



STRATEGY COMMITTEE (SC)

PAPU/SC/IPG/01/2022 - Doc No.3

WORKING GROUP ON INVESTMENTS AND PROJECTS (IPG) 2022-2025

15TH JUNE 2022 (VIRTUAL)

INVESTMENTS AND PROJECTS WORKING GROUP ACTION PLAN FOR THE PERIOD 2022-2025

| S/N | SUBJECT MATTER | MILESTONE | OBJECTIVE | PERIOD | KEY PERFORMANCE INDICATOR (KPI) | RESPONSIBLE |
|-----|--|---|--|----------|---|---------------------------------------|
| 1. | Conducting analytical assessments on Investment Profitability and Sustainability | i. Identify potential areas of investment that give a positive return on investment | Outline potential areas of investment and ensure a balanced investment Portfolio for the Union | Q 3 2022 | Report on identified areas | Working Group/ General Secretariat |
| | | ii. Ensure the soundness of investments of the Union at all material times and review all the investments undertaken in terms of the return-risk profile | Assist the Union in investing in projects that yield positive returns with all the necessary risks. | Q 4 2022 | Assessment report on Investments done | Working Group/ General Secretariat |
| | | iii. Determine the sustainability of identified projects/investments using appropriate tools like the Present Net Value (PNV), Internal Rate of Return (IRR), and the Payback Period, among others; | Select and identify sustainable projects/ investments using appropriate tools like the net present value (NPV), Internal Rate of Return, and the Payback Period; | Q 4 2022 | Assessment Report on Investments is submitted | Working Group |
| | | iv. Determine the nature and magnitude of a project/investment's social- | Demonstrate financial and socio-economic impact for stakeholders | Q 1 2023 | Impact evaluation report submitted to | Working Group/ General |

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| | | economic benefit and determine the financial and economic impact on stakeholders | for selected project/investment | | the SC | Secretariat |
| | | v. Assess the investment climate and analyze the potential impact of changes in foreign and domestic regulations as well as investment policies; | Analyze and understand the investment climate using Strategic Management tools such as a PESTEL analysis. | Q 1 2023 | A Report on the investment climate is submitted to the SC | Working Group/ General Secretariat |
| | | vi. Receive and analyze Project assessment reports and guide General Secretariat appropriately; | Ensure that ongoing projects are evaluated | Every six months | The evaluation report is done and submitted to the SC | Working Group/ Secretariat |
| | | vii. Assess the investments against the five essential criteria in investing, which are the security of capital, good return on capital employed, acceptable risk, liquidity, and matching of assets to liabilities; | Apply sound project or investment assessment using known criteria | Q 2 2023 | Assessment Report | Working Group/ Secretariat |
| 2. | Monitoring and Evaluation of Projects or Investments | viii. Propose model Monitoring and Evaluation (M&E) frameworks for projects and continually assess the adequacy of existing M&E frameworks for projects; | Ensure that a Monitoring and Evaluation (M&E) framework for projects is prepared and is in use; | Q 2 2023 | A model M & E framework is prepared and submitted to the SC | Working Group/ General Secretariat |
| | | ix. Monitor the return on investments/assets and the balance between risk and return of the Union's investments; | Ensure that a return on investments/assets and the balance between risk and return of the Union's investments are regularly done; | Q 3 2023 | Report on investments/assets etc. is done and submitted to the SC | Working Group/ General Secretariat |
| | | x. Review the performance of the Union's investment portfolio and evaluate the different types of risks and the mitigatory measures taken; | Ensure that risk assessment across the Union's portfolio is done. | Q 4 2023 | A risk management report is prepared and submitted to the SC | Working Group/ General Secretariat |

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| 3. | Knowledge management and sharing | xi. Summarize reports on Investment opportunities & report to the Strategy Committee | Ensure that prospecting for Investment opportunities is done and reported on. | Every three months | A report on Investment Opportunities is done and submitted to the SC | Working Group/ General Secretariat |
| | | xii. Propose and guide the organization of workshops to sensitize stakeholders on Investment opportunities; | Organize sensitization of stakeholders on investment opportunities for the Union | As necessary | Sensitization Workshops | Working Group/ General Secretariat |
| 4. | Project Management Working Policy | xiii. Ensure a Project Management Policy is in place for the Union's value projects to guide the conception, initiation, planning, execution, controlling and closure of projects. | Ensure the availability of a policy for the Union's project management process. | Q 1 2024 | A Project management Policy is done. | Working Group/ General Secretariat |