



# TRANSPORT TASK FORCE

FRANCE - TANZANIA

# AGENDA



- ▶ Context of the Transport Task Force
- ▶ Tanzania outlook
- ▶ Actors of the Transport Task Force
- ▶ Objectives of the Transport Task Force
- ▶ Projects presentation : Ports, Airports, Roads, Railway
- ▶ Next steps

# CONTEXT OF THE TRANSPORT TASKFORCE

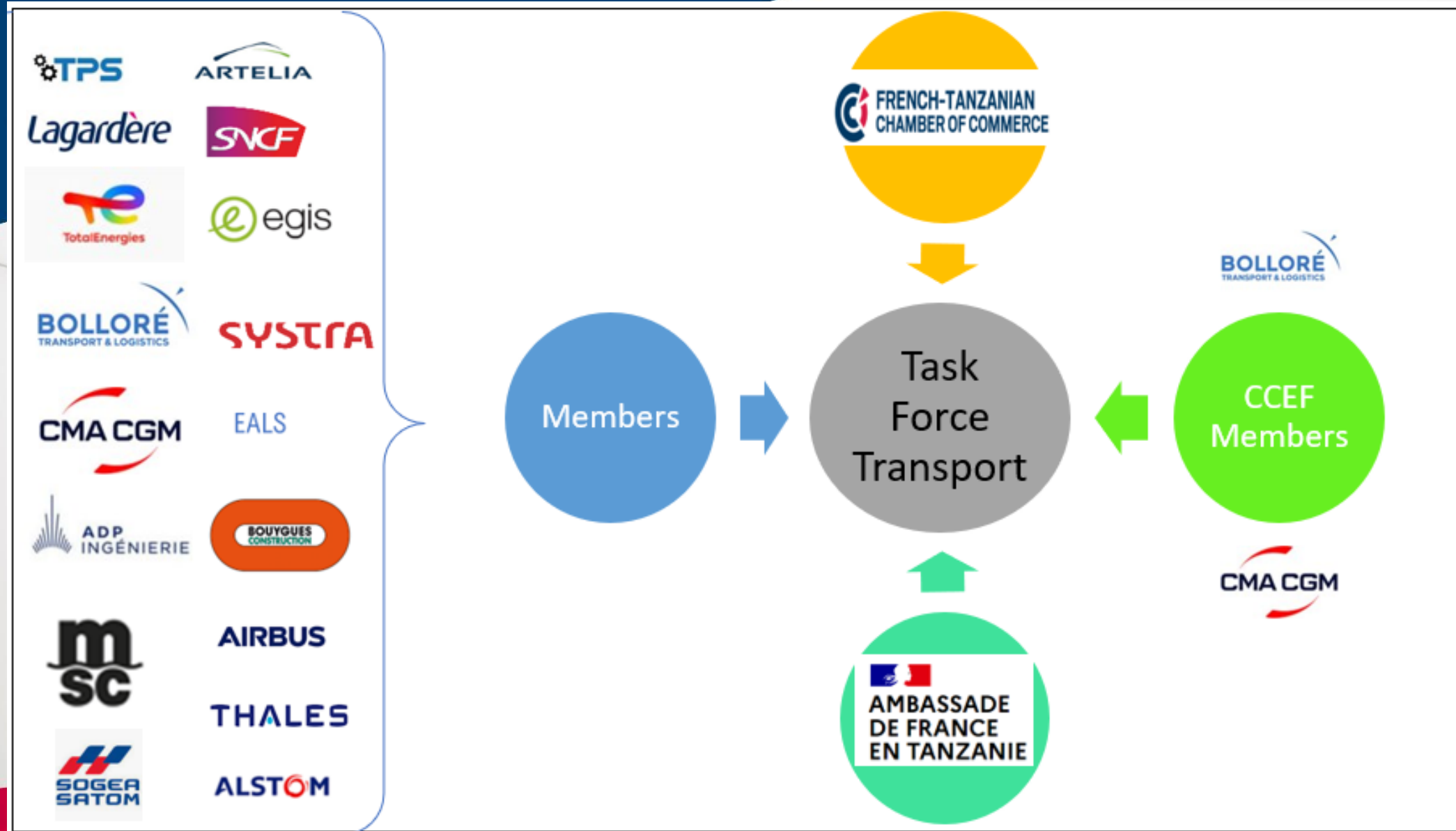
- ▶ October 2021 : visit of Mr Franck Riester / Minister for Foreign Trade and Economic Attractivity
  - ▶ Initiation of the Transport Task Force under the auspices of Tanzania VP Mr Philip Mpango
  - ▶ To strengthen bilateral relations following President Samia Suluhu Hassan's participation in the Summit on May 18 2022 on financing African Economies
- ▶ Why targeting the Transport sector in Tanzania?
  - ▶ Tanzania strong demographic growth will fuel unprecedented need for Transport infrastructure
  - ▶ Tanzania plays Regional Corridor role for Hinterland countries
  - ▶ French Transport Industry is mature with world class expertise in Sea, Air, Ports, Rail, Space, Civil, Military...
  - ▶ To guide and coordinate French companies willingness to participate in Tanzania Regional Development
  - ▶ To create a platform of exchanges of information, lobbying and opportunities

# TANZANIA OUTLOOK

- ▶ Date of the next presidential election: **10/28/2025**
- ▶ Name of the head of state: **Samia Suluhu Hassan**
- ▶ Number of inhabitants (In millions): **61,5** (2022) - 68 (2025 est) - 150 (2050 est)
- ▶ Literacy rate (2022): 78%
- ▶ Currency of the country: Tanzanian Schilling (Eur 1= ave TSH 2450) stable
- ▶ Gross Domestic Product (GDP): 60 M€ in 2022 (Lower middle income country)
- ▶ Growth rate (2023): 5,3 %
- ▶ Inflation rate (2023): 5 %
- ▶ Export of agro-commodities: a total of 1.088 million tonnes of **cashews, cotton, pyrethrum, maize, sesame, lentils, avocado and tobacco** were exported in 2022 compared to 537,472 tonnes in 2021, attracting \$438 m of Forex revenue.

More info: <https://www.thecitizen.co.tz/tanzania/news/business/food-cash-crops-that-topped-exports-in-2022-4087038>

# ACTORS OF THE TRANSPORT TASK FORCE



# OBJECTIVES OF THE TRANSPORT TASK FORCE

1. Joining French companies forces and being an efficient link with the local Tanzanian authorities concerning infrastructure development projects in the Tanzanian Transport industry.
2. Consolidating information on all project opportunities in the Transport Industry, identifying interests from the members of the Transport Task Force and marrying their expertise with Tanzanian development needs.
3. Leveraging members skills, experience and network connections to strengthen French Investments dynamics in Tanzania.
4. Provide relevant advises to Public Authorities to facilitate Trade and Investment and promote business opportunities.

# List of identified transport projects

- ▶ The following part of this document
  - ▶ aims at **mapping transport projects** in Tanzania and the **decision makers from the public institutions** in the sector.
  - ▶ is a work in progress document.
  - ▶ is **collaborative**. Members of the **Transport Task Force** are encouraged to comment and enrich it regularly.
  - ▶ is confidential and for the use of the Transport Task Force members.

# List of identified transport projects

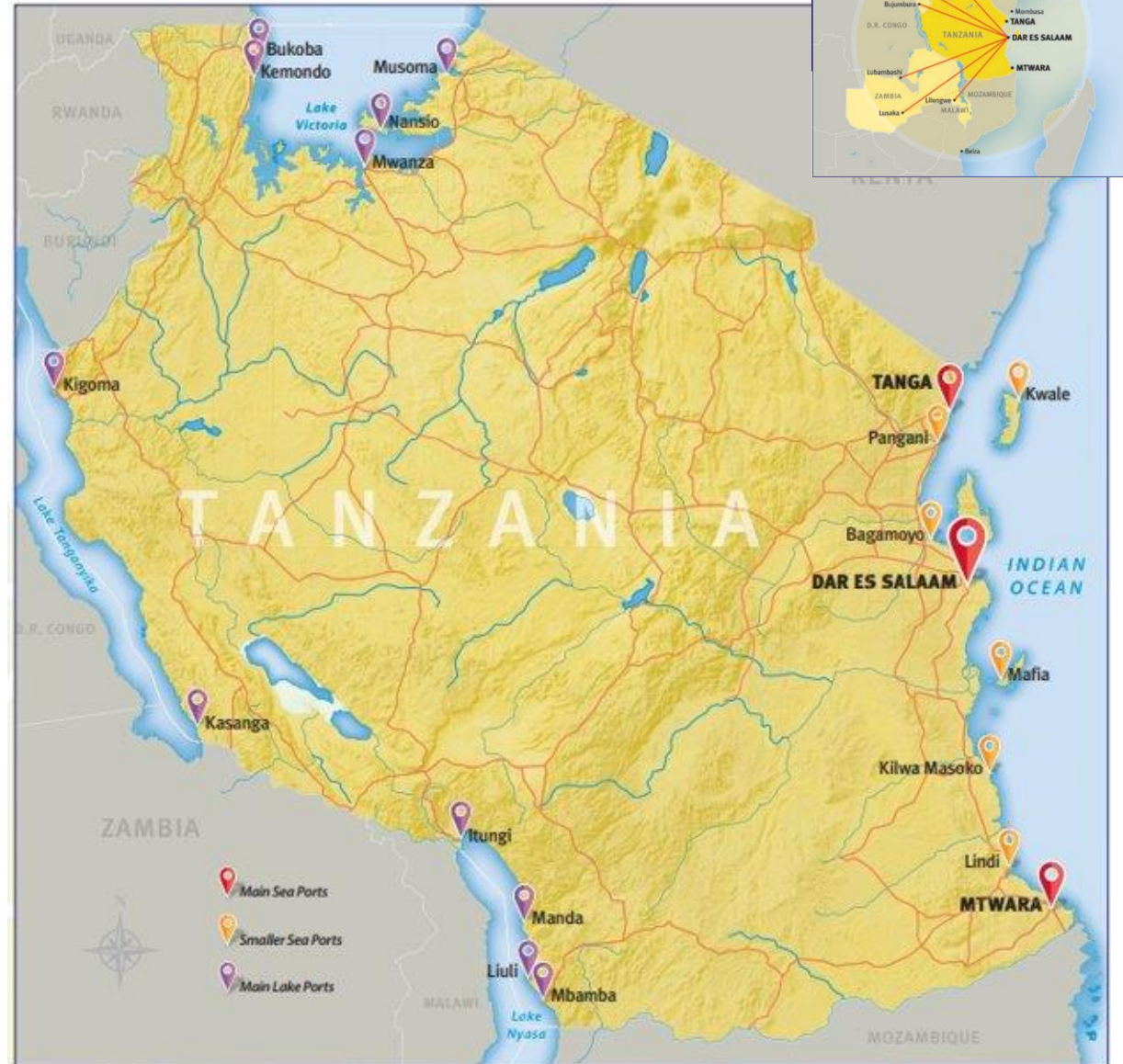
Sector	Project Title	Short description	Maturity	Interested parties
Port	Bagamoyo	Goal to be the largest port in East Africa with a capacity to handle 20 million TEUs by 2045. Budget: \$10 bn. Expected start date : 2023?	High on President Samia's agenda	China, USA, Europe, Oman
	Zanzibar	Construction of a new port at Mangapwani. Budget to be specified. Interests from Chinese and Omani companies. Need to understand project maturity level and status.	High	China, Oman
	Dar Es Salaam	Adani taking over container terminal from TICTS whose concession was not renewed by TPA. Need to understand TPA's ambitions for non containerised activity.	Ongoing	Adani, DP World, Abu d'habi...
	Tanga	Phase 1: Dredging from 3 to 13m. Phase 2: 450m berth. Budget: \$183m. Delivery date: April 2023. Completion rate: 83%	Implementation	EACOP
	Lake	Upgrading of Mwanza and Kigoma Ports. MoT/TPA to advise interests in developing other lake ports	TBD	MoT, TPA
	Mtwara	Mtwara transshipment project now effective with CMA CGM	April 23	CMA CGM
Railway	Tazara	Widening of the 1,860 km long track into a standard gauge railway (SGR). BOT and supply of rolling stock to be discussed.	High	MoT, Tazara
	SGR	Railway system of 4669 km, under construction, linking TZ to Rwanda, Uganda, Burundi and DRC. Budget: \$14 bn.	Implementation	Status per phases tba
Airport	Dodoma	The new Msalato Airport is expected to complement Dodoma Airport's operations. Contractors: Chinese companies. Budget: \$329 m. Start date : 10/22. Duration: 3 years	Implementation	Status tba

# List of identified transport projects

Sector	Project Title	Short description	Maturity	Interested parties
<b>Airport</b>	Dar Es Salaam	Rehabilitation and extension by ADPI and Bouygues. Design started in May 2022. Construction will start in Q4 2023. Duration construction: 3 years.	Implementation	ADPI. Bouygues. Financing tba
	Lake Manyara, Iringa and Tanga	Rehabilitating the airports. Financing by World Bank. RFP will be launched soon.	Tendering soon	TBA
	Arusha and Northern Region	Airstrips to be rehabilitated	TBA	TBA
	Mtwara	Rehabilitation and upgrading. Budget : \$17 m. Duration: 20 months. Contractors on the project?	Implementation	TBA
	Pemba	Upgrading to international status. Contractors: Propav JV of Brazil and Mecco. Budget: \$230m. Delivery date: 2025.	Status of implementation?	TBA
<b>Roads</b>	Kibaha - Morogoro	Construction of the 1st toll expressway of 215km. Looking for a PPP.	High	AFD? TBA
	BRT	Financing for phases 4 & 5 confirmed from World Bank and AFD. Budget: \$278m.	High	World bank. AFD.

# ZOOM ON PORTS

# PORT MAPS



[https://www.ports.go.tz/images/handbook/Tanzania-Ports-Authority-TPA-Port\\_Handbook\\_2019-20.pdf](https://www.ports.go.tz/images/handbook/Tanzania-Ports-Authority-TPA-Port_Handbook_2019-20.pdf)

# BAGAMOYO PORT

## Context

First agreement signed in 2013 between presidents J. Kikwete and Xi Jinping. Project suspended in 2015 with the election of J. Magufuli. President S. Hassan revives the project in 2021. Rift between Tanzanian and Chinese Govt over PPP conditions. In 2022, new American interest in the port through "technical assistance". DP World (UAE), Abu Dhabi Port, Antwerp are also announced as interested parties in the project<sup>1</sup>.

## Project scope

The Bagamoyo port is expected to be the largest port in East Africa with a capacity to handle 20 million TEUs by 2045. A special economic zone (with more than 700 industries) and a special industrial zone sitting on 1700 ha are part of the project. The project would have railway connections to the Tanzanian Central Railway and TAZARA Railway.

Key data	
Stage	Tendering
Budget	\$ 10 bn
Expected start date	2023 ?
Completion rate	0%
Expected delivery date	2033

<sup>1</sup> <https://www.thecitizen.co.tz/tanzania/news/national/foreign-firms-eye-tanzania-s-sh23-trillion-bagamoyo-port-3924900>



### Financing parties

State Government Reserve Fund (SGRF).Oman sovereign funds.



### Tendering parties

- Abu Dhabi Port ?
- DP World ?
- China Merchant Holding International
- Antwerp

Interested cies



# ZANZIBAR PORT - MANGAPWANI

## Context

As the largest port in Zanzibar, the existing Malindi multipurpose port currently handles over 90% of Zanzibar's cargo throughput. The Mangapwani multipurpose port is a new cargo port designed to cater to the East Africa and international markets and to support the existing Malindi port in meeting Zanzibar's growing trading target and supporting the development of the national economy.

## Project scope

The new port will have a 300 metre docking space and 65 metres of land craft, modern handling equipment with the capability to handle 200,000 containers and 250,000 tonnes of loose cargo. The construction period will be approximately 36 months long.

Key data	
<b>Stage</b>	Tendering
<b>Budget</b>	TBA
<b>Expected start date</b>	Not defined yet
<b>Completion rate</b>	N/A
<b>Expected delivery date</b>	N/A

<sup>1</sup> <https://studylib.net/doc/7127507/annex-1-%E2%80%93-maruhubi-port-development>

<sup>2</sup> <https://www.africaoutlookmag.com/industry-insights/article/445-sh370-billion-secured-for-new-port-in-zanzibar-tanzania>

<https://www.thecitizen.co.tz/tanzania/news/national/ccm-s-zanzibar-presidential-candidate-mwinyi-outlines-priorities-2716150>



Financing parties

Budget?



Tendering parties

Abu Dhabi Port

Oman States

Bolloré Ports

# DAR ES SALAAM PORT



## Project scope

ADANI (Indian company) is replacing TICTS for berth 8-11. Adani's final concession yet to be signed with the TPA. For now, Adani using TICTS as agent to conduct the operations and will eventually and most likely buy TICTS, once concession contract will be signed with the TPA.

TICTS presence in Dar Es Salaam estimated to be extended by till Mid 2023.

MOU between Abu Dhabi and Adani signed. JV in the making.

Berths 0 to 7 remain operated by the TPA directly until new concession (or JV) being materialized.

Key data	
<b>Stage</b>	Ongoing negotiation
<b>Budget</b>	TBA
<b>Expected start date</b>	July 2023
<b>Completion rate</b>	TBA
<b>Expected delivery date</b>	July 2023

<sup>1</sup> <https://dailynews.co.tz/tpa-antwerp-port-mull-partnership/>



## Tendering parties / Operators

ADANI (confirmed)

DPW and ABD Port (to be confirmed)

# TANGA PORT



## Context

The improvement work at the port is set to enable the port to handle 3,000,000 tons of cargo from the current 750,000.

**Work in progress sheet**



## Project scope

Phase 1

- Dredging from 3 to 13m

Phase 2

- 450m berth

Key data	
<b>Stage</b>	Implementation
<b>Budget</b>	Phase 1 : \$73M; Phase \$110M. Total: \$183M
<b>Start date</b>	2019
<b>Completion rate</b>	83%
<b>Expected delivery date</b>	April 2023



## Financing parties

Tanzania Ports Authority (TPA)



## Users/Contractors

EACOP



<https://dailynews.co.tz/tanga-port-upgrading-reaches-83pc/>

# LAKE PORTS



## Project scope

### MWANZA PORTS (Victoria Lake)

Plans are in hand to modernise Mwanza South, along with other Tanzanian lake ports, and to acquire new cargo handling equipment. The Dutch firm Royal Haskoning DHV is the consultant for this work. The project would involve dredging the port to restore its 6.0 metre deep access channel; rehabilitating a watercourse management system to minimise soil erosion and the silting of the port; and creating or reviving areas for vehicles involved in ro-ro operations. Other projects envisaged over the long term include an additional quay, a new linkspan, a new oil berth, new open and coverage storage areas and improved parking for trucks.

### KIGOMA PORT (Tanganyika Lake)

Need for lifting equipment to handle containers.

More information here: [https://www.ports.go.tz/images/handbook/Tanzania-Ports-Authority-TPA-Port\\_Handbook\\_2019-20.pdf](https://www.ports.go.tz/images/handbook/Tanzania-Ports-Authority-TPA-Port_Handbook_2019-20.pdf)

**Work in progress sheet**

Key data	
<b>Stage</b>	Conception
<b>Budget</b>	TBA
<b>Expected start date</b>	TBA
<b>Completion rate</b>	TBA
<b>Expected delivery date</b>	



Financing parties



Tendering parties / Contractors \*

# MTWARA PORT - Transshipment project (CMA CGM)



## Context

Mtwara port facilities and equipment to be made available for CMA CGM to transship cargo : Approximately 9400 teus (IN + OUT ) inclusive of 2800 teus of reefer.

The Transport Port Authorities of Tanzania will be required to install about 200 Reefer plugs and set up tarpaulins to protect containers against the coal dust.

**Work in progress sheet**

Key data	
<b>Stage</b>	Ongoing
<b>Budget</b>	TBA
<b>Expected start date</b>	14/04/2023
<b>Completion rate</b>	Until further notice
<b>Expected delivery date</b>	N/A



Financing parties

Public financing via TPA



Client

CMA CGM

# ZOOM ON RAILWAY

# Standard Gauge Railway (SGR)

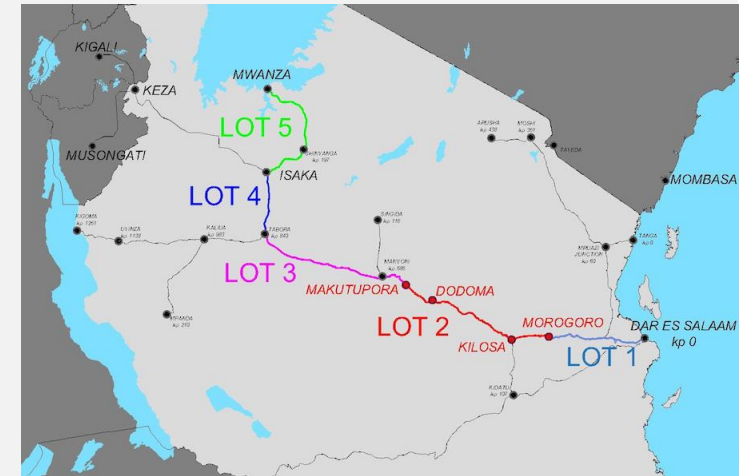


## Project context

Tanzania is embarking on a **\$14 billion project** that seeks to transform the country into a regional and an African transport hub, so as to effectively use its geographical advantage. The Tanzania Standard Gauge Railway (SGR) is a railway system of **4669 km**, under construction, **linking the country to the neighboring countries of Rwanda, Uganda, Burundi and the Democratic Republic of the Congo**, as part of the East African railway master plan. Its long term plan is to connect all the major cities and border towns across the country, as well as Zambia, Malawi and Mozambique.

The Tanzania SGR can be described as one of the most ambitious railway projects ever undertaken in Africa. Construction of the line **begun in 2017** and commercial operation for the 1st phase is set to begin soon, as the testing of electric locomotives was completed successfully in April 2022. The Tanzania SGR is constructed in 6 phases. It is **expected to reduce cost of transport by more than 40%, and time spent by travelers in the central corridor by more than 300%**. The railway line also comes with other benefits such as : decrease of roads accidents, traffic and maintenance costs, reduction or destruction caused by heavy vehicles on infrastructure facilities, bringing impetus to economic and social development. Tanzania is set to become an African transport and logistics hub serving East Central and southern Africa.

Presentation of the SGR project on video : <https://www.youtube.com/watch?v=yQAYAo4yf8> , April 2022



# Standard Gauge Railway (SGR)



## Project scope

**1<sup>st</sup> phase:** Dar Es Salaam-Morogoro: 300km.

Consortium between Turkish company, Yapi Merkezi, and a Portuguese company, Mota Engil. Financed by Turkish Bank, 1.2M USD and the rest by Tanzanian government. Started in 2017. 100% complete.

**2<sup>nd</sup> phase:** Morogoro-Makutupora (through Dodoma): 426km. Financed by Tanzanian government through a loan from Standard Chartered for \$1.46 billion. Launch in 2018. 80 % complete.

**3<sup>rd</sup> phase:** Makutupora- Isaka (western Tanzania): 435km. Cost: \$1.9 billion. Contractor : Turkish company, Yapi Merkezi.

**4<sup>th</sup> phase:** Isaka-Mwanza: 341 km. Goal is to link Tanzania to Uganda. Ferries to transport btw Mwanza to Bukansa and then Kampala Uganda. Cost: \$1.3 billion, financed through a Chinese loan. Contractors: JV of 2 Chinese companies (China Civil Engineering Construction Corporation (CCECC) and China Railway Construction Corporation Limited (CRCC)).

**5<sup>th</sup> phase.** Isaka, TZ – Rusumo, TZ – Kigali, Rwanda – DRC : 371km. Financed by World Bank.

**6<sup>th</sup> phase:** Tabora – Kigoma: 506km. Expected completion date: 2026. Cost: \$2.2-billion. Contractors : Chinese companies CCECC and CRCC.

# TAZARA



## Context

TAZARA is the 1 860 km railway linking Tanzania to Zambia, from Dar Es Salaam to Kapiri Mposhi. The construction took place from 1970 to 1975 by Chinese companies and it initially mainly aimed at transporting copper and cobalt from Zambia.

August 22<sup>1</sup>: Tanzania and Zambia agree to upgrade TAZARA to SGR level. Need for private sectors contractors in engineering, procurement, and operations.

Discussion around the modernisation of the 1,710km crude oil pipeline (TAZAMA) that links the 2 countries also took place; to enable diesel transportation<sup>4</sup>. Operations should start in a few months. Tender was not launched yet.



## Project scope

- Widening of the 1,860 km long track into a standard gauge railway (SGR)<sup>2</sup>
- Supply of railway wagons and operating those<sup>3</sup>

Key data	
Stage	Conception
Budget	TBA
Expected start date	TBA
Completion rate	TBA
Expected delivery date	TBA

## Work in progress sheet



## Financing parties

PPP



## Interested tendering parties

<sup>1</sup> <https://www.thecitizen.co.tz/tanzania/news/national/tanzania-zambia-agree-to-upgrade-tazara-to-sgr-level-3901174>

<sup>2</sup> <https://www.thecitizen.co.tz/tanzania/news/national/new-plan-seeks-to-tap-tazara-s-full-potential-3902662>

<sup>3</sup> <https://www.thecitizen.co.tz/tanzania/news/national/restated-four-challenges-facing-transportation-sector-in-tanzania-4024554>

<sup>4</sup> <https://www.thecitizen.co.tz/tanzania/news/national/-tanzania-and-zambia-outline-plan-to-revive-tazama-pipeline-4046154>

# ZOOM ON AIRPORTS

# DODOMA AIRPORT<sup>1</sup>



## Project scope

1. Construction of the new Msalato International Airport, 12 km de Dodoma.

Forecast: 5th Tanzanian airport with 1,7 million passengers per year.

The government will contribute \$55 million for the project, which will also be supported by a \$329 million loan agreement between the government and ADB.

Construction will be undertaken in 2 phases:

- Construction of the runway and terminal (36 months).
- Completion on demand, within 20 years of completing the first phase.

2. Extension of the existing airport.

**Internal note:** Projects is being undertaken not following international and high quality standards. Issues can be expected and might give opportunities to French companies. Project to be followed up closely.

Key data	
<b>Stage</b>	Implementation
<b>Budget</b>	\$ 329 million
<b>Start date</b>	30/10/2022
<b>Completion rate</b>	5%
<b>Expected delivery date</b>	30/10/2025

<sup>1</sup><https://studylib.net/doc/7127507/annex-1-%E2%80%93-maruhubi-port-development>



## Financing parties

ADB : 67,3%, Africa Growing Together Fund (AGTF): 32,7%



## Contractors

Construction : Group of Chinese cies :  
Sinohydro Corporation, Beijing Sinoaero, Construction Engineering Co and China Jiangxi International Economic & Technical Cooperation Co.  
Consultancy: Ethiopian company.

# DAR ES SALAAM AIRPORT - TERMINAL 2



## Project scope

Rehabilitation and extension.

Key data	
<b>Stage</b>	Implementation
<b>Budget</b>	TBA
<b>Expected start date</b>	Design : May 2022. Construction: Q4 2023
<b>Completion rate</b>	Construction : 3 years
<b>Expected delivery date</b>	2025-2026



## Financing parties

Phase up grant from France in exchange of French contractors : € 700k. Convention signed between TZ Ministry of Transport TZ and French government.



## Contractors



# LAKE MANYARA, IRINGA AND TANGA AIRPORTS

## Context<sup>1</sup>

Upgrading and rehabilitation of 3 priority regional airports (Lake Manyara, Iringa and Tanga airports) with a focus on enhancement of safety and capacity of the airports, and enhancement of climate resilience.

Financing by the World Bank. Expression of interest phase / prequalification ongoing. RFP will be released soon.

## Project scope

Upgrading and rehabilitation.

Key data	
<b>Stage</b>	Tendering
<b>Budget</b>	TBA
<b>Expected start date</b>	
<b>Completion rate</b>	
<b>Expected delivery date</b>	



### Financing parties

World Bank



### Tendering parties

Define interests from Tanzanian MoT

<sup>1</sup> <https://www.worldbank.org/en/news/press-release/2022/05/26/new-financing-to-improve-safety-climate-resilience-and-capacity-of-tanzania-s-roads-and-regional-airports>



Context



Project scope <sup>1</sup>

Rehabilitation and upgrading

- Earthworks and bases
- Concrete and steel works
- Bituminous works
- Drainage and miscellaneous works
- Aeronautical Ground Lighting Systems (AGL)
- Navigational Aids

Key data	
<b>Stage</b>	Implementation
<b>Budget</b>	\$ 17 million
<b>Expected start date</b>	
<b>Completion rate</b>	In progress (20 months project)
<b>Expected delivery date</b>	

<sup>1</sup> <https://www.taa.go.tz/projects/rehabilitation-and-upgrading-of-mtwara-airports>



Financing parties



Tendering parties / Contractors \*

Define interests from Tanzanian Airport Authorities



### Project scope

.In January 2023, The Government of Zanzibar has signed a contract to upgrade Pemba Airport to International status with contractors Propav JV of Brazil and Mecco, work that is expected to be carried out in 2 phases.

Pemba airport has the capacity to serve 45,000 passengers per year, but it now serves 110,000 passengers per year and upon completion the new airport, will have the capacity to serve 750,000 passengers per year.

"The preliminary designs of terminal building in an area of 14,000 square meters with a value of \$230 million(Sh536 billion) and a runway with a length of 2.5 kilometers have been completed. But since only \$170 million has been secured, construction will be done in two phases," said the Minister for Transport, Works and Communication Dr Khalid Salum Mohamed.

According to him the agreement that was signed was for the first phase of the construction which will cover 74 percent of the entire project.

Dr. Mohamed said that apart from the construction of the airport, the contract will also include the construction of Unguja and Pemba roads, increasing the size of the airport building from 6,890 square meters to 9,170 meters and the runway from 2,200 to 2,510 meters.

Key data	
<b>Stage</b>	Implementation
<b>Budget</b>	\$230 million
<b>Expected start date</b>	
<b>Completion rate</b>	
<b>Expected delivery date</b>	2025



### Financing parties



### Contractors

Propav JV of Brazil  
Mecco

<https://www.thecitizen.co.tz/tanzania/zanzibar/zanzibar-signs-230-million-contract-to-upgrade-pemba-airport-4076678> January 2023

# ZOOM ON ROADS

# ROAD KIBAHA - MOROGORO<sup>1</sup>

Work in progress sheet



## Context

Government declared in Nov. 2022 to start construction of the country's first ever toll expressway from 2023.

Government is looking for PPP, which is the 1<sup>st</sup> time a PPP is requested for road projects.



## Project scope

- From Kibaha to Morogoro.
- 2X2 highway of 215 km.
- The new expressway 2x2 will run alongside the current normal highway.
- "By April or May 2023, we will have already acquired a contractor to start the project," the Minister for Works and Transport, Prof Makame Mbarawa, announced.

Key data	
Stage	Conception/Tendering
Budget	TBA
Expected start date	2023
Completion rate	
Expected delivery date	2023



Financing parties



Contractors \*

<sup>1</sup> <https://www.thecitizen.co.tz/tanzania/news/national/construction-of-tanzania-s-first-toll-expressway-scheduled-for-2023-4023614>

# Bus Rapid Transit (BRT) Network

Work in progress sheet



## Project context and scope

Dar es Salaam BRT is a bus rapid transit system that began operations in May 2016. The transit system consists of 6 phases. Construction of Phase 1 (21km bus lanes on 3 trunk routes with 29 stations) began in April 2012 by Strabag International GmbH (Austria) and was completed in Dec. 2015 at a cost of €134 million funded by the ADB, World Bank and the Government of Tanzania. The entire system is operated by The Usafiri Salama Dar es Salaam Rapid Transit (UDA-RT) under the surveillance of the Surface and Marine Transport regulatory authority (Sumatra) 1.

### Dec. 2022 : Tanzania secures \$278 M funding for BRT expansion<sup>3</sup>

- Phase 4 : between Tegeta through Bagamoyo and Ali Hassan Mwinyi roads and Bibi Titi Road in the city centre. Financed by World Bank. Cost: \$100 M.
- Phase 5: start at Kijazi Interchange in Ubungu through Mandela Road. The route will also have a branch to Segerea. Financed by French Development Agency (AFD). Cost: \$178 M. Tender ongoing by March 2023. 5 short listed companies: Egis and Systra among others.
- Operations and maintenance of BRT: won by a Korean company, that also offers capacity building to TRC.

Key data	
Stage	Advise status
Budget	Phase 4: \$100M. Phase 5: \$178M.
Expected start date	2023
Completion rate	
Expected delivery date	



Financing parties



Contractors

# NEXT STEPS

# NEXT STEPS

- ▶ Meeting with Deputy Ministry of transport Mr Fredy Atupele in Dodoma to introduce the Transport Task force.  
Official opening of the French Embassy Bureau and AFD office in Dodoma.
- ▶ Next technical review meeting with Minister of Transport in Dodoma Tuesday 07<sup>th</sup> February 2023
- ▶ Prepare visit of French Minister of Foreign Trade and Economic Attractivity 23<sup>rd</sup> February 2023
  - ▶ Request meeting with new PPP Commissioner to better understand his vision
  - ▶ Request members' participation
- ▶ Contribute to the mapping of transport projects
  - ▶ Provide substance to selected project datasheets
  - ▶ Define Budget requirement
  - ▶ Advise maturity status of main projects
- ▶ Agree next meeting date