



# BUILDING THE RIGHT INFRASTRUCTURE FOR TOMORROW

The First African Roundtable on Infrastructure Governance

## REFORM INFRASTRUCTURE GOVERNANCE AND BOOST INVESTMENT

The main impediment to strong infrastructure investment in Africa is not related to a lack of financing, but a lack of good governance. The topic of infrastructure governance is thus increasingly taking center stage among policy makers and practitioners.

The Roundtable in Cape Town follows directly from the 2015 Addis Ababa Action Agenda on financing for development. It also comes in response to the recommendations of the Global Infrastructure Forum that took place in Washington DC on April 2017, which called on the Multilateral Development Banks and partners to focus on: strengthening investment capacity, policy and governance frameworks of governments; enhancing of private sector participation and financing; boosting the catalytic role of Multilateral Development Banks in bridging the public and private sectors. The new World Bank initiative to crowd in commercial financing, Maximizing Financing for Development, is a clear manifestation of this, and for this to succeed, governance reforms must happen.

The event will add value by:

- ➔ Bringing together high level decision-makers from African political life, business and civil society that can set the direction for how Africa can boost its infrastructure pipeline through better governance.
- ➔ Ensuring that senior African officials, reputable business partners and sector experts meet and share knowledge about concrete cases and what works
- ➔ Making ready-to-use tools available - unfolding the standards and tools that have been developed; develop specific demand driven knowledge products that build on what is needed going forward.

This roundtable is the first of two in Sub-Saharan Africa. It will promote the creation of communities of practice between government officials and use technology to ensure that the knowledge gained and the momentum created will be sustained.



# **AGENDA**

8:30 - 8:55 **Registration / Coffee**

8:55-9:00 **Opening Remarks**

*Elias Masilela, Executive Chairman, DNA Economics*

9:00-9:30 **Session 1: Opening Ceremony**

The inauguration of the first global roundtable on infrastructure governance will be graced by participation of high-level decision-makers from South Africa and the region. Speakers will represent the political world, financiers, international organizations and civil society.

#### **Presenters**

*Hartwig Schafer, Vice President, Global Themes, World Bank Group (chair)*

*Patrick Dlamini, CEO and Managing Director, DBSA (chair)*

*Malusi Gigaba, Minister of Finance, South Africa*

*David Walker, Managing Director/Head of Public Sector Group for Europe, Middle East and Africa Region, Citi*

*Sipho Mthathi, Executive Director, Oxfam South Africa*

9:30-9:45 **Photo Session**

9:45-10:45 **Session 2: Why is Infrastructure hard to get right?**

The objective of good infrastructure policy is to make the right projects happen in a manner that is cost efficient, sustainable, affordable and trusted by users and citizens. Nevertheless, it is a fact throughout the world that infrastructure is difficult to get right. Examples of investments not meeting their objectives, cost overruns and strong opposition are well known. An added complication can be the innovative use of the private sector through new risk sharing methods, such as PPPs.

In this session, the panel will discuss the issues that hinder the implementation of infrastructure projects. It will particularly focus on identifying main bottlenecks to infrastructure investments and factors that have proven successful.

#### **Presenters:**

*Chris Heathcote, CEO, Global Infrastructure Hub (moderator)*

*Hartwig Schafer, Vice President, Global Themes, World Bank Group*

*Patrick Dlamini, CEO and Managing Director, DBSA*

*Malusi Gigaba, Minister of Finance, South Africa*

*David Walker, Managing Director/Head of Public Sector Group for Europe, Middle East and Africa Region, Citi*

*Sipho Mthathi, Executive Director, Oxfam South Africa*

*Thomas Barrett, Chairman of the OECD Infrastructure Forum*

10:45-11:15 **Coffee Break**

11:15-12:45 **Session 3: Designing a strategic vision is crucial but difficult to implement**

A necessary condition for a successful infrastructure program is appropriate strategic planning that sets a long-term vision, but this is easier said than done. While identifying a long list of projects is relatively easy, prioritizing it is not. It requires that the country negotiates the inevitable trade-offs of limited fiscal space, competing interests from stakeholder groups and marries the immediate needs with long term prospects.

#### **Presenters**

*Mohan Vivekanandan, Group Executive, DBSA (moderator)*

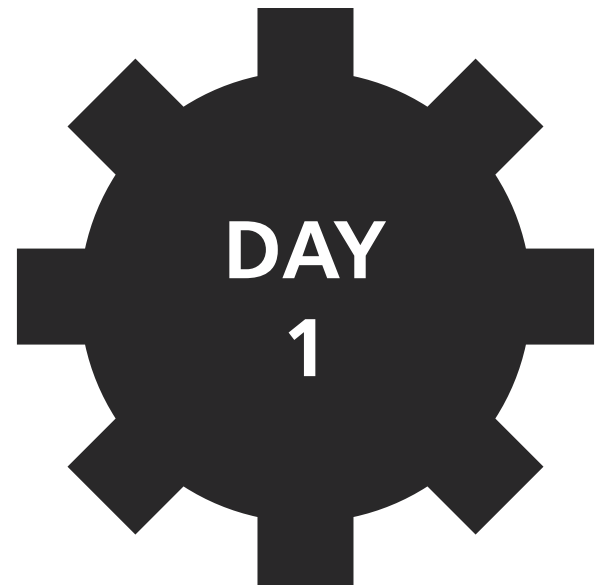
*Silvester Kasuku, Director General, LAPSET Corridor Development Authority*

*Thierry Déau, Founding Partner/CEO, Meridiam*

*Patrick Dlamini, CEO and Managing Director, DBSA*

*Mohamed Diallo, Chief Executive Officer, GUILAB*

*Cheikh Bedda, Director for Infrastructure and Energy, African Union*



12:45-13:45

**Lunch**

13:45-15:15

**Session 4: Case study “speed dating”**

In this session, practitioners will present relevant case or project stories. Participants will have the opportunity to circulate among them for 15 minutes each before moving on to the next one.

15:15-15:45

**Coffee Break**

15:45-17:15

**Session 5: Making sure it’s done with integrity**

Infrastructure can have a great impact on citizens’ lives, trust in government and on the environment for years to come. It falls to the government to ensure that people are heard, that decisions are made transparently, that all the important information is made public and that integrity and corruption threats are identified and managed.

In this session, panelists will discuss their experiences integrating and ensuring transparency in infrastructure projects specifically and in organizations more broadly. In doing so, these speakers will touch on the challenges in implementing these policies and the benefits that they may yield.

**Presenters**

*Debbie Wetzel, Senior Director, Governance Practice, World Bank (moderator)*  
*Uche Orji, MD/CEO, Nigeria Sovereign Investment Authority*  
*Peter Sullivan, Managing Director/Head of the Public Sector Group for Africa, Citi*  
*Peter Eigen, Founder, Transparency International*  
*Christiaan Poortman, Chair of the Board, CoST*  
*Andrew Davies, Senior Counsellor to the Director, Public Governance, OECD*

17:15-17:45

**Closing Statement by the Chair and Commitment to Actions**

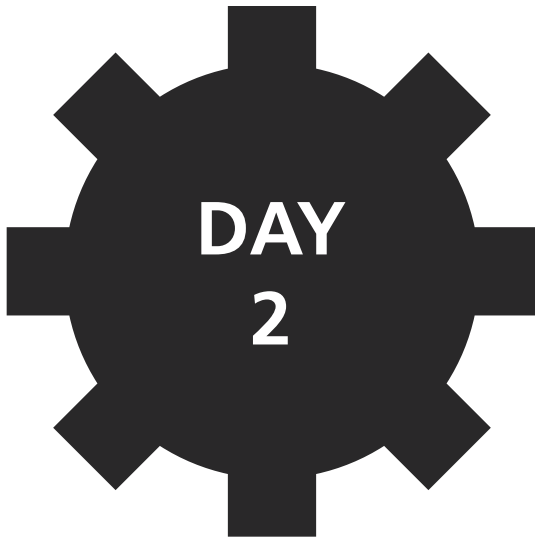
17:45-20:30

**Reception**

An opportunity for participants to meet and greet their peers from across the region

**Speakers**

*Paul Noumba Um, Country Director, Africa, World Bank Group*  
*Mohan Vivekanandan, Group Executive, DBSA*



9:00-9:30

### **Introduction to the tools, standards and case day**

This part of the event will introduce participants to the many tools, standards and lessons that are being developed.

*Laurence Carter, Senior Director, Infrastructure, PPPs & Guarantees Group, World Bank Group*  
*Amadou Oumarou, Director, Infrastructure and Urban Development, AfDB*

9:00-10:00

### **Breakout 1**

#### Topic 1: APMG PPP Certification

*Andre Kruger, Program Manager, Africa Investment and Integration Desk, NEPAD Business Foundation*  
*Clive Harris, Manager, Infrastructure, PPPs & Guarantees Group, World Bank Group*  
*Nigel Mercer, Business Development Manager, APMG*  
*Patrick Mulenga, Senior Manager, Project Development, Eskom*

#### Topic 2: PPP Disclosure Framework

*Chidi Izuwah, Acting Director General/CEO, ICRC Nigeria*

#### Topic 3: Multi-level Governance

*Andrew Davies, Senior Counsellor to the Director, Public Governance, OECD*  
*Ana Maria Ruiz Rivadeneira, Policy Analyst, Budgeting and Policy Expenditures, OECD*

10:00-10:30

### **Coffee**

10:30-11:30

### **Breakout 2**

#### Topic 1: Global Infrastructure Hub's *InfraCompass*

*Chris Heathcote, CEO, GIH*

#### Topic 2: PPP Procurement Benchmarking Study

*Clive Harris, Manager, Infrastructure, PPPs & Guarantees Group, World Bank Group*

11:30-12:30

### **Breakout 3**

#### Topic 1: Assigning risks to those that handle them best

*Mark Moseley, COO, GIH | Christina Paul, Infrastructure Lawyer, World Bank Group*

#### Topic 2: Building a transparent and realistic pipeline of projects (SOURCE)

*Christophe Dossarps, CEO, Sustainable Infrastructure Foundation*

12:30-13:00

### **Closing**

13:00-14:00

### **Lunch**



**BIOS**







**Nazir Alli, Former CEO, South African National Roads Agency (SANRAL)**

Until his retirement, Mr. Alli was Chief Executive Officer of the South African National Roads Agency (SANRAL). He transformed SANRAL into a fully corporatized entity with over R365 billion Rand in assets under management. He has over 37 years' experience as a civil engineer and in management, in both the private and public sectors. He led the development of public-private partnerships in South Africa and oversaw the development of the national secondary bond market for toll road, including the introduction of technological innovations such as the interoperable, multilane free-flow open-road electronic toll-collection system. He has consulted internationally to a wide range of governments including the World Bank on public-private partnership, institutional reform and change management.



**Selestino Babungi, Managing Director, Umeme Ltd.**

Selestino is the Managing Director for Umeme Limited, a concessionaire for Uganda's electricity distribution system, with over 1 million customers. Umeme is a public company listed on the Uganda Securities Exchange and Nairobi Stock Exchange with a market capitalization of about USD 250m. He joined Umeme in 2006, and served in different roles including operations management and Chief Financial Officer, having previously worked at Ernst & Young Uganda in audit and advisory services functions.



**Thomas Barrett, Chairman, OECD Infrastructure Forum**

Mr. Barrett is the Chairman of the OECD Infrastructure Forum; he is concurrently a Senior Fellow at Brookings Institution, focusing on Global infrastructure Finance and Development. Prior to assuming these roles, he was the Chief Representative of the European Investment Bank (EIB) and Minister of the European Union Delegation to the United States during which time he was also, inter alia, Director of the Global Infrastructure Forum held in DC in April 2017. Mr. Barrett has also led the EIB's Structured Finance and Advisory Activities throughout the European Union and the EIB/EU Action for Growth Initiative. He has also been Chairman of EPEC, the European PPP Expertise Centre, to facilitate the implementation of PPPs by the EU. Mr. Barrett was Head of Financing for the European Industry PPP Task Force on the Galileo GPS satellite navigation system and a member of the UK Government's Steering Group on Partnerships UK.



**Laurence Carter, Senior Director, Infrastructure, PPP and Guarantees, World Bank Group**

Laurence Carter is the Senior Director of the Infrastructure, PPP and Guarantees for the World Bank Group. The IPG Group advises on the strategic direction and goals for the World Bank Group on infrastructure financing, guarantees and PPPs, supports coordination across the institution, promotes partnerships with development partners and facilitates global knowledge about PPPs. Previously, Laurence ran IFC's PPP Transaction Advisory Department, and before that held positions in IFC's Central and Eastern Europe Department and the Small and Medium Enterprises Department. Prior to joining IFC, Laurence worked for 10 years in Botswana, Malawi, Swaziland and the South Atlantic island of St. Helena. Laurence holds degrees in economics from the Universities of Cambridge and London, and the CFA.



**William Dachs, Chief Operating Officer, Gautrain Management Agency**

William Dachs is the Chief Operating Officer the Gautrain Management Agency which is the owner of the assets of the Gautrain Rapid Rail Link, a USD 3billion urban rail PPP. Prior to this, William was the Head of the Public Private Partnership Unit at the South African National Treasury and was one of the Unit's founding members in 2000. In his time with the PPP Unit he worked on a number of large infrastructure PPP projects in the renewable energy, health, transport and logistics sectors. Between 2007 and 2009 he also worked for the World Bank as a senior finance specialist focusing on infrastructure finance in Central and East Asia. He has also worked as an independent contractor advising a range of domestic and international public sector clients on the financial and institutional aspects of infrastructure finance. He is a Professional Engineer with degrees in civil engineering and law.



**Andrew Davies, Senior Counsellor to the Director, Public Governance, OECD**

Mr. Davies provides advice and support to the Director and to the Office of the OECD Secretary General across the range of OECD public governance activities, which include budget management, infrastructure governance and PPPs, public sector reform, integrity in the public service, regulatory policy, risk management and regional development. In addition, he manages meetings of the OECD Network of Senior Officials from Centres of Government which brings together heads of the Prime Minister's/President's Office or Cabinet Offices from both OECD member and non-member countries to discuss issues relating to decision-making and strategic thinking at the heart of government. Since joining the OECD, Andrew Davies has contributed to a wide range of research and policy projects relating to public governance, regional and urban policy, economic development and innovation and trust in government.



**Thierry Déau, Founding Partner, CEO, Meridiam**

Mr. Déau is founder of Meridiam, an investment firm specializing in the development, financing, and management of long-term and sustainable public infrastructure projects. Meridiam is a founding member of the Long Term Infrastructure Investors Association (LTIIA), which is chaired by Mr. Déau. Before that, Mr. Déau was CEO of Egis Projects. Thierry also acted as an SPV director on the Daejeon Riverside Expressway Company Limited in Korea, DRE Funding in Ireland, Norscut in Portugal and ILI in Italy, and as a corporate director for Egis Projects Asia Pacific, Epsys EP GmbH, Transroute International, BCEOM and Scetauroute. He is a member of the Trilateral Commission and the International Council of the Global Leadership Foundation, an Investment Committee member for the European Fund for Strategic Investment (EFSI), and board member of the World Economic Forum's Council on Transformational Projects, and Fondation des Ponts. He is a graduate of the Ecole Nationale des Ponts et Chaussées in Paris.



**Patrick K. Dlamini, CEO & Managing Director, Development Bank of Southern Africa**

Mr. Dlamini has been Chief Executive Officer and Managing Director of DBSA since September 2012. Prior to this appointment, he served as Chief Executive Officer at Air Traffic and Navigation Services Company of South Africa. He also worked for South African Airways as the Executive Vice President and General Manager responsible for Cargo as well as the Transnet Limited Business Unit Executive. Mr. Dlamini graduated with a Bachelor of Commerce degree at the University of Durban-Westville. He also holds an Executive Development Programme from the University of the Witwatersrand's Business School, Advanced Executive Programme from Kellogg School of Management and Masters of Science in Global Finance from New York University amongst others. Mr. Dlamini was the chairperson of Civil Air Navigation Services Organization Africa region and SADC Development Finance Institutions. He is currently serving as the Chairperson of the Association of African Development Finance Institutions.



**Mohamed Diallo, Chief Executive Officer, GUILAB**

Mr. Diallo is a business leader in the Telecom industry and is currently the Chief Executive Officer of GUILAB. He has over 14 years experience in study, design, roll-out and operation of telecommunications networks and systems. He has led several projects involving the development of access networks, MPLS backbone, submarine cable systems, among others, both in Europe and in Africa. Mohamed is also the Chairman of the Board of SABOUTECH an incubator focused on ICT, renewable energies and environment in Guinea where he brings in his own entrepreneurial and general management experience to help transform startups into sustainable businesses. Mohamed received his MBA from INSEAD Business School in addition to an MSc from Telecom Sud Paris in France.



**Christophe Dossarps, Chief Executive Officer, Sustainable Infrastructure Foundation**

Since 2014, as CEO of the Sustainable Infrastructure Foundation (SIF), Christophe Dossarps has conducted the development and implementation of SOURCE in collaboration with the partners and stakeholders. Prior to assuming the SIF leadership, in 2010, Mr. Dossarps joined the Asian Development Bank (ADB) to support the development of the National Infrastructure Information System (NIIS), the platform that presided over the creation of SOURCE. Before that, Mr. Dossarps worked for the UN Development Programme (UNDP) based in Geneva and headed the business development for the Regions of Climate Action (R20) initiative. His assignment with R20 included cooperating with ADB's urban sector team and helping deliver better-prepared urban infrastructure projects. Christophe Dossarps is a graduate from John Molson School of Business at Concordia University, Montreal, Quebec.



**Peter Eigen, Founder, Transparency International**

Dr. Peter Eigen worked for 25 years at the World Bank, from 1988 to 1991 as Director of the East-Africa Regional Office in Nairobi. In 1993, he founded Transparency International (TI), a non-governmental organization promoting transparency and accountability in international development. From 1993 to 2005, he was its Chair and is now Chair of its Advisory Council. From 2005 to 2011, he was the founding Chair of Extractive Industries Transparency Initiative (EITI). In August 2014, he co-founded the "HUMBOLDT-VIADRINA Governance Platform" in Berlin. Today, he chairs the Board of the Platform's Fisheries Transparency Initiative (FITI) and co-chairs the initiative Climate Transparency. He is a member of Kofi Annan's Africa Progress Panel.



**Olivier Frémond, Advisor, Infrastructure, PPPs and Guarantees, World Bank Group**

Mr. Frémond is advisor in the Infrastructure, PPPs and Guarantees Group of the World Bank Group, and represents the World Bank in the G20 Investment in Infrastructure Working Group. From 2006 to 2015, he served as the World Bank Country Manager for Gabon, Sao Tome & Principe, and Equatorial Guinea, then as a Country Manager in Benin. Prior to this, Olivier was Program Coordinator in the Corporate Governance Department of the World Bank. He also worked as a Lead Specialist in privatization, PPPs, capital market development, and corporate restructuring in the Private Sector Development Department of the World Bank. Before joining the World Bank, he worked for Royal Dutch Shell as a petroleum engineer, for Wood Mackenzie as a petroleum analyst, and for Henry Schroder Wagg, Prudential Bache, and Citicorp as a mergers and acquisition and project finance expert. Olivier Frémond graduated in geoscience from Paris VII University.



**Malusi Knowledge Nkanyezi Gigaba, Minister of Finance, South Africa**

Malusi Knowledge Nkanyezi Gigaba is the current Minister of Finance in the Republic of South Africa as appointed on 31 March 2017. He was previously the Minister of Home Affairs, a portfolio he served in from 26 May 2014. Before that, he served as a Minister of Public Enterprises from 2009 to 2014. Minister Gigaba is a member of the African National Congress (ANC) and serves on its National Executive Committee (NEC) and National Working Committee (NWC). Minister Gigaba is a teacher by profession and an academic.



**Karineh Grigorian, Commercial Manager, International Unit, Infrastructure and Projects Authority**

Karineh has been with IPA's International team (previously IUK) since January 2014. She is involved with a number International PPP advisory projects including work with the overseas governments in providing training and technical advisory work on PPP capacity building, as well as providing policy advice on international infrastructure related issues within the Treasury and Cabinet Office. Previously, she worked in a number of major UK PPP projects both in the public and private sectors, including a Secondment at the National Audit Office's PPP unit. She has also been involved with London Underground's PPP Contract Reviews Team and prior to that at the National Air Traffic Services (NATS). She also worked in the private sector consulting firm KBR. Karineh holds a BA in Economics from the University of California, Irvine.



**Symerre Grey-Johnson, Head, Regional Integration, Infrastructure and Trade, NEPAD**

Symerre joined NEPAD in 2014. He is currently the Head of Regional Integration, Infrastructure and Trade. Prior to joining NEPAD, he worked for the German Development Agency (GIZ) assisting African Institutions to implement their mandates and was initially seconded to the African Forum for Utility Regulators (AFUR). Thereafter, he served as Technical Advisor under the GIZ program to support the Collaborative Africa Budget Reform Initiative (CABRI) and later worked as Component Manager under the GIZ program to Support Pan-African Institutions (SPAI). In his home country, he worked at Gambia Public Utility Regulatory Authority (PURA) as the Director in charge of Policy, Strategy and Consumer Affairs. Symerre holds a Bachelor's degree from Dalhousie University in Halifax Canada and a Masters of Arts degree in International Economics from the University of Colorado, Denver USA.



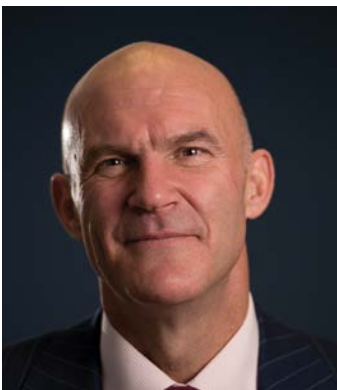
**Clive Harris, Manager, Infrastructure, PPPs and Guarantees, World Bank Group**

Clive Harris is the Practice Manager in the Public Private Partnerships Group of the World Bank Group. The PPP Group advises on the strategic direction and goals for the WBG on PPPs, supports coordination across the WBG, promotes partnerships and facilitates global knowledge about PPPs. He has worked on the development of markets for infrastructure services and the contracting of basic services to the private sector through PPPs for over 25 years, including in his native United Kingdom, Australia, and many countries in Latin America, Asia and Africa. He has published on infrastructure regulation, private provision of basic services and institutional mechanisms for implementing PPPs. Previously Clive was Manager for PPPs in the World Bank Institute, with a focus on capacity building and knowledge dissemination.



**John Hawkins, Programme Manager, Construction Sector Transparency Initiative**

John Hawkins is an infrastructure specialist with a focus on the political economy, governance and procurement. For more than a decade he has examined the relationship between infrastructure, economic development and poverty reduction and how we can combat corruption within the sector. As Head of Programmes for Engineers Against Poverty—a UK based NGO focused on engineering infrastructure and development policy and practice— John leads on a number of programs including CoST—the Infrastructure Transparency Initiative. This includes the strategic and technical development of the program and supporting CoST programs in Africa. Before joining EAP, John spent eleven years at the Institution of Civil Engineers where he was responsible for knowledge creation and transfer in civil engineering best practice. He is also a former member of the International Standards Organisation steering group for ISO-10845 on Construction Procurement.



**Chris Heathcote, CEO, Global Infrastructure Hub**

Mr. Heathcote was appointed CEO of the Global Infrastructure Hub in June 2015. He brings a wealth of knowledge in infrastructure, developed through extensive experience in both the public and private sector. Previously, Chris was a Director of Macquarie Infrastructure and Real Assets in the UK, and held positions with WestLB AG and Lloyds Banking Group. Chris also served as head of project finance at Partnerships UK, a joint UK Treasury and privately-owned company which promoted the Private Finance Initiative (PFI) and Public Private Partnerships (PPP). Chris was also a founding partner of Hyder Infrastructure Investors in the mid-1990s, one of the early infrastructure equity funds.



**Chidi Izuwah, Acting Director General/CEO, Infrastructure Concession Regulatory Commission of Nigeria**

Chidi Izuwah is the Acting Director General/CEO of the Infrastructure Concession Regulatory Commission of Nigeria. Chidi was previously the Executive Director of the Support Services Department of the Commission. He was also the pioneer Executive Director of the PPP Resource Department of the Infrastructure Concession Regulatory Commission and built the department from scratch. In this role, he was responsible for catalyzing Public and Private expertise and resources towards putting in place a world class PPP pre-contract regulatory framework and guidelines for driving the preparation & development phase of Federal PPP Projects. Previously, Chidi held several senior oil & gas asset management positions in a career spanning over 21 years with SPDC (Shell Nigeria) and Shell International USA and Europe.



**Mateyo Kaluba, Group Chief Executive Officer, Industrial Development Corporation**

Mr. Kaluba is the Group Chief Executive Officer of the Industrial Development Corporation (IDC) Limited, a State-Owned Investments Holding Company of the Government of the Republic of Zambia. IDC is charged with the mandate to spearhead the Zambian Government's commercial investments agenda aimed at strengthening Zambia's industrial base and job creation. IDC also co-invests in business ventures with the private sector in the Agriculture, Tourism, Manufacturing and Energy. Mateyo has a proven executive management track record in Industrial Development, Strategic Planning, Economic Policy, Policy Research, Monitoring and Evaluation and has over 20 years experience in which he held various senior positions in the public sector and has served on various Boards of public and private institutions.



**Silvester Kasuku, Director General /CEO, LAPSSET Corridor Development Authority**

Mr. Silvester Kasuku is the Director General/ CEO, Lamu Port, South Sudan, Ethiopia Transport (LAPSSET) Corridor Development Authority which is charged with the responsibility of planning, coordinating and managing the implementation of the LAPSSET Corridor's seven infrastructure Project Components, namely; Lamu Port, Railway and road networks connecting South Sudan and Ethiopia to Lamu Port, Airports, Resort Cities, Crude oil Pipelines from South Sudan, Uganda and Kenya oil fields to Lamu Port and a planned refinery in Kenya. Until February 2013, Mr. Kasuku was The Secretary for Infrastructure and LAPSSET Corridor Project Secretariat at the former Office of the Prime Minister. Previously, Mr. Kasuku had been a Lecturer at the University of Nairobi, School of the Built Environment since February 2003.



**Andre Kruger, Program Manager, Africa Investment and Integration Desk, NEPAD Business Foundation**

Mr Kruger, a career banker, has been working for Barclays Africa and the banking industry for a period of 30+ years. He specialized in infrastructure finance and public private partnerships and is a passionate proponent of increased private sector participation in the delivery of services to the communities. Mr Kruger is the Nepad Business Foundation, program manager for the Africa Investment and Integration Desk (AVID). He currently actively market and deliver the internationally accredited Certified PPP Professional Training course program across the African continent. The NBF and Mr Kruger has been accredited to deliver the World Bank designed program, accredited by APMG.



**Olivier Lambert, Lead Operations Officer, MIGA**

Olivier J. L. Lambert is the Lead Operations Officer for at the Multilateral Investment Guarantee Agency (MIGA), the political risk insurance arm of the World Bank Group. Prior to this position, he served as the Manager of the Regional Office for Europe, Middle East and Africa. He has extensive technical experience as a financial sector specialist, and operational experience leading private sector development and governance operations and programs mostly in the sub-Saharan Africa, Middle East and North Africa, and East Asia and Pacific regions. Before joining the World Bank Group, Lambert spent several years in diplomacy, corporate banking, and project finance, working in the French foreign ministry, Standard Chartered Bank, and Crédit Commercial de France (now HSBC).



**Strover Maganedisa, Acting Chief Director, Transaction Advisory Services/PPP Unit, South Africa, Government Technical Advisory Centre**

Strover Maganedisa is the Acting Chief Director of the Transaction Advisory Services and PPP unit. The unit provides technical assistance and support to institutions undertaking large and complex transactions. The functions include planning support, feasibility studies, procurement and negotiation support. Strover has 17 years of working experience with Government and Municipalities of which 10 years has been with the Treasury's PPP unit since 2007, and specializes in project management and the structuring of commercial projects.



**Elias Masilela, Executive Chairman, DNA Economics**

Elias Masilela is Executive Chairman of DNA Economics. Prior to this position, Mr. Masilela served as the CEO of the Public Investment Corporation (PIC) of South Africa and as the Acting Deputy Director General of Economic Policy and leader of the social security and retirement reform program in the National Treasury. Mr. Masilela has sat on many influential Boards in South Africa, in different capacities, such as the Board of the South African Savings Institute (SASI), the Taylor Commission, the South African Reserve Bank (SARB), the Government Employee Pension Fund (GEPEF) and that of the Economic Research Southern Africa (ERSA) as well as the UNGC Board advising the Secretary General of the UN. A founder Chairman of the Financial Sector Charter Council.



**Siphokazi "Sipho" Mthathi, Executive Director, Oxfam South Africa**

Ms. Mthathi has two decades of experience in the human rights and social justice movement in Southern Africa. She was General Secretary of the Treatment Action Campaign, the South Africa Director of Human Rights Watch, the regional advisor at the Coalition of African Lesbians, and most recently Manager for South Africa and Southern Africa programs at Norwegian People's Aid. In her last position, Siphokazi worked in support of people and organizations advocating for just distribution of power and resources, particularly in the extractives industry. She is also a trustee of the boards of Open Society Institute for Southern Africa, the One in Nine Campaign, and the Women on Farms project.



**Nigel Mercer, Business Development Manager, APMG**

As an accomplished IT professional, Nigel Mercer has been part of the Best Practices industry for over 15 years, specifically in the Project, Portfolio & Programme Management, IT Best Practices & IT Governance domains. Nigel has over 20 years of global experience in IT & business, including Business Development, Operations, Global Program & Project Management, Education, Software Development and Consulting. Nigel is an effective communicator with a broad knowledge in most IT disciplines.



**Mark Moseley, COO, Global Infrastructure Hub**

Mark Moseley was appointed COO in April 2017, after joining the Global Infrastructure Hub as a Senior Director in November 2015. He brings extensive global legal and multilateral development bank experience to the GI Hub, where he has led the work on the 'Leading Practices' mandate, and the Report on MDB Incentives for Crowding-In Private Investment in Infrastructure. Previously at the World Bank, Mark was a Lead Lawyer in the PPP Group, focusing on legal, regulatory, and contractual arrangements for PPP transactions. He was the Task Team Leader for the Public-Private Partnerships Infrastructure Resource Center Website Project, and the Recommended PPP Contractual Provisions Initiative, and coordinated the World Bank Group's interactions with the G20 in regard to infrastructure. Mark was also Practice Group Manager of the Energy, Projects and Construction Group of a major international law firm in London, and practiced as an energy lawyer in Canada for over twenty years.



**Patrick Mulenga, Senior Manager, Project Development, Eskom**

Mr Mulenga has over 21 years of experience in the electricity utility industry. He is passionate and is specialised in project development work at Eskom (with over 10 years in the project development environment of the Group Capital Division) currently working as one of the lead executives to drive Eskom's Private Sector Participation initiative. Mr Mulenga has an MBA degree from the Henley Business School of South Africa and a B Eng Degree in Electrical and Electronic Engineering from the University of Birmingham in the United Kingdom. He is also registered as a Professional Engineer with the Engineering Council of South Africa (ECSA).



**Uche Orji, MD/CEO, Nigeria Sovereign Investment Authority**

Mr. Orji is the MD/CEO of the Nigeria Sovereign Investment Authority (NSIA). He joined the NSIA as the pioneer CEO on 2nd October 2012, from UBS Securities, where he was Managing Director in the New York branch of its Equities division. Before then, Uche Orji had spent 6 years at JP Morgan Securities, London, from 2001-2006, rising from the post of Vice President to Managing Director within the Equities division. Uche Orji had also worked at Goldman Sachs Asset Management, London from 1998-2001, as Analyst/Portfolio Manager. Hitherto, Uche Orji was the Financial Controller at Diamond Bank Plc., Lagos, Nigeria and previously worked at Arthur Andersen & Co. Uche Orji studied Chemical Engineering at the University of Port Harcourt, Nigeria, graduating in 1990, and subsequently obtained an MBA from Harvard Business School in 1998.



**Amadou Oumarou, Director, Infrastructure & Urban Development, African Development Bank**

Mr. Oumarou is the Director for Infrastructure & Urban Development at the African Development Bank in Abidjan, Cote d'Ivoire. He oversees an active portfolio of more than 120 projects in Ports, Railways, Highways, Airports and Telecommunications across the African continent amounting to about US\$ 11 billion in lending commitments. Prior to joining the African Development Bank, Mr. Oumarou worked for almost a decade in Engineering Consulting in USA. Prior to that, he worked in Government where he held various executive and managerial positions in Infrastructure and Urban Development. He is a Licensed Professional Engineer and holds a Master's Degree in Civil Engineering from Texas A&M University in USA.



**Christina Paul, Infrastructure Lawyer, World Bank Group**

Christina Paul has over eight years advising on infrastructure projects with a focus on PPP transactions in the energy sector as well as the legal and regulatory arrangements for such transactions. Her recent projects include PPP in Morocco, Turkey and Afghanistan. Christina also leads the World Bank Group's initiative on the Guidance on PPP Contractual Provisions which aims at providing contracting authorities with a better understanding of selected provisions typically encountered in PPP agreements. Prior to joining the World Bank Group in 2013, Christina spent four years working as a corporate lawyer at the international law firms of Clifford Chance, Baker & McKenzie and Freshfields in Frankfurt/Dusseldorf.





**Christiaan Poortman, Chair of the Board, Construction Sector Transparency Initiative**

Christiaan Poortman is Senior Advisor/Individual Member at Transparency International and Chair of the Board of the Construction Sector Transparency Initiative (CoST). CoST is a global multi-stakeholder initiative aimed at promoting transparency and accountability in construction of public infrastructure. He is also a member of the Board of the Partnership for Transparency Fund and of the Board of the Coalition for Integrity (previously TI-USA) which supports anti-corruption activity in the USA. Mr. Poortman was until 2010 the Director of Global Programmes at Transparency International Secretariat in Berlin, managing and guiding the programme of global priorities in the fight against corruption. Until 2006, Mr. Poortman was Regional Vice President for the Middle East and North Africa at the World Bank. Previously, he was Country Director for South East Europe. Before joining the World Bank, Mr. Poortman worked as an economist in the Ministry of Finance and Economic Planning in Swaziland.



**Tojoarofenitra Ramanankirahina, Senior Transport Specialist, World Bank**

Tojo is a Senior Transport Specialist at the World Bank. He is a Civil Engineer by training and had worked during more than 9 years in different development projects in Madagascar before joining the World Bank in November 2007. He has been based in Madagascar and In Mali before being in Senegal since September 2014. He has contributed in the preparation and supervision of several World Bank operations in rural transport, urban transport, corridor development, railways, and sector reforms. He recently led the preparation of the largest lending operation by the World Bank in Senegal, a 300 million USD Bus Rapid Transit project. This will be the first ever BRT in francophone Sub-Saharan Africa.



**Ana María Ruiz Rivadeneira, Policy Analyst, Budgeting and Public Expenditures, OECD**

Ana María Ruiz Rivadeneira works in the OECD's Public Governance Directorate as a Policy Analyst for the Budgeting and Public Expenditures. Ana Maria is a Colombian national working with the Public-Private Partnerships and Infrastructure network and the Latin-America and the Caribbean Region. She is a trained lawyer and worked with the Colombian Administration in the fields of public-private partnerships, infrastructure and public transportation. She earned a Master in Public Administration degree from Science Po and The London School of Economics. Before joining the Budgeting and Public Expenditures Division, Ana María was a capstone consultant for the Boston Consulting Group.



**Hartwig Schafer, Vice President, Global Themes, World Bank Group**

Mr. Schafer became VP for Global Themes on July 1, 2017. In this position, he oversees the World Bank Groups' engagement in the corporate priority areas of Fragility, Conflict and Violence, Gender, Infrastructure/PPPs/Guarantees, Climate Change and Knowledge Management. This Vice Presidency strengthens multi-Global Practice collaboration and overall responsiveness to clients. In his prior role as Vice President, Operations Policy and Country Services, Mr. Schafer was responsible for the World Bank's business policies, practices and procedures for lending products and knowledge services for client countries. He led a number of key reforms, including roll-out of the Bank's new policies on procurement and environmental and social safeguards and innovation of the Bank's lending and knowledge instruments. Mr. Schafer has over 27 years of experience at the World Bank and the European Commission. His background is in Economics (PhD) and Agricultural Economics.



**Peter M. Sullivan, Managing Director/Head of the Public Sector Group for Africa, Citi**

Mr. Sullivan has been Managing Director at Citi since 2007 where he is also a Senior Credit Officer. He has 27 years of customer relationship and industry experience with Citi including the coverage of Global Financial Institutions, Industrials and Sovereigns. His product background extends from trade and structured finance to fixed income and credit-based structures. Peter has been the lead on a number of innovative transactions in the region and was an integral member of the teams that arranged the debut bond issues for Ghana, Gabon, Senegal, Nigeria, Rwanda and Cote d'Ivoire as well as the respective follow-on issues. Peter also led a Risk Capital Review for the African Development Bank in 2008. Prior to joining Citi, Peter served 2.5 years in the U.S. Peace Corps in Mali, West Africa. Subsequently, he worked as a Financial Analyst for the US Federal Energy Regulatory Commission before receiving his MBA from Columbia University in 1989.



**Paul Noumba Um, Country Director, Africa, World Bank**

Paul Noumba Um, a Cameroonian and French national, is the Country Director for South Africa, Namibia, Lesotho, Botswana, Swaziland, Zambia and Zimbabwe. Um joined the Bank in 1998, coming from Orange Labs, in the then Energy, Mining, and Telecommunication Department, and subsequently held positions at World Bank Institute, the Middle East/North Africa Region, and Finance and Private Sector Development in Africa. He was most recently the Country Director for Mali, Niger and Chad. He holds a PhD in Economics from Rennes University, and Master's Degrees in Engineering and Economics from France, and a BA in Engineering from the Cameroonian National Post and Telecom School.



**Maude Vallée, Principal Legal Counsel, African Legal Support Facility (ALSF)**

Maude Vallée is a business lawyer with 15 years of experience. She has been with the ALSF since April 2012. She assists with the development of strategies and management of partnerships with key institutions and organizations, oversees projects and capacity building programs in the areas of natural resources and extractive industries, infrastructure and PPPs, sovereign debts, and commercial creditor litigation. She also leads a team providing legal advice to over 35 African governments and regularly advises senior government officials on negotiation strategy, project structure, and related legal issues. Prior to joining the ALSF, she served as Legal Counsel at Agence Française de Développement (AFD). She has also worked at Frilet Law Firm in Paris. During this time, she was Chief Representative of the French Institute of International Legal Experts (IFEJI). She holds a Bachelor's degree in law (LL.B) and a Master's Degree (LL.M.) in Business Law from University of Montreal, Quebec.



**Mohan Vivekanandan, Group Executive: Origination and Client Coverage, DBSA**

Mohan is a member of the DBSA's Group Executive Committee, with accountability for deal origination and client relationship management in South Africa and the rest of the African continent. Mohan is a member of the World Economic Forum (WEF) Global Advisory Council, the OECD Senior Advisory Group on blended finance and leads the Operating Group for the WEF-OECD Sustainable Development Infrastructure Programme Africa Hub. He helped to found and currently leads the SADC DFI Infrastructure Working Group. He also lectures at the University of Cape Town's Graduate School of Business, focusing on development finance. He holds an MBA from the Kellogg School of Management and a BA (Honours) in Economics and Applied Mathematics from Northwestern University. He is currently completing an MSc in Global Finance from the Stern School of Business at New York University.



**David Walker, Managing Director/Head of the Public Sector Group for Europe, Middle East, & Africa, Citi**

David Walker is head of Citi's public sector banking group for Europe, Middle East and Africa. He commenced this role in January 2015. The business serves governments, central banks, agencies and multilateral organizations across the region, with teams in over 50 countries. David joined Citi in 1990, and his previous roles include UK Head of Corporate Banking (2011-2014), Head of Banking for Switzerland (2008-2010), Financial Institutions Group (2004-2008), Industrials Group (2000-2004). Prior to this David had roles in capital markets, derivatives and in transaction services. David is a senior credit officer of the bank and is a Trustee Director of Citibank's UK pension schemes. David holds a BSc. Economics from the University of St. Andrews in Scotland, and was a Robert T. Jones scholar at Emory University in Atlanta, USA.



**Deborah Wetzel, Senior Director, Governance Practice, World Bank**

Deborah Wetzel has over 25 years of experience in development work around the world, and has been in her current position since April 2016. She was previously Director of Strategy and Operations for the Middle East and North Africa Region and prior to that served as Country Director for Brazil. Ms. Wetzel was also the World Bank Group's Chief of Staff to the World Bank President from 2010 to 2012. She has also served as Director for Governance and Public Sector, directing the Bank's work on taxation, public expenditures, decentralization, public sector reform and strengthening, governance and anti-corruption. From 2006 to 2009, she led the World Bank's Economic and Public Sector Programs in Brazil. Ms. Wetzel has a Doctorate in Economics from the University of Oxford and a Masters in International Studies from Johns Hopkins University. Her BA is from Smith College. She is the author of publications on fiscal decentralization, public finance, governance, and sub-national affairs.



