2. Conduct business training (applied value chain training, with a prior needs assessment);
  3. Design an app for collecting information at landing sites (what type of boat/net was used, etc.); and
  4. Become an information bank or a data clearinghouse for the region.
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**Business Challenges:**

1. Difficult to get farmers to sign up because they are used to getting free or heavily subsidized services; and
2. Interested in looking for sustainable data collection, analysis, and authentication models (not those that are heavily subsidized and will fail as soon as subsidies run out).

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**CSR (if any):**

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**Alliance/Partnership Potential (high/medium/low):** High

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**Program Areas & Project Overlap:** Working with farmers (agricultural data), interested in working with fisherman, climate change data clearinghouse, etc.

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**Leverage:** Human resources, data, needs assessments, applied trainings

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**Previous/current engagement with USAID (if any):** Received a grant from USAID—Competitiveness and Trade Expansion Program (COMPETE)—to develop a communications program.

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**Drawbacks (mini-due diligence):**

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**Point of Contact:**

Robert Kintu; robert@fituganda.com

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**Website:** [www.fituganda.com](http://www.fituganda.com)

### 9.2.3 Itron

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Itron



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Business Sector/Industry: **Energy and Water** Location of Operations/Production: **Rwanda**

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Date of Interview: **May 29, 2013**

Location of Interview: **Serena Hotel, Kigali**

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Company Focus/Product: **Itron is a global technology company that helps utilities measure, manage, and analyze water and energy. Within its product portfolio, the company develops water, electricity, gas, and thermal energy measurement and control technology. The company works with 8,000 utilities in more than 100 countries, empowering partner utilities to responsibly and efficiently manage energy and water resources.**

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Business Interests:

3. Itron is eager to demonstrate its technology in East Africa and believes the region to be a key future market.
  4. The company sees water-challenged emerging markets as central to its development. It is working in countries such as India to provide advanced water conservation and efficiency solutions. In India, it has instituted a metering solution to the Delhi Jal Board, including 120,000 advanced automated meters, 40,000 standard meters, mobile collection equipment and software, which will be used to collect, measure and analyze water usage. With 120,000 advanced meters deployed in New Delhi, the project will be India's largest mobile advanced metering system when completed.
  5. Itron has developed a proposal with the Rwandan National Water Utility (EWSA) in which it proposes to pilot a project to deploy significant technological resources including leak detection sensors, meters, and other technology in a series of locations to be determined in order to improve efficiency and limit water loss at a large scale.
  6. Itron sees East Africa as a key future market, because water utilities in East Africa aim to add significant new revenues and address their major challenge, water loss. According to utility and company statistics, East African water utilities typically cannot account for 20 to 40 supply of supply due to leakages, siphoning, lack of payment, and other inefficiencies. Itron believes it can recover up to 20 percent of water loss in the first year of partnership, adding up to \$6 million of additional revenue for EWSA. Although initially focusing on Rwanda and
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Burundi, the company is eager to expand activities throughout East Africa. Itron has representation in all five primary EAC countries.

7. EWSA decided 5 years ago to invoice users on a flat fee basis (through lump sum amounts) without a proper monitoring system, and this led to irrigation and household abuse from water users without mentioning the leakages happening on the water supply network.
8. Through comprehensive analysis and research, Itron has concluded that it can reduce the national loss in Rwanda by 20 percent with an investment amounting to 2 million Euros. The return on investment of that amount will occur within 5 months. Itron envisions implementing the pilot across the country, but it could focus on specific geographic areas that would be of particular interest to the project, such as the Kagera river valley.
9. Contacts have been initialized with REGIDESO (Burundi's national utility company), and Itron is represented in Burundi.

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**Business Challenges: See above.**

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**CSR (if any): Itron has a significant CSR program that cuts across many issues and geographic areas (see <https://www.itron.com/about/Pages/Our-Corporate-Responsibility.aspx>). During 2011, Itron's community investment programs supported more than 210 nonprofit local and global agencies. This support included investment in Education and Youth Development (54 percent of funding), Health and Human Services (38 percent), and Economic and Community Development (8 percent). Itron is also a corporate sponsor of Water for People, a nonprofit organization working to bring clean water supplies and sanitation to the developing world.**

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**Alliance/Partnership Potential (high/medium/low): High**

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**Program Areas & Project Overlap:** PREPARED could play a leading role with other donors to demonstrate a major technological intervention designed to improve efficiency and conservation of increasingly scarce water resources.

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**Leverage:** Technology and funding (in kind and with support through the European Union).

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**Previous/current engagement with USAID (if any):** None known

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**Drawbacks (mini-due diligence):** Actual financial investment needs to be determined in order to roll out the pilot. Additional information is needed in order to confirm accuracy and efficiency of technology modeling and predictions.

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**Point of Contact:**

Ivan Twagirashema; itwagirashema@gmail.com

**Website:**

<http://www.itron.com>

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## 9.2.4 Jubilee Insurance

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**Jubilee Insurance**



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**Business Sector/Industry:** Insurance

**Location of Operations/Production:** Burundi, Kenya

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**Date of Interview:** May 28, 2013

**Location of Interview:** Jubilee Insurance

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**Company Focus/Product:** Offer a broad range of Long Term (Life and Pensions) and Short Term (Medical and General) insurance products

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**Business Interests:** Jubilee aims to provide insurance products that are relevant and can appeal to the public.

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**Business Challenges:**

1. Their new innovative products like weather and satellite index products are vulnerable to unpredictable weather patterns.
2. The climate change has also had impact on infrastructure like roads and air, thus more accidents and eventually leads to more compensation to clients.

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**CSR (if any):**

1. Jubilee Children Fund - In commemoration of the 70th anniversary, the Jubilee Children Fund has a focused approach of alleviating the hardships faced by underprivileged children in the areas of education funding and medical care.
2. Jubilee Insurance Samaritan Award - Raise the profile of members of the society passionate about the welfare of those around them.

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**Alliance/Partnership Potential (high/medium/low):** High

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**Program areas & Project Overlap:** The company has weather index and satellite insurance focusing on mitigating and compensating clients on climate change. The products that they are developing are sensitive to the challenges of the environment. Their business development department came up with Weather and satellite index insurance for them to be relevant to the challenges of the environment.

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**Leverage:**

1. The company has a countrywide network.
2. The company is trans boundary in all of the five East African countries.
3. The company is already working in collaboration with RCMRD who are partners in the PREPARED program.
4. The company has a dedicated business development department who keeps on looking at their products and their relevance to the needs of the market.

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**Previous/current engagement with USAID (if any):**

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**Drawbacks (mini-due diligence):**

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**Point of Contact:**

Francis Nagri; francis.nagri@jubileeinsurance.com

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**Website:**

[www.jubileeinsurance.com](http://www.jubileeinsurance.com)

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## 9.2.5 Nile Breweries Ltd

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**Nile Breweries Ltd**



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**Business Sector/Industry:** Brewing and Bottling      **Location of Operations/Production:** Jinja, Uganda

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**Date of Interview:** May 28, 2013      **Location of Interview:** Jinja, Uganda

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**Company Focus/Product:** Situated on the banks of the River Nile and Lake Victoria, Nile Breweries makes beer from water tapped from the river. Producing 960 hectoliters per annum, Nile Breweries is the number one provider of locally produced beer in Uganda.

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**Business Interests:**

1. Enterprise development; and
2. Producing malted barley locally (rather than importing malted barley from Europe).

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**Business Challenges:**

1. Finding funding and gaining stakeholder buy-in/approval for water conservation initiatives;
2. Obtaining suppliers' buy-in and participation (especially smaller suppliers that have limited discretionary funds); and
3. There is no government-designated landfill for solid waste, nor is the one being used compliant with the local law or waste disposal standards.

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**CSR (if any):**

1. Human rights/transparency;
2. HIV/AIDS free testing and counseling for employees and community; and
3. Responsible alcohol consumption campaigns.

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**Alliance/Partnership Potential (high/medium/low):** High

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**Program areas & Project Overlap:** Nile Breweries has several sustainable development priorities. The main goal is Sustainable Water Use and reducing its water usage in general.

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**Leverage:** Financial and ideological commitment to water conservation; wastewater treatment facilities.

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**Previous/current engagement with USAID (if any):** USAID/Uganda commissioned a feasibility study for the construction of a community effluent treatment plant. Nile Breweries did not have its own effluent treatment plant at the time and was interested in this project. However, the plant construction did not move forward, and Nile made an investment into the construction of its own plant.

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**Drawbacks (mini-due diligence):**

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**Point of Contact:**

Fred Balikagira; fred.balikagira@ug.sabmiller.com

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**Website:**

[www.nilebreweries.com](http://www.nilebreweries.com)

## 9.2.6 Quality Chemicals Industries

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### Quality Chemicals Industries



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**Business Sector/Industry:** Pharmaceutical

**Location of Operations/Production:** Kampala

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**Date of Interview:** May 23, 2013

**Location of Interview:** QCI Office, Kampala

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**Company Focus/Product:** Quality Chemicals Industries (QCI) is a state of the art pharmaceutical plant that manufactures anti-retrovirals and anti-malarial medicines. Established in 2005 as a joint venture company with CIPLA of India, it is the world's largest manufacturer of generic medicines in Uganda. QCI produces anti-retroviral and anti-malarial medicines for sale to the Government of Uganda, to private drug stores across Uganda, and for export to Kenya.

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#### **Business Interests:**

1. Broaden drug exports (QCI has registered in Tanzania and hopes to soon receive a license to be able to export the drugs to Tanzania);
2. Research new drugs as HIV is becoming resistant to current strains; and
3. Begin the production of an anti-parasitic drug for the water-born disease schistosomiasis (also called bilharzia or snail fever), which is endemic around Lake Victoria.

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#### **Business Challenges:**

1. Universities are not responding to the needs of the industry (inadequate academic training); and
2. Low awareness and literacy about diseases such as bilharzia and HIV/AIDS.

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**CSR (if any):** QCI campaigns for malaria/HIV treatment through faith-based organizations, in jails, etc.

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**Alliance/Partnership Potential (high/medium/low):** High

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**Program Areas & Project Overlap:** Water, sanitation, and hygiene. By treating and preventing the water-borne disease bilharzia, QCI could provide access to clear drinking water, prevent wastewater runoffs into the lake, prevent the draining of swamps, and restore swamplands.

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**Leverage:** Knowledge of pharmaceutical manufacturing, including the technological transfer that QCI has received from its Indian parent company.

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**Previous/current engagement with USAID (if any):** QCI was involved in the USAID-funded NetMark project implemented by FHI360 that aimed to reduce the burden of malaria in sub-Saharan Africa by increasing the commercial supply of and public demand for insecticide-treated nets.

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**Drawbacks (mini-due diligence):** QCI sees itself as working exclusively in the health sector and was initially skeptical about the existence of linkages with the technical objectives of PREPARED.

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**Point of Contact:**

George W. Gabuma; [cco@qcil.co.ug](mailto:cco@qcil.co.ug)

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**Website:**

[www.qcil.co.ug](http://www.qcil.co.ug)

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## 9.2.7 SERVIR East Africa

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SERVIR East Africa



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**Business** Telecommunications      **Sector/Industry:**      **Location of Operations/Production:** Across East Africa

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**Date of Interview:** May 23, 2013      **Location of Interview:** Nairobi, Kenya

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**Company Focus/Product:** The company integrates satellite observations and predictive models with other geographic information (sensor and field-based) to monitor and forecast ecological changes and respond to natural disasters.

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**Business Interests:** Develop and commercialize relevant tools that appeal to common interest groups.

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**Business Challenges:**

1. How to use science to tackle ecological challenges to the public, and;
2. The possibility of commercializing these applications to be user friendly to the public, such as having contracts with telecommunication companies to commercialize these applications.

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**CSR (if any):**

1. Training farmers and communities on climate change.
2. Supporting student research fellows through the My Community Our Earth Partnership (MyCOE) program.

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**Alliance/Partnership Potential (high/medium/low):** High

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**Program Areas & Project Overlap:** SERVIR is looking on how to build commercial products out of their applications. They have developed a biodiversity mapping tool that uses ground- and satellite-based data to develop range maps for flora and fauna as a baseline for assessing possible impacts of climate change on species numbers and distribution. They have also developed application for monitoring flood from earth and space covering entire Easter Africa ( Including Ethiopia, Somalia, Zambia, and South Sudan) the application gives early warning about flood or drought disaster response (agriculture, and public health.)

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**Leverage:** The organization has the only space research station in the region with adequate and qualified staff coupled with rich connections with the Governments.

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**Previous/current engagement with USAID (if any):** Have participated or partnered with USAID through RCMRD.

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**Drawbacks (mini-due diligence):** Possibility of commercializing some of their applications, before testing/ piloting has been a challenge. Most of the applications that can appeal to the public are under test.

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**Point of Contact:**

Andre Kooiman; [andre.kooiman@rcmrd.org](mailto:andre.kooiman@rcmrd.org)

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**Website:**

[www.servirglobal.net](http://www.servirglobal.net)

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## 9.2.8 Sumaria Group Ltd

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Sumaria Group Ltd



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**Business Sector/Industry:** Manufacturing      **Location of Operations/Production:** Tanzania, Regionally

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**Date of Interview:** May 29, 2013      **Location of Interview:** Countrywide Headquarters, Dar es Salaam, Tanzania

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**Company Focus/Product:** It is a group of companies that specializes in various industries, including manufacturing, bottling, ginning, energy sector, and pharmaceuticals. The company also buys cotton from farmers around the Mara sub basin and processes the cotton.

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**Business Interests:**

1. Expanding its presence into more countries than the current eight African countries.
2. Diversifying into more sectors with greater focus on the energy sector.
3. Expanding its pharmaceutical business and technology inventions.

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**Business Challenges:**

1. The politics of the cotton business, as there are too many government bodies involved with it.
2. Lack of enforceable contracting in farming.
3. High water prices.
4. Deforestation in most of the areas that Sumaria operates.
5. Limited help with investment in irrigations systems to support farmers.
6. Unfriendly government policies regarding business.

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**CSR (if any):** Sumaria provides clean water to most of the communities where it operates. It has also provided medicine to the dispensaries in Bulambo ward in Mara where it operates.

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**Alliance/Partnership Potential (high/medium/low):** High

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**Program Areas & Project Overlap:** At its factories, Sumaria is concerned with water resources management. Sumaria recycles water for various purposes and also ensures that its water treatment plants are always up to standards. The company depends much on the water sector and would like the resources better managed. The company has also included sustainability concepts in all its plans to ensure that each company activity is done sustainably. The company is concerned with increasing deforestation, and it has started providing simple energy technologies such as biogas. It also wants the LVBC to develop aquaculture policies that will result in acts to govern water resources.

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**Leverage:** The company could leverage resources such as technology, skills and resources. There is also a need to make the government understand the contribution of business to development (lobbying).

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**Previous/current engagement with USAID (if any):**

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**Drawbacks (mini-due diligence):** The company has potential to cooperate. However, it is also very business minded. For Sumaria to participate in a program, it should add value to Sumaria's business.

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**Point of Contact:**

Ankush Shah; ankush@sumaria.biz

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**Website:**

www.sumaria.biz

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## 9.2.9 Total Kenya

Total Kenya



**Business Sector/Industry:** Oil and Gas

**Location of Operations/Production:** Burundi, Kenya

**Date of Interview:** May 27, 2013

**Location of Interview:** Regal Plaza, Nairobi

**Company Focus/Product:** Total Kenya is an energy supply and refinery of fuel, oil and lubricants, bitumen and other oil products.

### **Business Interests:**

1. To have a vibrant economy with good infrastructure and healthy people who can consume their products; and
2. To have more outlets for sustainability.

### **Business Challenges:**

1. As there is a greater pressure on the world's resources through events such as climate change, Total Kenya is concerned about alternative sources of energy, as fossil fuel is being depleted.
2. Total Kenya is also concerned about the impact of carbon dioxide that is emitted from the fossil fuels that they distribute.

**CSR (if any):** Working with schools, community-based organizations and foundations to plant trees.

**Alliance/Partnership Potential (high/medium/low):** High

**Program Areas & Project Overlap:** As a way to conserve biodiversity, the company has been working with communities to conserve the natural forests and plant over 100 million trees every year. Total has also embarked on a biodiversity conservation program that stocks solar energy equipment in all of its outlets in East Africa.

**Leverage:** The company has a wide distribution network and strong business continuity department focusing on biodiversity conservation and climate change adaptation.

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**Previous/current engagement with USAID (if any):**

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**Drawbacks (mini-due diligence):**

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**Point of Contact:**

Robert Njeru; robert.njeru@total.co.ke

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**Website:**

www.total.co.ke

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## 9.3 RPA Interview Schedules

### 9.3.1 Burundi Schedule

**Members of Team:** Patrick Kagabo and Thomas Buck

**Schedule:** May 21-24, 2013

#### Wednesday, May 22

- 10:00**                      **Tourism Sector**  
Mrs. Ange Muyubira, Tourism Business Development  
Creative Designer, Kaz OZah  
Bujumbura
- 11:30**                      **KCB Bank**  
Mrs. Gloria Nyambok, Managing Director  
Mr. Elijah Musinga, Head of Business Development  
Bujumbura
- 3:00**                        **International Trading Company**  
Mr. Berry Mazambo, Financial Manager  
Bujumbura, Burundi
- 4:30**                        **KINJU**  
Ms. Carmen Kanziza, Assistant Manager  
Bujumbura Burundi
- 5:30**                        **Afritextile SA**  
Mr. Firoz Mohamed, General Manager  
Bujumbura

#### Thursday, May 23

- 10:00**                      **EXIM**  
Mrs. Frida Turimuci, Operation Manager  
Bujumbura
- 3:00**                        **LISARO**  
Mr. Lionel Gashirahamwe, Administrateur Directeur General  
Bujumbura
- 4:30**                        **FRUITO**  
Mrs. Marie Muque Kigoma, Directeur General  
Bujumbura

#### Friday, May 24

- 10:00**                      **SPARK**  
Mr. Annelies Van den Berg, Country Manager

**BBIN**

Mr. Christian Nibasumba, Directeur  
Bujumbura

**12:00**

**REGIDESO**

Mr. Montfort Ndagijimana, Directeur Commercial  
Bujumbura

**3:30**

**BRARUDI**

Mr. Euloge Nzeyimana, Assistant Communication Externe  
Bujumbura

**4:30**

**AFRICEL/TEMPO**

Mrs. Gloria Mugisha, Project Management Officer  
Bujumbura

**9.3.2 Kenya Schedule**

**Members of Team: Polycarp Ngoje and Chris Cavanaugh**  
**Schedule: May 21-31, 2013**

**Tuesday, May 21**

**2:30**

**Continental Renewable Energy**

Dr. Oscar Aghan, Executive Director  
Norfolk Hotel, Nairobi

**3:30**

**STEM 2030 Limited**

Mr. Allan Okwiri, Chief Executive Officer  
Norfolk Hotel, Nairobi

**4:30**

**Nuru Energy**

Bernard Kinyanjui, Operations Manager- Kenya  
Cape Office Park, Nairobi

**Wednesday, May 22**

**9:00**

**M-Farm Limited**

Ms. Linda Kwamboka, Co-Founder and Marketing Lead  
Bishop Mague Centre, Nairobi

**10:00**

**Acumen Fund**

Ms. Menka Shah, Senior Portfolio Associate,  
Ken Macharia, Business Development Manager, East Africa  
Cape Office Park, Nairobi

**11:00**                    **Taka Moto Biogas Limited**  
Ms. Laura Schutter, Communications Director  
Off Ngong Road (Opposite Kenya Science Campus),  
Nairobi

**2:00**                    **Centre for Alternative Technologies Limited**  
Mr. Swaleh Hassan, Solar Solution Integrator  
Baba Dogo Road, Nairobi

**3:00**                    **Green Action Network**  
Ms. Grace Nyawira Kuria, Chairlady  
Norfolk Hotel, Nairobi

**Thursday, May 23**

**10:00**                    **Kenya Commercial Bank Limited**  
Ms. Caroline Wakesho Sonje, Sustainability Manager  
Ms. Cynthia Irene Mboli, Corporate Communication Manager  
Head Office, KENCOM House, Nairobi

**11:30**                    **SERVIR East Africa**  
Mr. Andre Kooiman, Regional Director  
Kasarani Road, Ruaraka

**2:00**                    **Equity Bank Limited**  
Ms. Esther Muiruri  
General Manager, Agribusiness (Marketing)  
Equity Centre, Upper Hill, Nairobi

**Friday, May 24**

**9:00**                    **Green Forest Social Investments Limited/OSIENALA  
Friends of Lake Victoria**  
Dr. Godfrey Ogonda, Deputy Director  
Dr. Obiero Onganga, Executive Director  
Lake Victoria Centre for Research and Development, Kisumu

**10:00**                    **ECOFINDER, KENYA**  
Ms. Caroline Achieng Odera, Programme Manager  
Dunga Wetland Pedagogical Centre, Kisumu

**12:00**                    **Beach Management Unit, Dunga**  
Mr. Oketch Okulo, Chairman  
Dunga Beach, Kisumu

**2:00**                    **KISUMU WATER AND SEWERAGE COMPANY  
LIMITED**  
Eng. Moses Jura, Head of Technical Services  
Mr. James Angawa, Head of Finance



Nafaka House, Kisumu

3:00

**AGRA**

Mr. Qureish Noording  
Program Officer (Former Program Manager at LVBC)  
Kisumu Hotel, Kisumu

**Saturday, May 25**

9:00

**EAC/LAKE VICTORIA BASIN COMMISSION**

Eng. Dan Owore, Regional Program Coordinator, LVWATSAN  
2  
Kisumu Hotel, Kisumu, Kenya

12:00

**MUMIAS Sugar Company Limited**

Mr. Athman Wangara, Public Affairs and Communications Officer  
Head Office Mumias, Mumias, Kenya

**Monday, May 27**

9:00

**Total Kenya**

Mr. Robert Njeru, Sustainability Officer, Ecological Challenge  
Head Office, Regal House, Parklands Nairobi

11:00

**Kickstart International**

Mr. Guy Redding, Director of Programs and Partnerships, East  
Africa  
Mr. Samuel Kisengi, Country Manager  
Mr. Christopher Okwiri, Partnership Manager, Kenya  
Head Office, Kalson Towers, Westlands Nairobi

**Tuesday, May 28**

9:00

**Horizon Telemetry**

Mr. Tom Ekajja, Director  
Top Plaza, Kindaruma Road, Nairobi

12:00

**Hydratech Limited**

Mr. David Njoroge, Managing Director  
Norfolk Hotel, Nairobi

2:00

**Jubilee Insurance**

Mr. Francis Ngari, Micro Insurance Manager  
Jubilee Insurance House, Wabera Street, Nairobi

**Wednesday, May 29**

10:00

**EcoPost Limited**

Mr. Charles Kalama, Technical Director  
Babadogo Road, Ruaraka

**3:00**                    **African Forest Limited**  
Mr. Kenya Mutiso, Director  
Soysambu Estate, Elementaita

**Thursday, May 30**

**11:00**                    **AON Mintet Limited**  
Mr. James Kiguru, Micro Insurance, Agribusiness  
Kasarani, Ruaraka

**Friday May 31**

**9:00**                    **Index Insurance and Remote Sensing in East Africa  
Stakeholder Workshop, IRI, Earth Institute, Columbia  
University**  
Mr. Geoffrey McCarney, Coordinator  
Kasarani, RCMDR Centre, Ruaraka

**2:00**                    **Safaricom Limited**  
Mr. Benjamin Makai, Manager, Public Sector and Community  
Solutions  
Mr. Paul Mugambi, Senior Manager, Digital Inclusion  
Safaricom House, HQ 2, Westland's, Nairobi

**3:00**                    **MICROENSURE**  
Mr. Saagar Khimasia, Project Manager  
Mr. James Okemwa, Micro insurance Manager  
Hughes Building, Right Wing, Banda Street, Nairobi

**9.3.3 Rwanda Schedule**

**Members of Team: Patrick Kagabo and Thomas Buck**  
**Schedule: May 27-31, 2013**

**Monday, May 27**

**3:00**                    **MTN**  
Albert Kinuma / Head of MTN Business  
Kigali

**Tuesday, May 28**

**9:00**                    **Ngali Holding**  
Andrew Nyamvumba, Chief Executive Officer  
Irene Ndikubwabo, Chief Financial Officer  
Kigali

**11:00**                    **Fair Construction**

Joseph Mugisha, Chairman  
Kigali

**3:00**                    **Rwanda Allied Partners**  
Mahmoud Salem, Managing Director (RAP)  
Mining Association President  
Kigali

**4:30**                    **Bralirwa (Heineken Group)**  
Jonathan Hall, Managing Director  
Kigali

**Wednesday, May 29**

**7:45**                    **Energy Private Developers**  
Dr. Ivan Twagirashema, CEO (Rwanda Investment Group)  
Kigali

**9:45**                    **Banque Populaire du Rwanda**  
John Magara, Head of Marketing  
Kigali

**Thursday, May 30**

**9:00**                    **Inyange Industries**  
Theogene Bazimya, Commercial Director  
Kigali

**11:00**                    **Serena Hotel**  
Charles Muia, General Manager  
Denise Benzinge Omany, Commercial Manager  
Kigali

**1:30**                    **USAID/Rwanda**

**2:30**                    **Akagera Management Company**  
Jess Gruner, Park Manager, Kigali

**4:30**                    **Alliance Insurance Brokers (AIB)**  
Ismail Balikoorwa, Business Development Manager  
Kigali

**Friday, May 31**

**8:30**                    **Nile Basin Initiative**  
Kayigamba Francoise, Environmental Management Specialist  
Kigali

**10:30**                    **Great Lakes**  
Sam Dargan, Chief Executive Officer

#### 9.3.4 Tanzania Schedule

**Members of Team:** Subiro Mwapinga and Chris Cavanaugh  
**Schedule:** May 27-31, 2013

##### Monday, May 27

- 10:00** **CRDB Bank Limited**  
Goodluck Nkini, Director of Strategy and Innovation  
Elibariki Masuke, Manager SME Banking  
CDRB HQ, Dar es Salaam
- 11:30** **Rex Investment Limited**  
Mr. Francis Kibhisa, Managing Director  
Rex Investment Headquarters, Dar es Salaam
- 13:30** **TMS – Business Services, Mobile Money & Microfinance**  
Chris Statham, Managing Director  
The Holiday Hotel Inn, Dar es Salaam
- 15:00** **TaTEDO**  
Estomih Sawe, Executive Director  
TaTEDO Headquarters, Dar es Salaam

##### Tuesday, May 28

- 9:30** **Davis & Shirliff (T) Limited**  
Benjamin Munyao, General Manager  
Davis & Shirliff Country office, Dar es Salaam
- 12:00** **Confederation of Tanzania Industries (CTI)**  
Thomas Kimbunga, Director of Documentations and Information  
Services & Lillian Manga, Director of Finance and Administration  
CTI Headquarters, Dar es Salaam.
- 14:00** **Tanzania Network Information Center**  
Abibu Ntahigiye, Manager  
Bryton Focus, System Engineer  
Tznic Headquarters, Dar es Salaam
- 15:30** **Airtel Tanzania Limited**  
Mr. Sunil Calaso, Managing Director  
Airtel Headquarters, Dar es Salaam
- 16:30** **The Jubilee Insurance Company of Tanzania Limited**  
George Alande, Chief Executive Officer

Jubilee Country Office, Dar es Salaam

**Wednesday, May 29**

**11:00**                    **Sumaria Group (T) Limited**  
Ankush Shah, Managing Director  
Sumaria Group Headquarters, Dar es Salaam

**12:30**                    **National Microfinance Bank Limited (NMB)**  
Robert Pascal, Head of Agribusiness  
NMB Headquarters, Dar es Salaam

**Thursday, May 30**

**9:30**                    **Tanzania Distilleries Limited**  
Emmanuel Mpule, Production Manager  
TDL Mwanza Plant Office

**11:00**                    **Nyanza Bottling – Coca Cola**  
Pigania Mwita, Head Manufacturing  
Nyanza Bottling Headquarters, Mwanza

**12:15**                    **Demeter Group Limited**  
Kunal Kapoor, Director  
Tilapia Hotel, Mwanza

**15:00**                    **Tanzania Breweries Limited**  
Erick Ernest, Water Engineer  
TBL Mwanza, Plant Office

**18:30**                    **Orica Mining Services**  
Peter Shaban, Operations Manager  
Tilapia Hotel, Mwanza

**19:30**                    **Avery East Africa (AEA)**  
Nicholus Kithinji, Commercial Manager  
Tilapia Hotel, Mwanza

**Friday, May 31**

**9:00**                    **Mwanza Guide ‘Online’**  
Joseph Laurent, Director  
Tilapia Hotel, Mwanza

**9:40**                    **Nature’s Land Safaris & Rentals**  
Gerald Sumari, General Manager  
Nature’s Office Headquarters, Mwanza

**10:40**                    **Davis & Shirliff (T) Limited**  
Joseph Shilinde, Sales Engineer

### 9.3.5 Uganda Schedule

**Members of Team:** Olya Jerard and Frank Olok  
**Schedule:** May 21-31, 2013

#### Wednesday, May 22

**10:00** **Uganda Manufacturer's Association (UMA)**  
Robert Mawanda, Communications and Business Support  
Manager  
UMA Offices, Lugogo, Kampala

**12:00** **Uganda Fish Processors & Exporters Association**  
**(UFPEA)**  
Ovia Kaititi Matovu, Chief Executive Officer  
UFPEA Offices, Kampala

**14:30** **Protea Hotel**  
Nicole Braun, Rooms Divisions Manager  
Protea Kampala

#### Thursday, May 23

**10:30** **Serena Hotel**  
Anthony Chege, General Manager  
Serena Kampala

**12:30** **Quality Chemical Industries Ltd**  
George W. Baguma, Director/Chief Commercial Officer  
Quality Chemical Headquarters, Luzira

**15:30** **Uganda Development Bank (UDB)**  
Johnson W. Pande, Mgr, Devt Finance Business Development  
UDB Office, Kampala

**16:30** **Alpha Group**  
Sujal Goswani, General Manager, Uganda Operations  
Alpha Group Office, Kampala

#### Friday, May 24

**09:30** **Beach Management Unit (BMU)**  
Robert Bakaaki, Chairman  
Kigungu Landing Site, Entebbe

**11:30** **Uganda Flower Exporters Association (UFEA)**

Juliet Musoke, Executive Director  
Esther Nekambi, Projects Officer  
UFEA Offices, Entebbe

**15:00**                    **Madhavani Group**  
Farhan Nakhooda, Projects Director  
Madhavani Office, Kampala

**16:30**                    **Greenfields Ltd**  
Phillip Borelli, General Manager  
Kampala

**Monday, May 27**

**09:30**                    **Upland Rice Millers Co. Ltd**  
Phillip Idro, Managing Director  
Jinja

**12:30**                    **Nile Breweries**  
Fred Balikagira, Plant Manager  
Jinja

**14:30**                    **BIDCO**  
Bernard Ngwabe, Human Resources Officer  
BIDCO Office, Jinja

**Tuesday, May 28**

**10:00**                    **CNOOC Uganda Ltd**  
Zakalia Lubega, CSR Manager, Corporate Affairs Department  
David Byaruhanga Kagoro, Community Relations Manager  
CNOOC Office, Kampala

**12:00**                    **FIT Uganda Ltd**  
M.J. Robert Kintu, Managing Director/Principal Consultant  
FIT Office, Kampala

**13:30**                    **TOTAL E & P**  
Benjamin Kampala, Environmental & Social Asst. Coordinator  
TOTAL Office, Kampala

**14:30**                    **Jubilee Insurance**  
Erastus Ayuko, General Manager-Operations  
Jubilee Offices, Kampala

**Wednesday, May 29**

**09:00**                    **Equity Bank**  
John Tumwine, Head of Treasury  
Equity Head Office, Kampala

**Thursday, May 30**

**10:00**

**Savannah Commodities Co Ltd**  
Alfred Mwangi, General Manager  
Savannah Office, Kampala

**11:30**

**Rift Valley Railways (RVR)**  
Peter Owollo, Operations Manager  
Jimmy Sekito, Marine Manager  
RVR Office, Kampala

**14:30**

**Green Equator**  
Adhola Kennedy Oti, Programme Officer, Policy, Kampala



## 9.4 Key Informant Contact Information

### 9.4.1 Burundi Contacts

<b>AFRITEXTILE COTEBU</b>	Firoz Mohamed Managing Director +257 22 27 64 86 afritextilebu@gmail.com	Tourism Business Development +257 78 508 507 ange.muyubira@gmail.com
<b>BRARUDI (Beer)</b>	Euloge Nzeyimana Assistant External Communication +257 78 954 192 eloge.nzeyimana@heineken.com	<b>KCB Burundi</b> Gloria Nyambok Managing Director +257 22 27 7580 gnyambok@kbc.co.ke
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