



**The World Bank**

Great Lakes Trade Facilitation and Integration Project (P174814)

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# Project Information Document (PID)

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Appraisal Stage | Date Prepared/Updated: 20-Apr-2022 | Report No: PIDA31010

**BASIC INFORMATION****A. Basic Project Data**

Country Eastern Africa	Project ID P174814	Project Name Great Lakes Trade Facilitation and Integration Project	Parent Project ID (if any)
Region AFRICA EAST	Estimated Appraisal Date 15-Apr-2022	Estimated Board Date 27-May-2022	Practice Area (Lead) Finance, Competitiveness and Innovation
Financing Instrument Investment Project Financing	Borrower(s) Republic of Burundi, Democratic Republic of Congo, Common Market for Eastern and Southern Africa	Implementing Agency Cellule Infrastructures-DRC, Unite de Gestion de Programme, DRC, Project Implementation Unit, Burundi, COMESA Secretariat	

## Proposed Development Objective(s)

The development objective of the project is to facilitate trade and enhance the commercialization of selected value chains, primarily targeting small-scale and women traders in the borderlands of the Great Lakes Region.

## Components

Component 1. Improving Policy and Regulatory Environment for cross border trade

Component 2: Improving Core Trade Infrastructure

Component 3: : Support to Commercialization of Selected Cross-Border Value Chains

Component 4: Implementation Support and Monitoring and Evaluation

**PROJECT FINANCING DATA (US\$, Millions)****SUMMARY**

Total Project Cost	250.00
Total Financing	250.00
of which IBRD/IDA	250.00
Financing Gap	0.00

**DETAILS****World Bank Group Financing**

International Development Association (IDA)	250.00
IDA Credit	76.00
IDA Grant	174.00

Environmental and Social Risk Classification

High

Decision

The review did authorize the team to appraise and negotiate

Other Decision (as needed)

**B. Introduction and Context**

1. **The global Covid-19 pandemic has had unprecedented economic impacts on all countries.** One of its most visible effects was a steep decline of international trade. The global and local cascade of lockdowns slowed down trade as countries instituted containment measures to deal with the pandemic. In developing regions, the disruptions to value chains continue to affect livelihoods and food security. One of the most affected regions has been the Great Lakes Region (GLR) of Africa where a significant proportion of trade is through informal channels. During these uncertain times, reopening the economies to trade, especially at sub-regional and regional level, has become ever more important.

2. **The disruptions due to the pandemic came at a time of great promise to the trade environment of Africa.** The continent was preparing to start trading under the African Continental Free Trade Agreement (AfCFTA), one of the largest free trade agreements in the world. In general, the agreement aims to reduce tariffs among African economies and includes in its policy areas trade facilitation, trade in services, as well as regulatory measures such as sanitary standards and technical barriers to trade. The AfCFTA eventually entered into force on January 1, 2021. The AfCFTA builds on a layered network of sub-regional and regional agreements on trade, all pointing to the importance that African economies attached to trade as an engine of growth and poverty eradication. In eastern and southern Africa, the Common Market for Eastern and Southern Africa (COMESA) is one of the main contributors and building blocks to broader trade integration of the continent. Since its inception in 1994, COMESA has been at the forefront of trade reform initiatives and has introduced several regional frameworks and instruments for trade policy and regulation, trade facilitation, and trade-related infrastructure. More recently, COMESA joined with the East African Community (EAC) and Southern African Development Community (SADC) in the COMESA-EAC-SADC Tripartite Free Trade Area (TFTA). The TFTA agreement calls for an improved and harmonized trade regime, which aims to reduce the cost of doing business and extend market opportunities



to 26 African countries with a population of 625 million people.

**3. However, trade across the continent must contend with various challenges that hamper realization of the objectives of the regional trade agreements and initiatives.** Key constraints for cross border trade, include: (a) poor border management and institutional practices; (b) inappropriate or inadequate border infrastructure, and associated transport and logistics services; (c) non-tariff barriers and (d) a lack of transparency of trade regimes especially for agricultural products that tend to dominate regional trade flows. In addition, small and medium enterprises and individual traders face additional hurdles that include inadequate post-harvest conservation, transport, and market infrastructure; limited ability to process and add value to products; a lack access to technical and marketing expertise; poor capacity to conform to standards to facilitate certification of exports; and weak negotiation power due to small scale.

**4. Small scale trade flows are particularly sensitive to hurdles to cross- border trade.** However, the implementation of practical remedial measures has been slow. This is despite the adoption of policy measures that have shown beneficial impacts elsewhere such as the Simplified Trade Regime (STR) adopted by COMESA and East African Community (EAC) and Framework for the Comprehensive Support for Women and Youth Cross Border Traders in the COMESA Region. In fact, whereas the COMESA STR was officially adopted on July 29, 2016 it has not yet been rolled out to all border crossing points across the COMESA region. As a result, small- scale traders continue to suffer onerous requirements. This is despite the adoption as well by COMESA of the Regulation on Minimum Standards for Treatment of Small-Scale Cross-Border Traders which enshrines basic principles for facilitating small scale trade.

**5. Besides procedural hurdles, dilapidated and inadequate infrastructure at the border contributes to a poor environment for trade.** The condition of infrastructure is particularly bad in fragile, violent and conflict environments (FVC) such as the GLR. Across the GLR, but especially in the most fragile countries, Burundi and the Democratic Republic of Congo (DRC) many of the most active border posts for small-scale trade lack basic amenities such as water, sanitation, electricity and warehousing. In many instances, not all services are available at each border crossing, especially those needed to test and certify plant and animal products

**6. However, small scale cross-border trade is strongly associated with a reduction in conflict involving citizens, and in particular, gender-related violence.** There is strong evidence that cross-border trade can (a) enable agricultural producers to sell their goods more quickly, leading to more business and increased returns; (b) improve access to agricultural inputs (seeds and fertilizers) enabling rural communities to cope with shocks and enhancing their food security; (c) save costs and time for traders, thus raising incomes and enabling more time to be spent on other daily activities; (d) create a more competitive business environment resulting in greater choice of product and lower prices for consumers; and (e) help to dispel ethnic and other stereotypes thereby decreasing the possibilities for political or armed mobilization. As many of those who participate in cross-border trade are women and youth, these benefits are more likely to be directly invested in the household, thereby further decreasing vulnerability to shocks.

**7. Women play an important role in regional value chains in the GLR, including in upstream production of goods and in downstream trade and retailing.<sup>1</sup>** For instance, around Lake Tanganyika, women are heavily involved in regional value chains and almost all traders selling fish and agricultural products in the local markets

<sup>1</sup> Garcia Mora, M. and Roshan, S. (2013) Barriers, Risks, and Productive Potential for Small-Scale Traders in the Great Lakes Region. In: Brenton et al. (Edts.) Women and Trade in Africa: Realizing the Potential. Washington, DC : World Bank Group



are women. In all the GLR countries, women are extensively involved in market trade at port and border locations and are the main producers of agricultural products and other goods, including dried fish, fresh vegetables, palm oil, and other goods traded with the DRC. Many Congolese women from border towns and other locations regularly travel to neighboring countries and sometimes across Lake Tanganyika to buy goods to sell in markets and shops back home. Enhancing agriculture value chains in the border regions has the potential to raise incomes for border communities and boost the welfare of rural households.

**8. Despite the important role that women-owned businesses play in regional value chains, significant gender gaps in profitability have been observed that are the result of several factors.** Women's businesses in the region make lower profits than men's, with a gap of 49 percent in DRC.<sup>2</sup> A recent analysis by the Africa Gender Innovation Lab has shown that this gap can partly be explained by women-owned businesses having less equipment and machinery (gap of 72 percent in DRC) and by them employing fewer employees (gap of 15 percent in DRC).<sup>3</sup> Additional explanatory factors, however, are that women are less likely to use good business practices than men (gap of 23 percent in DRC), and that they tend to work in less profitable sectors. For example, recent data from the Goma border in Figure 1 shows that women are dominating value chains that depend on more perishable products, which in turn are likely to have more variable profits and higher post-harvest losses due to spoilage. Relieving the constraints underlying these gender gaps is instrumental for ensuring that women can equitably participate in and profit from cross-border trade.

**9. Reduced cross-border trade has a direct impact on poverty rates and livelihoods in the border areas.** Border areas in the GLR are often areas of high poverty and socio-economic vulnerability; however, evidence in the region suggests that there exist linkages between cross-border trade and poverty reduction. For instance, in DRC, poverty rates are generally high in its eastern border areas where physical linkages (road) to the country's central regions is extremely limited. As a result, the DRC population of eastern province looks to its neighbors to the east for external markets, particularly to source goods and export locally produced products. Moreover, local cross-border trade, if properly facilitated, can be an important means for addressing food security issues faced by poor populations in the border areas.

**10. The Great Lakes Trade Facilitation and Integration Project (GLTFIP) aims to improve the environment for cross- border trade in the borderlands of the GLR, with a focus on Burundi and DRC.** A multi-sectoral approach is proposed, that seeks to improve connectivity to markets across the borders through policy and procedural reforms, infrastructure improvements, capacity building of both border agencies and traders, including women and youth groups and commercializing selected value chains to increase the supply of tradeable products.

#### Sectoral and Institutional Context

**11. COVID-19 together with instability and conflict have compounded DRC's inability to benefit from its rich and diverse endowment of natural resources and vast expanse of arable land.** While the country benefits from a climate, land, and water suitable for agricultural development, imports of agricultural products are unfortunately significant. The country is unable to export its production due to violence and conflicts outside the urban area, especially along the border and the critical lack of basic infrastructure for production and export and

<sup>2</sup> Campos et al. (2019) Profiting from Parity: Unlocking the Potential of Women's Businesses in Africa. Washington, DC : World Bank Group

<sup>3</sup> Ibid.



a business environment that does not facilitate investments in the productive area. Both physical and legal insecurity are a challenge for the private sector and the small-scale traders. For instance, the eastern provinces of the DRC are structurally deficient in maize and depend on imports from neighboring countries (Table 1). Maize together with cassava are the two staple foods in eastern DRC. However, the market supply of imported maize in DRC is constrained by the trade policies and practices of neighboring countries including Burundi. Yet, trade facilitation is gaining even greater importance given the vulnerability of the region to climate risks, especially flooding and droughts. An increase in the frequency of climate risks will require policies that allow a smoother flow of products between regions, to meet any resultant shortages in supply.

*Table 1: Eastern DRC maize and cassava commodity balance, 2017*

	Maize (‘000 metric tons)	Cassava (‘000 metric tons),
Production	1,264	4,172
Imports	53	70
Total Supply	1,317	4,242
Domestic requirements	4,353	5,489
Exports	-	1,264
Total Demand	4,353	6,753
Domestic Balance	(3,036)	(2,511)
Self - Sufficiency	29%	76%

Source: FEWSNET, 2018.<sup>4</sup>

12. **Trade volume between Burundi and DRC is small but growing.** Trade between the two countries increased more than 2,500 percent between 2015 and 2019, most of it comprising Burundi exports to the DRC (Table 2). Eastern DRC, especially South Kivu, is the second largest export market of Burundi<sup>5</sup>. Exports of Burundi to DRC were estimated at US\$32 million in 2019, representing around 12 percent of the Burundi total exports (and 35 percent of export volumes excluding coffee, tea, and minerals). Exports of Burundi towards DRC are essentially goods processed in Burundi, mainly agricultural and agribusiness products. Burundi's imports from DRC were in 2019 estimated at US\$0.7 million (essentially agriculture products). Trade between both countries is essentially performed by small and medium traders. However, even then, most of the available statistics reflect only recorded trade, yet significant flows are handled through informal channels and are not captured in official statistics.

*Table 2: Burundi - DRC Trade Volumes*

	Year				
	2015	2016	2017	2018	2019
Burundi Exports to DRC (USD)	674,484	5,073,394	18,043,707	22,988,316	32,747,104
Burundi Imports from DRC (USD)	587,519	466,348	485,553	1,107,297	713,677

<sup>4</sup> FEWSNET, 2018. Supply and Market Outlook: Democratic Republic of Congo. January 2018

<sup>5</sup> <https://www.intracen.org/country/Burundi/General-Trade-Performance/>



Source: OBR

13. **One contributory factor to the low volumes of recorded trade between the two countries is the currency exchange rate misalignment in Burundi.** The World Bank (2021)<sup>6</sup> estimates that the gap between the official and parallel exchange rates is quite significant, with a parallel market premium of 70 percent in mid-December 2020. The premium has been growing over time. As a result, Burundi exporters increasingly utilize informal, often small scale channels for exports and then subsequently sell the proceeds on the parallel market. Many of the informal and small scale transactions are not recorded in official statistics, such as those in Table 2. However, evidence from elsewhere in the GLR suggests that the informal trade flows are much larger than the official ones.

14. **A long stretch of the common border between Burundi and DRC is on Lake Tanganyika.** The lake is shared by four countries, Burundi, DRC, Tanzania, and Zambia. The Burundi shoreline of the lake is some 159 kilometers long. The lake is the second deepest in the world, with an average depth of 570 meters and 1,470 meters at its deepest point. It is on average 50 kilometers wide extending to 72 kilometers at its widest. The lake holds more than 250 species of fish most of which live along the shoreline. Estimates are that the lake produces about 200,000 tons of fish per year. Fish is a primary source of protein to consumers in the region. The lake provides employment for around 100,000 people operating from approximately 800 fishing villages along the shoreline. The immediate environs of the lake are home to an estimated 10 million people. Most of the trade between the lake communities is in agricultural products and fisheries. A large proportion of fish from Lake Tanganyika, similar to other regionally produced goods, is traded on a small-scale using wooden “dhows” rather than commercial shipping vessels. However, fishing activities are constrained by the isolated location of most landing sites, the steep escarpments surrounding most of the lake and a general lack of port infrastructure.

15. **Cross-lake and cross-border trade has strong backward and forward linkages to local producers and distribution markets.** Recent assessments of trade across Lake Tanganyika found that the majority of traded goods originate from and are destined to nearby markets in the border region. Crops including maize, cassava, potatoes and vegetables grown by local farmers around ports and land borders are a large proportion of cross-border trade flows. More sophisticated commodities including processed foodstuffs (for example, salt, sugar, cooking oil and soft drinks), building materials, manufactured goods, and clothing tend to come from slightly more distant places within the borders of the exporting country. Small-scale traders also report goods coming from countries outside the GLR, such as Zimbabwe and South Africa, and from as far away as China and Dubai. The goods are typically shipped through neighborhood seaports such as Dar es Salaam and delivered to local markets which supply surrounding communities.

16. **However, trade between Burundi and DRC suffers from several common constraints.** One of the most apparent handicaps is the prevalence of inadequate, inappropriate, and generally poor trade infrastructure, both at the borders and around Lake Tanganyika. Dilapidated and inadequate infrastructure at the border and lake ports results in a poor environment for handling and processing goods and people. Throughout the project area, many of the most active border posts for small-scale trade lack basic amenities such as water, sanitation, electricity and warehousing. Pedestrian and vehicle traffic are often unsegregated (no dedicated lanes) and certain services are unavailable due to lack of ICT connectivity. In the case of lake borders, high costs and unsuitable infrastructure has resulted in small-scale trade being mainly transported via small beach ports. In

<sup>6</sup> World Bank. 2021. Breaking out of Fragility: Towards Inclusive and Sustainable Growth. Burundi Country Economic Memorandum. World Bank. Washington, DC.



addition, the lack of a secure and transparent environment, including lack of lighting and border/port area surveillance systems enables corruption and harassment.

17. **DRC and Burundi are committed to simplifying procedures for small-scale traders.** During preparation of the project, the two countries negotiated a bilateral agreement to facilitate trade between them. The agreement includes the designation of additional border crossing points and lists of products to be traded using the STR. In addition, the two countries have agreed specific steps to implement the COMESA regulations defining Minimum Standards for Treatment of Small-Scale Cross-Border Traders which enshrines the basic rights and obligations of small-scale cross-border traders. The Regulations articulate measures necessary for a clear, transparent, and predictable relationship between traders and officials at the border. In the case of Burundi and DRC, the two countries are also bound to implement the COMESA Gender Policy implementation plan and the Framework for the Comprehensive Support for Women and Youth Cross Border Traders. Lastly, in terms of policy to anchor their trade relationship, both DRC and Burundi (as well as Rwanda and Uganda) have all signed the AfCFTA as well as the COMESA-EAC-SADC Tripartite Free Trade agreement to further boost intra-regional trade and deepen economic integration. However, the countries are at different stages of implementing the agreement. Measures under the project will support the countries towards domesticating and realizing the objectives of the regional and continental agreements.

### C. Proposed Development Objective(s)

#### Development Objective(s) (From PAD)

18. **PDO Statement:** The development objective of the project is to facilitate trade and enhance the commercialization of selected value chains, primarily targeting small-scale and women traders in the borderlands.

#### Key Results

19. In the context of the project, commercialization refers to the transformation of goods and value chain management practices so as to supply more volume at higher value across the border.

20. **PDO Level Indicators:** The expected results indicators for the project are:

- (a) Average time for traders to cross at targeted border crossings (in minutes, disaggregated by gender)
- (b) Quality of public services—degree of satisfaction with border management services (percentage, disaggregated by gender)
- (c) Value of trade through targeted trade infrastructure (Amount in USD, disaggregated by gender)
- (d) Change in value of final products traded by beneficiary traders associations in regional markets (percentage, disaggregated by gender).

### D. Project Description

21. The project combines investment in “hard” and “soft” improvements due to their complementary and mutually reinforcing benefits. While the majority of project costs will go towards hard infrastructure that facilitates trade (60 percent of proceeds) and, in particular, supports small-scale trade, these investments are



backed by procedural reforms and institutional changes to be effective and to maximize socio-economic returns. The project is, therefore, structured around four components: (a) implementing policy and procedural reforms, capacity building, and gender sensitive procedures at the border; (b) improving core trade and commercial infrastructure with appropriate amenities; (c) enhancing the commercialization of selected value chains especially those involving women and the youth; and (d) implementing and strengthening Monitoring and Evaluation (M&E) at the regional and project levels. An outline of the four components is provided below.

**Component 1. Improving policy and regulatory environment for cross-border trade (US\$43 million equivalent)**

22. Proposed interventions under this component seek to improve the policy and procedure environment of traders at the border. Focus will be on dialogue at the regional, national, and local levels on the reform agenda, building awareness of the critical reforms, training of border officials, traders, and trader associations, and the introduction of innovative information technology (IT) tools to ease the burden of crossing the border and promotion of information and networking platforms for women traders and service providers.

**Component 2: Improvements to Core Trade Infrastructure (US\$147.5 million equivalent)**

23. The project will finance improvements to four types of core trade infrastructures and facilities at specific border crossing points, namely border posts, lake ports, border markets and local access roads. Between them, the four infrastructure elements are critical to facilitating and increasing trade operations, improving the operating environment of traders, and minimizing product delays and losses during handling, storage, and shipment.

**Component 3: Support to Commercialization of Selected Cross-Border Value Chains (US\$37.5 million)**

24. The objective of Component 3 of the project is to support value chain actors in the borderlands of the GLR (specifically traders' associations and SMEs that provide market access services and light transformation of products) to increase and improve local and regional capacity to trade and add value to mostly agricultural products. As there are other projects and programs (e.g. National Agriculture Development Program, P169021 and the Regional Great Lakes Integrated Agriculture Development Project, P143307) that support production at the farm level, focus is on activities relating to logistics for market access (consolidation, processing, sorting, clearance and shipment of products) to the other side of the border. Interventions under the component will be guided by four design principles, specifically, prioritizing value chains that (a) have high growth and export potential in the region, especially those that are currently hampered by high costs of trade; (b) best leverage the trade facilitation interventions under the project; (c) enhance economic opportunities for the youth and women; and (d) build on appropriate local economic systems and practices. Based on available evidence and consultations with intended beneficiaries, the interventions under the project are organized around three sub-components: (a) infrastructure; (b) export promotion and (c) meeting regulatory requirements for export.

**Component 4: Implementation Support and Monitoring and Evaluation (US\$22 million)**

25. This sub-component includes support for building the implementation capacity of government agencies and communication activities. Implementation support will be provided in a strategic and sustainable way. The project will finance staffing, logistics, procurement, environmental and social risk management, and financial management among other critical functions to support effective implementation at the central and local levels.



The project will also finance various training courses to enhance service delivery, leadership, communication, and monitoring and evaluation to ensure sustainability. Throughout the preparation, the project team has worked with potential champions to lead implementation. In addition, the project will provide support to prepare the operational manual and finance-related operational training to project teams, audit for the financial management, the accounting system, office equipment (vehicles, PC, printers, office furniture, etc.), and running cost throughout the project life. The project will also finance meetings between country Project Implementing Units (PIU) and implementing partners to promote knowledge exchange, lessons-learned, and best practices to harmonize implementation.

26. The project will develop a robust monitoring and evaluation (M&E) system and build capacity of government agencies to assess the cross-border trade environment. Key indicators will cover the efficiency of cross-border trade procedures, the relationships between officials and small cross-border traders and service providers and impact on conflict affected communities. The system will provide feedback to the implementing agencies to identify and make necessary adjustments over the life of the project. The joint border committees, which will be supported under Component 1, will also play a key role in M&E and as a platform for supervising and coordinating activities on the ground, notably reviewing performance indicators, and, when necessary, recommend procedural streamlining. Furthermore, the project will develop a set of socio-economic indicators to measure changing trade patterns and perceptions between traders and border officials.

27. The component will also support the COMESA Secretariat in its roles/functions for better ownership and effectiveness of current and future World Bank aid as well as capacity to implement other development programs. The support will focus on harnessing the benefits of strategic partnerships focuses on the active engagement of national, regional and international strategic partners in regional integration.

#### Legal Operational Policies

##### Triggered?

Projects on International Waterways OP 7.50	Yes
Projects in Disputed Areas OP 7.60	No

#### Summary of Assessment of Environmental and Social Risks and Impacts

28. Anticipated key social risks and impacts include: (i) land acquisition and physical and economic displacement; (ii) potential risks associated with labor influx, including SEA, SH; (iii) potential exclusion of disadvantaged and vulnerable groups from project benefits, including indigenous peoples; and (iv) potential risks of increased social tension in the targeted cross border settings (for example, dispute over access to processing equipment and to market facilities, dispute over resettlement, disputes between traders and officials). These risks will be mitigated through preparation and implementation of a Resettlement Policy Framework and resettlement action plans, as well as an Indigenous Peoples Planning Framework (IPPF) and Indigenous Peoples Plans (IPPs) where necessary; adoption of mitigation measures proposed in WB Good Practice Notes on labor influx and SEA/SH (such as employment of local workforce, application of codes of conduct and development of a functional GRM equipped to handle SEA/SH claims ethically and confidentially, collaboration with local



communities, and referrals to GBV-related service providers); inclusion of disadvantaged and vulnerable groups in project activities/benefits, including provision of project-related job opportunities; and effective stakeholder engagement, including an inclusive and transparent consultation process that specifically reaches out to women and other vulnerable groups, and a functional GRM as noted above. Poor project performance and delays on ensuring timely compensation of project affected persons facing physical and economic displacement under the previous GLTFP project in North and South Kivu mean additional and early attention and creative solutions will need to be devoted to this risk in the new project.

## E. Implementation

### Institutional and Implementation Arrangements

29. **Burundi:** PPAs totalling US\$3 million were approved and disbursed to Burundi in 2017 and 2021. The PPAs were used to operationalize and build capacity for project implementation and management. The PIU, under the Ministry of Finance and Budget and Economic Planning (MoFBEP), is responsible for the planning, implementation, and management of all components, financial management, procurement, communication, and M&E of the project. It has already hired several key staff with PPA funds (Project Coordinator, Trade Facilitation and Private Sector Specialist, Procurement Specialist, Administrative and Financial Officer, Environmental and Social Safeguards Officer, M&E Officer). The PIU has an effective mandate to exercise its authority and has been able to use the advance to: (a) conduct Environmental and Social Impact Assessment (ESIA) and draft bidding documents for proposed project interventions; (b) conduct feasibility studies for infrastructure works; (c) conduct limited baseline studies as part of M&E for key performance indicators; and (d) establish an accounting system and arrange for the training of PIU staff for the management of Bank-financed projects. The PIU will lead implementation of all aspects of the project, in close coordination with line agencies and ministries of the government.

30. Above the PIU, a National Steering Committee was established during preparation and will be maintained to provide policy guidance and oversight to the beneficiaries and implementing agencies of the project. The Committee is chaired by the Minister of Finance, Budget and Economic Planning and is composed of the Permanent Secretaries General of the ministries of Finance, Budget, and Economic Planning; Commerce, Transport, Industry and Tourism; Infrastructure, Equipment and Social Housing; Interior, Community Development and Public Security; Environment, Agriculture and Livestock; and Public Health and the Fight Against HIV/AIDS. The heads of technical agencies such as Commissioner General of the Burundi Revenue Office (OBR), the Commissioner General at the Office of Immigration, the Director General of the Burundi Bureau of Standardization and Quality Control (BBN), and the Director General of the Burundi Road Agency, the Director General of the Maritime, Port and Railway Authority (AMPF), and the President of the Federal Chamber of Commerce and Industry of Burundi (CFCIB)—will participate by invitation in meetings of the National Steering Committee.

31. A Project Technical Monitoring Committee was created on April 24, 2021, comprising focal points from the public and private sectors, including the Ministry of Commerce, Transport, Industry and Tourism; the Ministry of Infrastructure, Equipment and Social Housing; the Association of Women Entrepreneurs of Burundi (AFAB); the Association of Repatriates of Burundi (AFRABU); the General Commissariat of Migration; the Burundi Revenue Office; the Federal CFCIB; and so on. The role of the Technical Committee, chaired by MoFBEP, is to represent the main stakeholders of the project and to lead the technical coordination and monitoring of its implementation. The Committee oversees the project strategy and implementation, reviews the quarterly



report, and reports to the National Steering Committee. The Project Technical Monitoring Committee meets at least once a quarter or as often as needed upon invitation of the Chair and deputy chair in case of the latter's absence. Specific meetings of the Technical Monitoring Committee will be held when necessary, involving only the direct beneficiary agencies (Ministry of Commerce, Transport, Industry and Tourism, the Burundi Revenue Office, the General Commissariat for Migration, the Ministry of Infrastructures, Equipment and Social Housing). The roles of the different levels of the implementation arrangements in Burundi will be defined in the Project Implementation Manual.

32. **DRC:** The implementation structure established under the GLTFP (P151083) will continue to manage the project. The two units are the Unité de Gestion de Programme (UGP) and the Cellule Infrastructure (CI) of the Ministry of Infrastructure and Public Works. Decentralization should be the main principle for project implementation. The project office will be in South Kivu, which is where the coordinator will be based. A liaison office will remain in Kinshasa to coordinate the policy dialogue with the authorities.

33. Based on experience and feedback from the GLTFP, the project will recruit a project coordinator and a dedicated team of specialists for Safeguards, including Gender-Based Violence (GBV) specialists, Financial Management and Procurement specialists, and a Security specialist. These experts will be responsible for all components of the project and will work for both UGP and CI. Overall management will be provided by the two coordinators. Capacity building will be organized for the safeguard team on safeguard instrument implementation in line with the Bank's new Environmental Safeguards Framework, including the Good Practice Note for addressing sexual exploitation and abuse and sexual harassment in IPF involving Major Civil Works.

34. The Inter-Ministerial Project Steering Committee chaired by the Ministry of Commerce (MoC) was created as an oversight mechanism for the GLTFP, consisting of ministers and Director Generals from the MoC (Secretariat), Finance, Interior, Public Works, Agriculture, General Directorate of Customs and Excise (DGDA), General Directorate for Migration (DGM), Standards Office (Office Congolais de Contrôle), Plant Quarantine Service (SQV), Animal and Fish Quarantine Service (SQAH) and Health/Hygiene. Under the proposed project, the Governor of South Kivu will join the Inter-Ministerial Committee and will oversee all activities on the ground and provide overall strategic direction and supervision, including approving annual work and budget plans and reviewing regular progress reports. The steering committee will also communicate recommendations to other institutions engaged in trade. The project will be implemented under the overall coordination of the UGP that was established within the MoC's Secretariat General. The difference during implementation is that UGP will be based in Bukavu and not Kinshasa. Only one officer of UGP, the Trade and Regional Integration Expert, will be based in Kinshasa while the rest will be based in Bukavu. UGP will be responsible for implementation of Components 1, 3, and 4, overall planning implementation of the project, M&E, and coordination with other beneficiaries and the provincial PIU. The implementation of Component 2 will be entrusted to the CI, a technical body of the Ministry of Infrastructure and Public Works (MIPW) with recognized technical expertise and experience regarding donor financed infrastructure projects in the eastern DRC.

35. A National Consultation Committee (le Conseil Consultatif) will be established in Kinshasa and will be chaired by the PS (Secrétaire General Trade). It will include all focal points from the ministries listed for the National Steering Committee and all beneficiaries of the project. A focal point will be designated in each beneficiary agency, namely, DGDA, DGM, PNHF, OCC, SQV, SQAH and Hygiene. The National Consultation Committee will oversee the project implementation and will be the bridge between the national level and the provincial level and they will review quarterly reports, financial reports, and other strategic documents and they



will report to the National Steering Committee.

36. **Decentralized implementation.** A provincial technical committee (PTC) has been created in South Kivu to identify areas of intervention, validate subprojects, and engage with beneficiary groups and civil society. This committee creates a forum for two-way communication between traders and the provincial administration. The PTC will be chaired by the Governor and will include provincial ministries of Trade, Finance, Infrastructure, and Transport, and provincial directors of the DGDA, DGM, PNHF, OCC, SQV, SQAH and Hygiene and representatives of small-scale traders and civil society. The PTC will take the lead in the coordination of the agencies and the implementation of all activities on the ground for all components.

37. A designated account will be opened in South Kivu, which is where the UGP will be located. Another designed account will be open in Kinshasa where CI is located.

38. **COMESA:** Although the two project countries will be responsible for implementing activities at the national level, COMESA will play a convening role, supporting regional knowledge sharing and advocacy efforts on facilitating small-scale cross-border trade.

39. COMESA is the most appropriate regional institution to support the project given its wide membership and its established work program supporting small-scale traders through its regulations on small-scale trade and its STR. To that end, COMESA will implement specific activities under Component 1 related to trade facilitation and policy harmonization. The project will leverage the existing regional coordination committee (RCC) established under the GLTFP, but transform it so that Burundi and DRC become core members. Other countries may participate (by invitation) in the discussions of the RCC but the participation of Burundi and DRC will be required to form a quorum for meetings of the RCC. The RCC will comprise the representative of each of the project countries from the national steering committee and it will be chaired by one of the members in rotation. At least twice a year, the RCC will be formally organized to assess the state of project implementation discuss progress with harmonization of policies, rules, and regulations; provide necessary oversight and guidance on implementation; as well as to monitor and evaluate results of the project. The COMESA Secretariat will undertake the responsibility of secretary for organizing meetings of the RCC. At the COMESA Secretariat level, the Assistant Secretary General – Programmes (ASGP) will represent the Secretary General during the RCC meetings. The Director of Trade and Customs, the Head of Resource Mobilization and International Cooperation, and the Project Coordinator will participate in the RCC meetings ex officio to service the meetings. Additional staff from both the Secretariat and the national level can be invited to attend the RCC on a case-by-case basis and based on the agenda items to be discussed. The Secretary General will ensure high-level representation of each of the project countries.

## CONTACT POINT

### World Bank

Charles Kunaka  
Lead Private Sector Specialist

Peter Ngwa Taniform



Senior Transport Specialist, Program Leader

**Borrower/Client/Recipient**

Republic of Burundi

Clotilde Nzigama

Coordonnateur

[cnizigama@pfcgl2.bi](mailto:cnizigama@pfcgl2.bi)

Democratic Republic of Congo

Honore Tshiyoyo

Coordonnateur Cellule projets Ministère des Finances

[honoretshiyoyo@yahoo.fr](mailto:honoretshiyoyo@yahoo.fr)

Common Market for Eastern and Southern Africa

Dr Christopher Onyango

Director, Trade and Customs

[conyango@comesa.int](mailto:conyango@comesa.int)

**Implementing Agencies**

Cellule Infrastructures-DRC

Théophile NTELA LUNGUMBA

Coordonnateur

[theophile.ntela@celluleinfra.org](mailto:theophile.ntela@celluleinfra.org)

Unité de Gestion de Programme, DRC

Eugenie Salebongo Basoy

Secretary General

[sgcomext@yahoo.fr](mailto:sgcomext@yahoo.fr)

Project Implementation Unit, Burundi

Clotilde Nzigama

Coordonnateur

[cnizigama@pfcgl2.bi](mailto:cnizigama@pfcgl2.bi)

COMESA Secretariat

Christopher Onyango

Director, Trade and Customs Division

[COnyango@comesa.int](mailto:COnyango@comesa.int)

**FOR MORE INFORMATION CONTACT**

The World Bank  
1818 H Street, NW  
Washington, D.C. 20433  
Telephone: (202) 473-1000  
Web: <http://www.worldbank.org/projects>

**APPROVAL**

Task Team Leader(s):	Charles Kunaka Peter Ngwa Taniform
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**Approved By**

Practice Manager/Manager:		
Country Director:	Mohammed Dalil Essakali	21-Apr-2022