



Ministry of Foreign Affairs

Lake Tanganyika: turning corridors into sustainable opportunities Stakeholder workshop 23 – 24 February 2023

***Lake Tanganyika Authority
Bujumbura, Burundi***

Commissioned by the Netherlands Enterprise Agency

Lake Tanganyika: turning corridors into sustainable opportunities

Stakeholder workshop 23 – 24 February 2023

Lake Tanganyika Authority

Bujumbura, Burundi



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2 Introduction

2.1 Background for organizing the workshop

The workshop is an operationalization of the conclusions which are documented in the report ‘Lake Tanganyika: turning corridors into sustainable opportunities’. Based on the interviews and online workshops, Erasmus UPT concludes “to explore the potential to empower the Lake Tanganyika Authority to set-up, within its existing organization, a Corridor Managing Body [...]”. In this report Erasmus UPT also questioned “the availability of resources at the LTA to move forward in the short term, as currently, the LTA seems to lack both some power and visibility at the level of both the private sector and on national political levels”. Such preconditions will have to be addressed during the forthcoming workshop.

The main conclusions of the report are included in Appendix A. Further reference is made to the paragraph 11.2 in which we gave an outline how to move from vision to a strategic roadmap by addressing the five agenda items: governance and the proposed Corridor Managing Body (CMB), the coordination and advocacy, marketing and awareness, Lake Tanganyika business ecosystem animation (mobilisation of traders) and capacity building. We emphasized that the CMB is an important step and key success factor for implementation, but that other coalitions of stakeholders may emerge and/or bottom-up projects could be considered ‘lighthouse’ projects, especially when these projects are driven by entrepreneurs.

2.2 Institutional setting

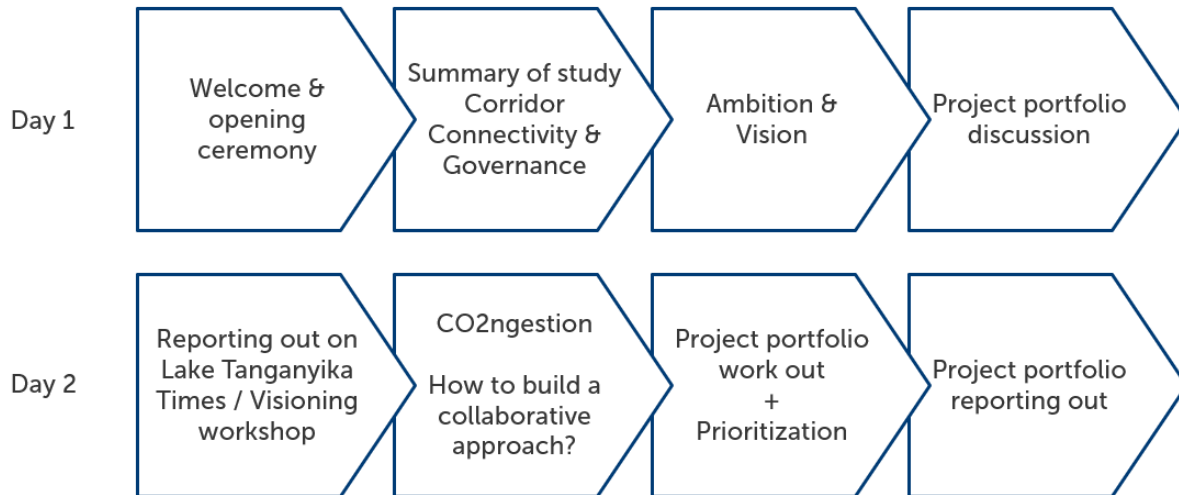
The Lake Tanganyika Authority was established under the Convention on the Sustainable Management of Lake Tanganyika. This Convention provides a legal framework for regional cooperation in the conservation of biological diversity, sustainable management and the enforcement of harmonized laws and standards for the sustainable use of the natural resources of Lake Tanganyika and its basin. The function of the LTA is to coordinate the implementation of the Convention by the Contracting States, namely the Republic of Burundi, the Democratic Republic of Congo, the United Republic of Tanzania and the Republic of Zambia. The mission of the LTA is to promote sustainable Management of Lake Tanganyika and its basin and represent the common interests of the Contracting States in the management of Lake Tanganyika and its basin. LTA also facilitates regional cooperation required for socio-economic development. Trade Corridor Development is however new to the LTA and the Tanganyika region.

2.3 Aim of the workshop

The objective of the workshop is to present and discuss the Lake Tanganyika Regional Corridor Assessment with regional stakeholders, to develop a roadmap by proposing priorities, objectives and actions that must be taken into account in the operationalization of this roadmap and to prepare a note for submission to the LTA management committee and the conference of ministers of member states. With the workshop we aim to receive the inputs from key stakeholders in terms of implementation feasibility, tangible impacts, potential for quick-wins, stakeholders’ acceptance and contribution, and last but not least resource availability.

LTA brought together a broad group of stakeholders from riparian countries for a 2-day workshop. The workshop took place on 23 – 24 February 2023 at the Best Outlook Hotel in Bujumbura, Burundi. This workshop is a follow-up of the Study on the Lake Tanganyika Transport Corridor that was prepared by Erasmus Centre for Urban, Port and Transport Economics (Erasmus UPT), in cooperation with 3S Group and three local consultants with in-depth regional logistics experience. The Netherlands is actively involved in infrastructure investments to develop African transport corridors to boost regional markets and trade. To facilitate strategic decision making and a coordinated approach, as

well as to avoid investments in potentially competing projects, more information is needed about the supra-regional transport systems.



3 DAY 1: 23-02-2023

3.1 Synthesis presentation

Conclusions from the corridor assessment study:

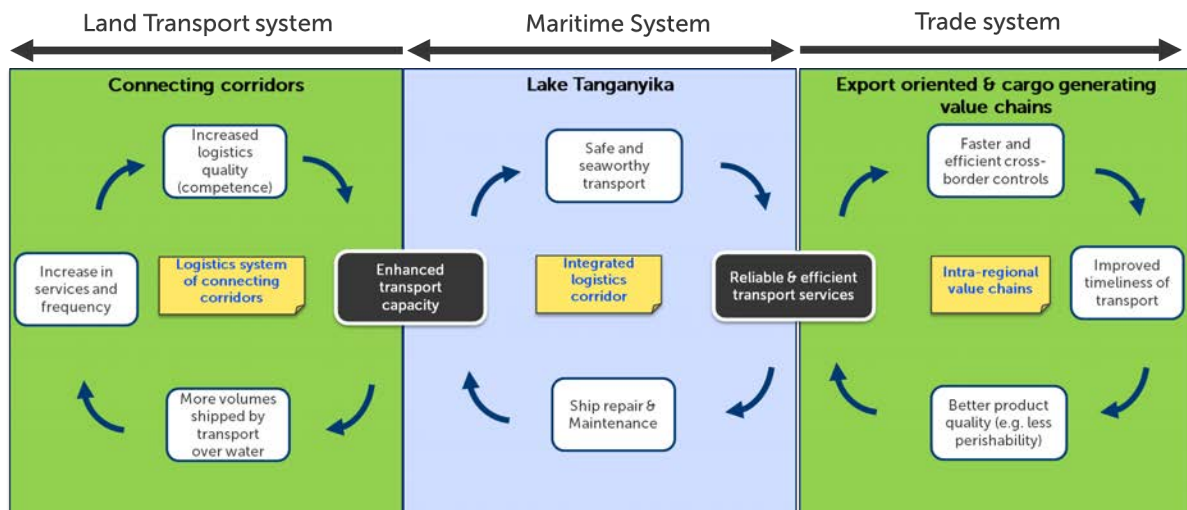
- Connectivity in our definition is partly an absolute and partly a relative measure.
- In addition to cost and transit times, the **corridor connectivity index** assigns a value to the inland node.
- On the one hand there are absolute performance measures, such as **capacity, service frequency and digital connectivity** while on the other hand the instrument will report the **perceived service quality**, such as reliability (punctuality) and visibility.
- The tool has been designed to help corridor authorities to identify at which transport nodes to make 'hard' and 'soft' **interventions** and improve their position in the network and thereby improve the entire network.
- Absence of large dominating (maritime) ports or port authorities within the corridor (given its inland location)
- Presence of established CMBs in the region (Northern and Central Corridor)
- Smaller-scale, government-driven approach seems most suited, but need to increase the effort and scale-up at the level of the organisation of the CMB: different scenario's (do nothing; mandate extensions of existing organisation(s); or creation of new body)
- Private sector currently too weak to develop own transnational corridor initiatives, but need to make formally part of a "new" initiative at the level of the governance board and the technical committees
- Preference to extend existing mandate(s)

- Focus on “transport service awareness creation”, “common infrastructure policy” and “processes for trade facilitation”

Developing the Lake Tanganyika corridor would require an integration of three subsystems: the land transport system with increased connectivity to the existing corridors to the Indian Ocean, the maritime corridor over the lake and 3) the trade system, which links value chains to the corridor. The picture below shows how these subsystems connect with each other.

- An integrated Transport Corridor would reduce transportation costs and time, sustainability by creating a modal shift and it would strongly improve the connectivity.
- The maritime system depends on the quality of the vessels to allow for safe transport. This requires investments in ship repair & maintenance knowhow.
- Trade facilitation and integration reduces barriers at the border and allows for seamless transport, which in turn improve timeliness and quality of products

The complexity of the interlinkages between the subsystems show the complexity and hence the need for coordinated development, using the corridor connectivity assessment – from our study – and turn it into a monitoring tool.



3.2 Workshop 1: vision

GROUP 1 – ENGLISH																											
TITLE	LAKE TANGANYIKA CORRIDOR HITS TARGET																										
SUB-TITLE	CARGO DWELL TIME REDUCED TO 12 HOURS ACROSS THE REGION																										
TEXT	<p>Following the harmonization of procedures, automation of systems and modernization of Port and hinterland infrastructure across the Lake Tanganyika Riparian states, the cargo dwell time has been reduced to 12 hours across all ports from the baseline of 6 days in 2023. This is in line with the aspirations and targets set by Lake Tanganyika stakeholders 12 years ago. The stakeholders involved in the attainment of this milestone include governments, private sector, port communities regional bodies and corporating partners.</p> <div style="text-align: center;"> <p>The graph shows a steady decline in dwell time from 70 hours in 2023 to 12 hours in 2034. The y-axis represents hours (0-80) and the x-axis represents years (2023-2034).</p> <table border="1"> <caption>Dwell Time Data</caption> <thead> <tr> <th>Year</th> <th>Dwell Time (Hours)</th> </tr> </thead> <tbody> <tr><td>2023</td><td>70</td></tr> <tr><td>2024</td><td>70</td></tr> <tr><td>2025</td><td>65</td></tr> <tr><td>2026</td><td>55</td></tr> <tr><td>2027</td><td>50</td></tr> <tr><td>2028</td><td>48</td></tr> <tr><td>2029</td><td>42</td></tr> <tr><td>2030</td><td>30</td></tr> <tr><td>2031</td><td>20</td></tr> <tr><td>2032</td><td>12</td></tr> <tr><td>2033</td><td>10</td></tr> <tr><td>2034</td><td>8</td></tr> </tbody> </table> </div>	Year	Dwell Time (Hours)	2023	70	2024	70	2025	65	2026	55	2027	50	2028	48	2029	42	2030	30	2031	20	2032	12	2033	10	2034	8
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GROUP 2 – ENGLISH	
TITLE	SEAMLESS FLOW OF TRADE ACROSS
SUB-TITLE	HARMONIZATION OF CUSTOMS AND TRADE FACILITIES POLICIES ACROSS THE RIPARIAN STATES ENABLES SEAMLESS FLOW OF TRADE
TEXT	<p>The Lake Tanganyika Authority has harmonized customs and trade. Facilitation policies and regulations in the Lake Tanganyika Riparian Member States. This enables faster clearance and movements of goods across the lake, thus promoting intra-country trade. The Lake Tanganyika Authority adopted a multi-stakeholder approach that brought together key agencies and formed sub-committees to review and propose areas that required attention After review, proposals were presented for validation and latter submitted to Nation of all Parliaments for approval. A customs union charter was signed and adopted creating a new chapter in enhanced movement of goods and increased trade flows across the lake. Traders can now pay a uniform tariff for goods traded across the Riparian States and spend less time in clearance.</p>

GROUP 1 - FRENCH	
TITRE	LANCEMENT D'UN NOUVEAU NAVIRE SUR LE LAC TANGANYIKA EN 2035
SOUS-TITRE	INAUGURATION D'UN BATEAU D'UNE CAPACITÉ DE 3000 TONNES RESPECTANT LES NORMES ENVIROMENTALES INDICATEURS : AUGMENTATION DE LA CAPACITÉ & REDUCTION DE GAZ À EFFET DE SORNE
TEXTE	<p>Une première ans la région ! Après la construction d'un nouveau chantier navale moderne à Bujumbura, un groupe d'investisseurs multinational a initié un projet de construction d'un bateau d'une capacité de 3000 tonnes fonctionnant grâce au gaz naturel. Cela per mettra la facilitation des échanges commerciaux entre les pays de la sous-région.</p> <p>Il entre dans le cache des projets de transport résilient initiés il y a 10 ans et mise en œuvre par l'ALT.</p>

GROUP 2 - FRENCH	
TITRE	MODERNISATION ET STANDALISATION DES PORTS FINALISES ET 2035
SOUS-TITRE	D'ICI 2035, LES PORTS SE TROUVANT SUN LE LAC TANGANYIKA SONT MODERNISÉS AVEC DES ÉQUIPMENTS STANDARDISÉS ET HARMONISES
TEXTE	<p>Sous l'initiatives des états membres de la LTA, ces derniers se sont réunis pour étudie la question unique de l'état di, lieu des infrastructures et de leurs équipements. Le constat fut amère a telle eraseigne que les états membres ont donné mandat à la LTA pour rapidement mobiliser les experts pour faire, l'évaluation des besoins, établi les priorités, élaborer un plan d'action et la mobilisation des fonds pour la mise en œuvre de le plan d'action.</p> <p>Nous Constatons maintenant que le rêve est devenu réalité à voir le niveau de modernisation et de standardisation de ses ports.</p> <p>VIVE LA COOPERATION DES, MEMBRES DE CALTA ETATS</p>

GROUP 3 – FRENCH	
TITRE	RAPPORT ANNUEL DU TRAFIC SUR LE LAC TANGANYIKA PUBLIE
SOUS-TITRE	DIX MILLIONS DE TONNES DE MARCHANDISES TRANSPORTEES SUR LE LAC TANGANYIKA EN UNE SEULE ANNEE DE 2035
TEXTE	<p>Du jamais vu depuis l'existence du Corridor de Transport sur le Lac Tanganyika, les données statistiques indiquent le transport d'un volume record des échanges commerciaux entre les pays riverains du lac Tanganyika qui ont atteint plus de 10 millions de tonnes en une seule année 2035.</p> <p>Ces réalisations ont été rendues possibles grâce à l'amélioration des capacités des navires et des ressources humaines, la modernisation des infrastructures portuaires et la facilitation des opérations terminales.</p> <p>Tous ces résultats sont les fruits des accords de coopération entre les pays riverains, le flux des investissements des privés et la contribution conjuguée des bailleurs de fond.</p>



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February 2035

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Team 2E

Lake Tanganyika Corridor Hits Target

Cargo Dwell Time Reduced
to 12 hours across the region

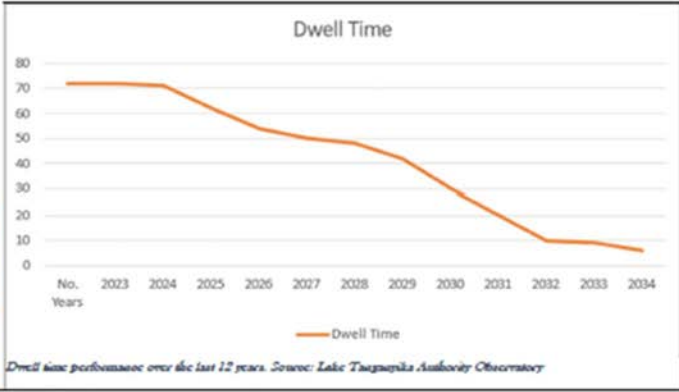
Following the harmonization of procedures, automation of systems and modernization of Port and hinterland infrastructure across the Lake Tanganyika Riparian states, the cargo dwell time has been reduced to 12 hours across all ports from the baseline of 6 days in 2023. This is in line with the aspirations and targets set by Lake Tanganyika stakeholders 12 years ago. The stakeholders involved in the attainment of this milestone include governments, private sector, port communities regional bodies and corporating partners.

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Dwell Time



Dwell time performance over the last 12 years. Source: Lake Tanganyika Authority Observatory

Team 1E

Seamless flow of trade across the lake

Harmonization of customs and trade facilities policies across the riparian states enables seamless flow of trade

The Lake Tanganyika Authority has harmonized customs and trade. After review, proposals were Facilitation policies and regulations in presented for validation and latter the Lake Tanganyika Riparian submitted to Nation of all Parliaments Member States. This enables faster for approval. A customs union chater clearance and movements of goods was signal and adopted creating a new across the lake, thus promoting intra- chapter in enhanced movement of country trade. The Lake Tanganyika goods and increased trade flows Authority adopted a multi-stakeholder across the lake. Traders can now pay approach that brought together key a uniform tariff for goods traded agencies and formed sub-committees across the Riparian States and spend to review and propose areas that less time in clearance. required attention.

3.3 Main vision 2035 message

- Efficiency of operations in ports through automation
- Harmonization of customs and trade
- Harmonization of tariffs

Team 1F

Lancement d'un nouveau navire sur le lac tanganyika en 2035

Inauguration d'un bateau d'une capacité de 3000 tonnes respectant les normes environnementales indicateurs : augmentation de la capacité & réduction de gaz à effet de serre.

Une première ans la région ! Après la construction d'un nouveau chantier navale moderne à Bujumbura, un groupe d'investisseurs multinational a initié un projet de construction d'un bateau d'une capacité de 3000 tonnes fonctionnant grâce au gaz naturel. Cela permettra la facilitation des échanges commerciaux entre les pays de la sous-région. Il entre dans le cadre des projets de transport résilient initiés il y a 10 ans et mise en œuvre par l'ALT. Il entre dans le cadre des projets de transport résilient initiés il y a 10 ans et mise en œuvre par l'ALT.



Group 5 - Français

Rapport annuel du trafic sur le lac tanganyika public

Dix millions de tonnes de marchandises transportées sur le lac tanganyika en une seule année de 2035

Du jamais vu depuis l'existence du Corridor de Transport sur le Lac Tanganyika, les données statistiques indiquent le transport d'un volume record des échanges commerciaux entre les pays riverains du lac Tanganyika qui ont atteint plus de 10 millions de tonnes en une seule année 2035.

Ces réalisations ont été rendues possibles grâce à l'amélioration des capacités des navires et des ressources humaines, la modernisation des infrastructures portuaires et la facilitation des opérations terminales.

Tous ces résultats sont les fruits des accords de coopération entre les pays riverains, le flux des investissements des privés et la contribution conjuguée des bailleurs de fonds.

Group 2 - Français

3rd phase de modernisation et standardisation des ports finalises et 2035

D'ici 2035, les ports se trouvant sur le lac tanganyika sont modernisés avec des équipements standardisés et harmonisés

Sous l'initiative des états membres de la LTA, ces derniers se sont réunis pour étudier la question unique de l'état de lieu des infrastructures et de leurs équipements. Le constat fut amer à telle enseigne que les états membres ont donné mandat à la LTA pour rapidement mobiliser les experts d'action et la mobilisation des fonds pour la mise en œuvre de le plan d'action.

Nous constatons maintenant que le rêve est devenu réalité à voir le niveau de modernisation et de standardisation de ses ports

3.4 Workshop 2: from vision to roadmap

1. What are the quick wins? What are the no regrets?
2. Imagine, there is a fully functioning free economic zone in the region.
3. What are the resources that are missing at this moment to develop a seamless and smooth transport over the lake?
4. Who's coordinating the pooling of resources?

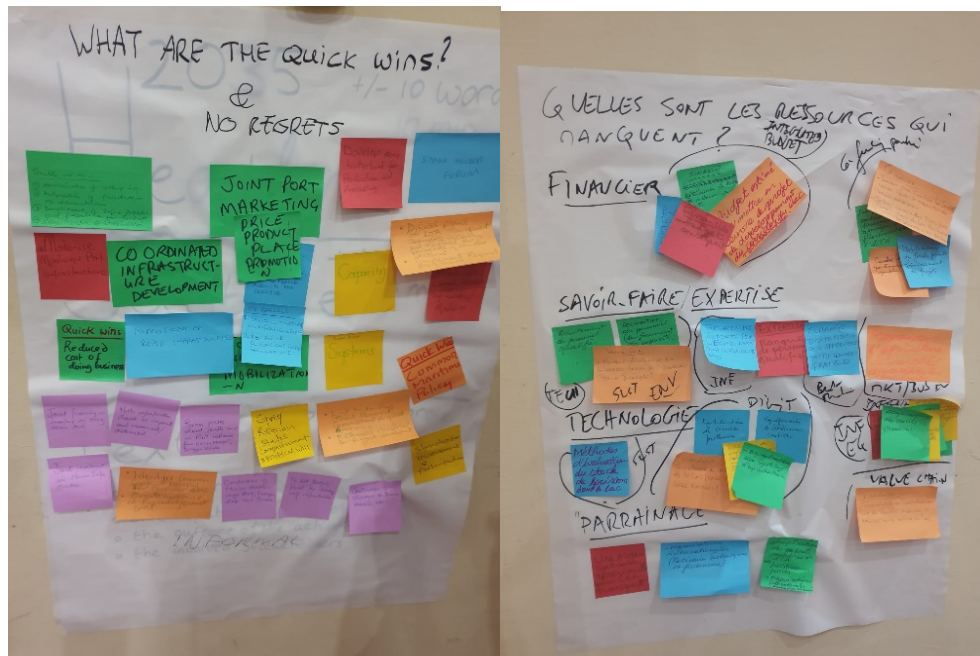
What are the quick wins & No regrets

Discussion points

- Coordinating infrastructure and development
- Making funds available
- Common maritime policy
- Vessel capacity
- System implementation
- Harmonization of processes and procedures
- The 4 P's
- These are more no regrets than quick wins?
- Commitment monitoring
- Traffic (cargo dwell time/handling time)
- Leading taskforce
- What is the ambition?

Comment: Starting small – We work together on the corridor relationships. Mpulungu throughput goes to Bujumbura. People have products and can a day back. Operators are not always thinking about using the lake. Join and promote. What we do in Mpulungu, we need to do in Bujumbura? Win-win. If we get throughput in Mpulungu, Bujumbura also gets the throughput.

Outcome:



3.5 Quick wins and no regrets analysis

Harmonization of processes and procedures	Transport capacity	Making funds available	Infrastructure and equipment	Performance management
Implement common maritime policy (e.g., nautical safety)	Increase vessel capacity	Joint investment in maritime infrastructure	Coordinate infrastructure development in the ports	Issue annual performance report of the corridors
Choose and use proven software systems	Joint marketing about transport over the lake	Commit and show political will for investments as Riparian states	Modernize & automate ports	Provide updates of the infrastructure, equipment and vessel capacity
Review customs and trade regulations	Develop new businesses connect local value chains	Assign revenues to funds	Improve hinterland connections (Invest in road/rail)	Provide updates corridor connectivity index

The green actions represent quick wins

Harmonization of processes and procedures	Transport capacity	Making funds available	Infrastructure and equipment	Performance management
Implement common maritime policy (e.g., nautical safety)	Establish international partnerships to increase vessel capacity	Joint investment in maritime infrastructure	Coordinate infrastructure development in the ports	Issue annual performance report of the corridors
Choose and use proven software systems	Joint marketing about transport over the lake	Commit and show political will for investments as Riparian states	Modernize & automate ports	Provide updates of the infrastructure, equipment and vessel capacity
Review customs and trade regulations	Develop new businesses connect local value chains	Assign revenues to funds	Improve hinterland connections (Invest in road/rail)	Provide updates corridor connectivity index

3.6 Crucial resources

Discussion points

- Financial initiatives and sponsorship go hand-in-hand. Retain earnings that can be used for port investments. The money can be used to go in a fund to invest in infrastructure. On a member state level. The government might not have the priority to develop on the lake.
- Knowledge level: Expertise, education, human capital development. Also, policy expertise and set-up new policy frameworks. Policy maker is sometimes somebody completely different than people who work in logistics. Bring the policy makers with the expertise. Know-how important element.
- Investment: InvestNL (invest bodies); what is the financial market driving? Where can the funds be raised.
- Technology: Systems, information, internet accessibility. Cargo handling and transport.
- Political level: Willingness of the companies to move ahead.

Discussion:

Technological adaptation: Installing a crane then we are loading more stuff at the same time. It can have big results in the short term. Very complex things that can very disruptive. There are small things that we can do.

Human capital: When you have the fund; you have the money to run the port. When you assigned capacity to get for those things. They can focus on management and the processes continues. Dedicated people who look at fundraising and especially on those themes.

Overview of systems: People need to know what exists. People sometimes do not know. Port Community systems that are already there and are easily installed. Perhaps, they can be brought in on a multilevel stakeholder. The software is already there and customize the input. The limitation sometimes is that people do not what we can do. Some are just subserviate based and are not that expensive.

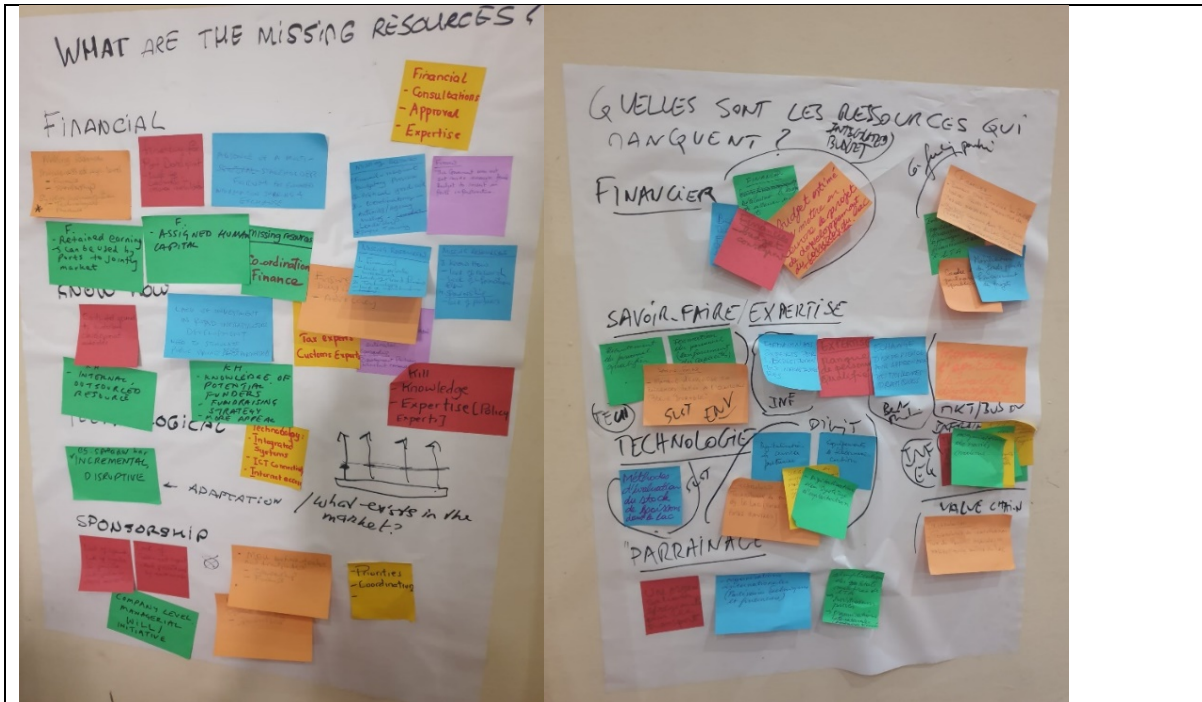
Proper institution: What are we planning what are coordinating, timely? Very clear targets and have systems that are efficient enough which shows what we can do. All that coordination is important.

Raising money: Example; The fund is almost done; the facility is depending on that. Co-finance. You need a good narrative when you a sale a project on a regional basis. Not even having a corridor; there are things that you can do jointly. You need to look at a broader level. Coordinating financial mobilization. In addition; just the planning itself. There is railway from Congo as far the container terminal is here. In the planning of conceptualization. This should be a coordinated planning including the capacity.

Government: Government does not know what is happening in the region. If you propose from below, it does not work. We need to emphasize the higher level. And provide instructions down there.

Planning investments; Plan for your railway; costs 5 million investment for one kilometer. It makes sense to look at the whole corridor. We do not have the railway we are not that efficient (Zambia). Optimisation to the overview. The inland connection: high level when we look at the investments. Bujumbura benefits from railway that connects Mpulungu.

Outcome:



3.7 Crucial resources analysis

FINANCIAL

UNDERSTAND FINANCIAL FLOWS
CREATE FINANCIAL FRAMEWORK
MOBILISE FUNDS FOR PROJECTS
DEVELOP AND COMMIT TO BUDGETS



SPONSORSHIPS

CREATE INCENTIVE FOR PRIVATE PARTICIPATION
INCREASE GOVERNMENT SUPPORT
SHOW INITIATIVE ON COMPANY MANAGEMENT LEVEL

KNOW-HOW TO

DEVELOP HUMAN CAPITAL (EDUCATION & SKILLS)
DEVELOP EXPERTISE AND EXCHANGE BEST PRACTICES
SET-UP NEW POLICY FRAMEWORKS
SET-UP SUSTAINABILITY FRAMEWORKS
STIMULATE PUBLIC-PRIVATE-PARTNERSHIP
ATTRACT POTENTIAL (CO-)FUNDERS
ATTRACT MARKETS AND TRADERS

TECHNOLOGICAL

DIGITAL
SET-UP COMMUNICATION SYSTEMS
INTEGRATE SYSTEMS (IT CONNECTIVITY)
CREATE STABLE ACCESSABILITY TO INTERNET

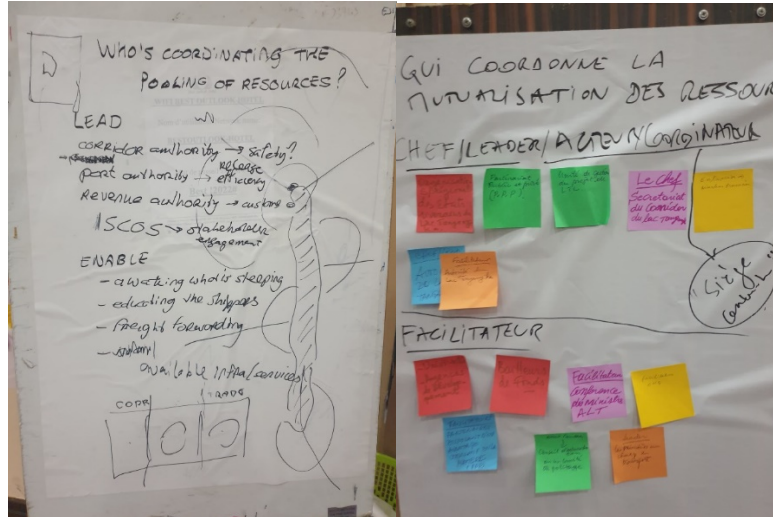
INFRASTRUCTURE AND EQUIPMENT
MAKE EFFECTIVE DECISIONS IN
INFRASTRUCTURE AND EQUIPMENT
IMPLEMENT RESILIENT TECHNOLOGICAL SOLUTIONS

3.8 Coordination

Discussion points

- Trade system: Ambition and entrepreneurial mindset is needed.
- Safety of navigations: The part of regulatory needs more focus, dealing with safety standards. On the shore side or on the ship side.
- Educating people
- Need for independent platform to coordinate and guide project without taking over responsibilities of existing parties.
- Shared community systems
- Different skillsets from organization.
- Funding: Combining funding. Each part needs a clear plan and we need to execute it. We need to know on what board are you playing. You should not be in the way. You can get into conflicts instead of partnerships.

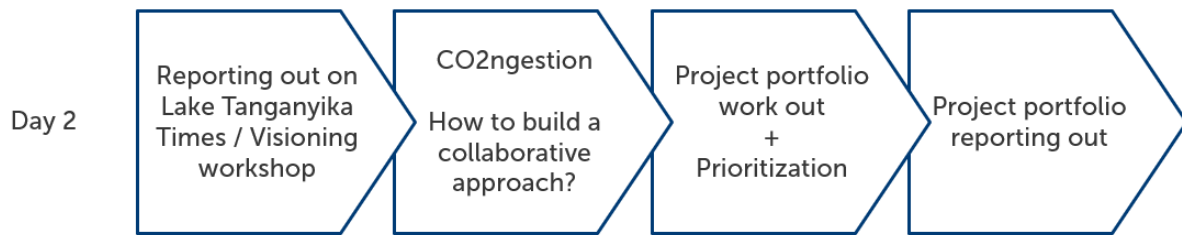
Outcome:



Determine per project: Who is leading, who is supporting?

Need for independent platform to coordinate and guide discussions and projects without taking over responsibilities of existing parties.

4 DAY 2: 24-02-2023



4.1 Workshop 3: collaboration on the corridors



Debriefing and findings of the game

Collaboration skills

- We need to work together on the corridors and think about role attribution.
- We need to develop at the same pace on the corridors (accelerating in the same speed).
- Every corridor has its own limitations, and we need to be aware of that.
- If certain parties drop out, the developments will become less efficient.
- The sense of urgency of collaborating on the corridors is clear.

Transition management

- The dilemmas of transition pathways have become clearer. We have to deal with environmental and acceleration effects on the corridors.
- Short-term (congestions) versus long-term (solutions) thinking and acting.



4.2 Workshop 4: working on projects fiches

1. Teams will go through the list of project fiches:
2. Are there any projects missing?
3. What stakeholders need to be involved?
4. Discuss and elaborate the resources that are required per stakeholder.
5. Discuss and write down the activities.
6. Determine the priority and sequence of activities.



Group 1 (ENG) - Governance

Project Description

The actual set-up of a Corridor Managing Body. Both from the benchmark and stakeholder interviews, the need to set-up a dedicated, formal Corridor Managing Body (CMB) is considered as a necessary condition to increase the speed of implementation of projects and actions leading to higher corridor performance and the associated wider benefits.

Two phases:

- (1) Building a transnational coalition of public and private parties to incite the four riparian governments to dedicate structural resources for the set-up of the organization, including agreements on the vision and mandate;
- (2) Setting up the actual organization, i.e. appointing an executive secretary or CEO and support staff, setting up committees and working groups, etc.

Input

Financial

- Expertise to the structure of the corridor organisation
- Human Resource requirements
- Stakeholder Consultations and validation process

Know-How

- Logistic Transport
- Business Development
- Policy and Planning
- Trade
- Environment

Sponsorship

- Government of the four member states
- Trade Association
- Development partner
- Logistical transport

Technology

- ICT System
- Financial Reporting System

ACTIVITIES

Tasks

- Stakeholder mapping
- Responsibility Matrix
- Budgeting
- Phasing of Priority Actions
- Resource Mobilization
- Recruitment
- Research and Development

Priorities

- (1) Stakeholder mapping
- (2) Responsibility Matrix
- (3) Planning and Budgeting
- (4) Resource Mobilization
- (5) Recruitment
- (6) Research and Development

Stakeholders

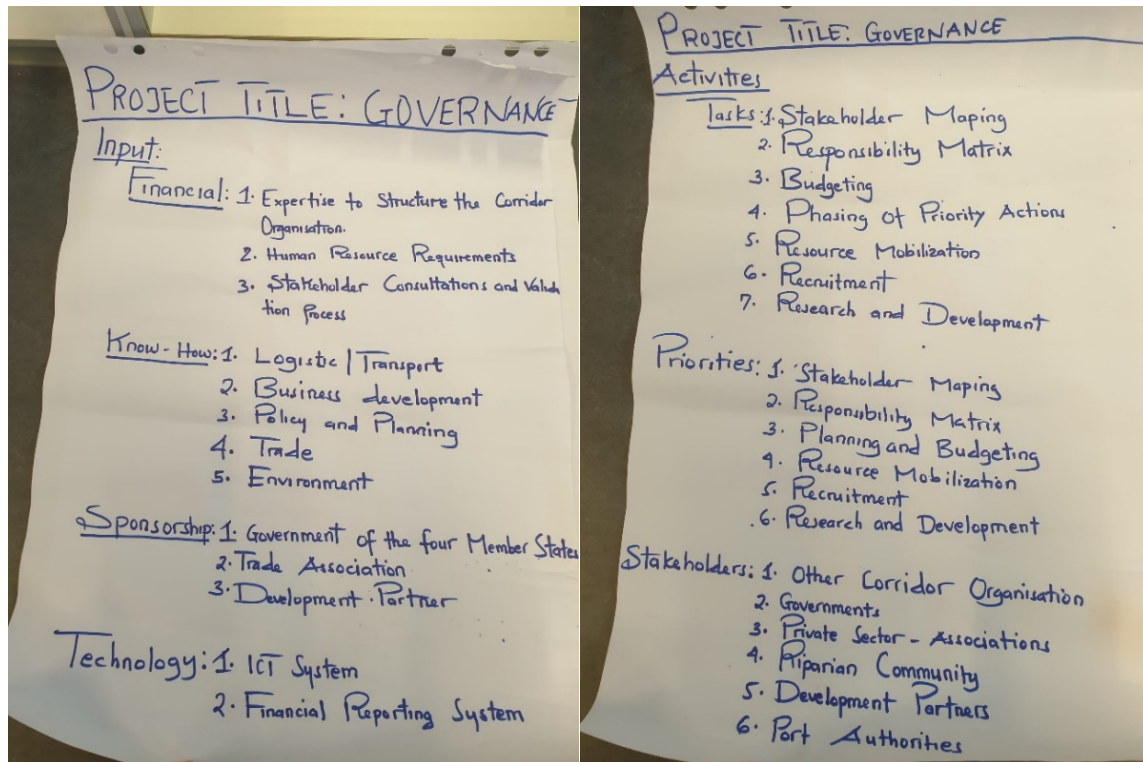
- Other Corridor Organisation
- Governments
- Private sector – Associations
- Riparian Community
- Development Partners
- Port Authorities

Output

- Implemented technological solutions (e.g., beaconing)
- Jointly approved infrastructure development masterplan
- Study on the potential of multi- and intermodal concepts on the lake and conditions for implementation
- Common transport and trade protocols

Outcome

- Improved stakeholder dialogue
- Coordinated approach to infrastructure development
- Shared development of standards, capacity and services framework



Group 2 (ENG) – Marketing Awareness

Project Description

Develop a common marketing and information platform facilitating and promoting the access to local, regional and international shippers and logistics providers; this includes the set-up of continuous but targeted 'advocacy' initiatives towards central governments.

Timeframe 18 months to activate this particular project.
Preliminary budget to help plan the joint marketing.

You cannot implement (you take marketing alone; you cannot implement a marketing plan you need a structure). The price and the people. Once we have identified the target market. You had to position the market, existing market. We have the guardant of project and market.

Tasks

- Identifying the target market and business opportunities.
- Develop a joint marketing strategy plan.

- Develop implementing structure.
- Build the budget for marketing.

Stakeholders

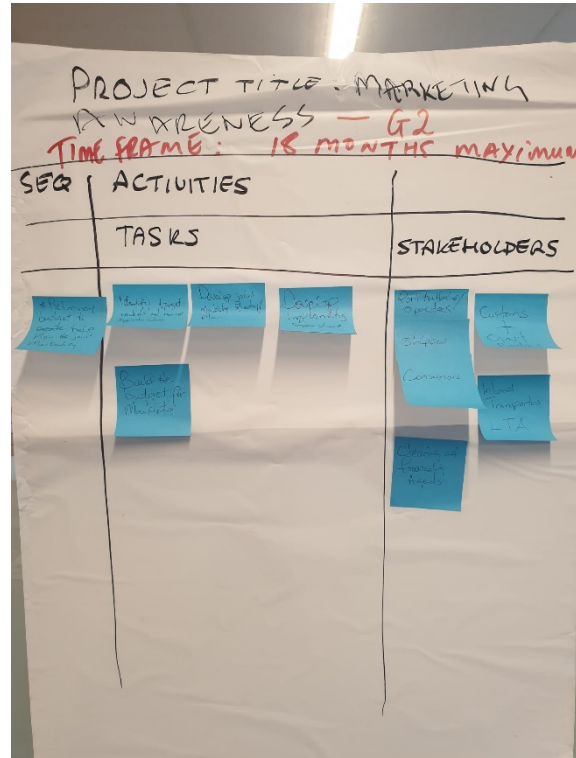
- Consignees
- Shipper
- Port authorities
- Inland transporters
- LTA
- Clearing and forwarding agents
- Customs and government bodies

Output

- Well-functioning and maintained website for the CMB.
- B2B web platform integrated on the CMB website.

Outcome

- Improved image and recognition of the lake transport services (within the region and internationally)
- Improved access to and transparency/accuracy of information on transport services (frequency, vessel capacity, commercial contacts, pricing, processes)



Group 2 (ENG) – Dashboard & shared ICT Platform

Project Description

Shared ICT platform for data exchange between stakeholders (shippers, forwarders, transport service providers, ports).

Timeframe 3-5 years

Governance strategy & structure; We are going to review the existing governance platform. If we wish to proceed; one of the things that we have to do is deciding on the legal form.

Tasks

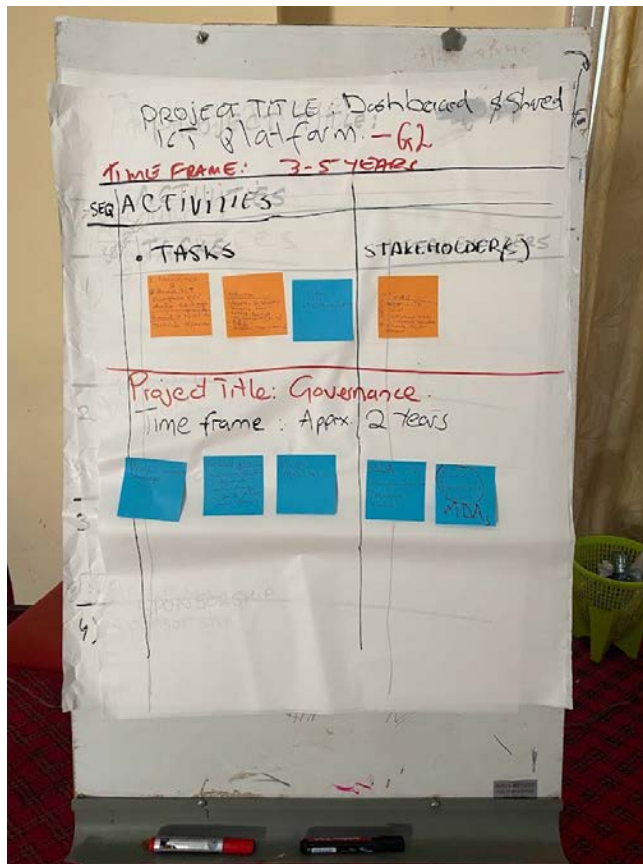
- Project will be coordinated by LTA and Port.
- Number of activities
- Identification of keys

Stakeholders

- Ministries
- Private sector players
- ISCOS

Zambia: We haven't companies/registrations; we are going to have a company (stated,

Register 24-hours. Infrastructure; resource, money etc. We have clients who can track.



Group 1 (FR) – Corridor performance dashboard

Project Description

Set-up a basic monitoring instrument for the performance of lake transport services and port. A corridor performance dashboard makes KPI's publicly available: Maritime indicators (e.g., ship berthing time, ship turnaround time), port indicators (e.g. customs and process indicators), corridor indicators (e.g. transit times).

Financial, know-how: AFTCC

Sponsorship: Member States, LTA

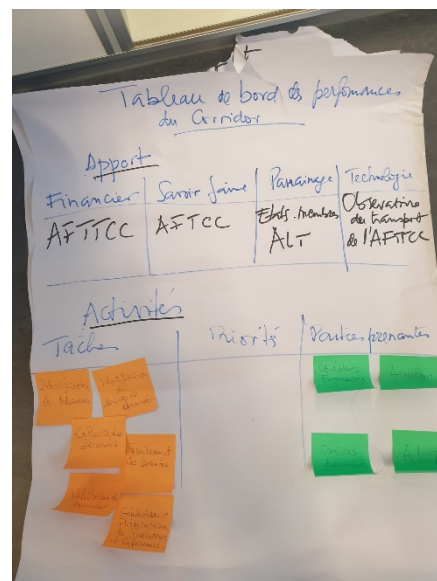
Technology: AFTCC

Activities

- Identification of indicators
- Identification of data sources
- Data collection
- Data processing
- Data validation
- Generation of performance indicators

Stakeholders

- Port operators, Custom services, LTA & Shipowners



Output

- Performance Dashboard (in line with other regional CMBs)

Outcome

- Modal Shift from road to water (reduction of accidents and road congestion)
- New services and new intermodal concepts (renewal of vessel fleet)
- Reduction of transit times
- Reduction of trade and transport-related costs

FRENCH INPUT

Appât financier: AFTCC

Savoir-faire: AFTCC

Parrainage: Etats membres, LTA

Technologie: AFTCC

Taches

- Identification des indicateurs
- Identification des sources de données
- Collectes données
- Traitement des données
- Validation des données
- Génération des indicateurs de performance

Parties prenantes

- Armateurs
- ALT
- Services Douaniers
- Operateurs portuaires

Group 1 (FR) – Establishment of one-stop shops

Establishment of one-stop shops on Lake Tanganyika

Financial: Member States, Donors.

Know-how: Customs services

Sponsorship: ALT
Technology: Customs System

Tasks

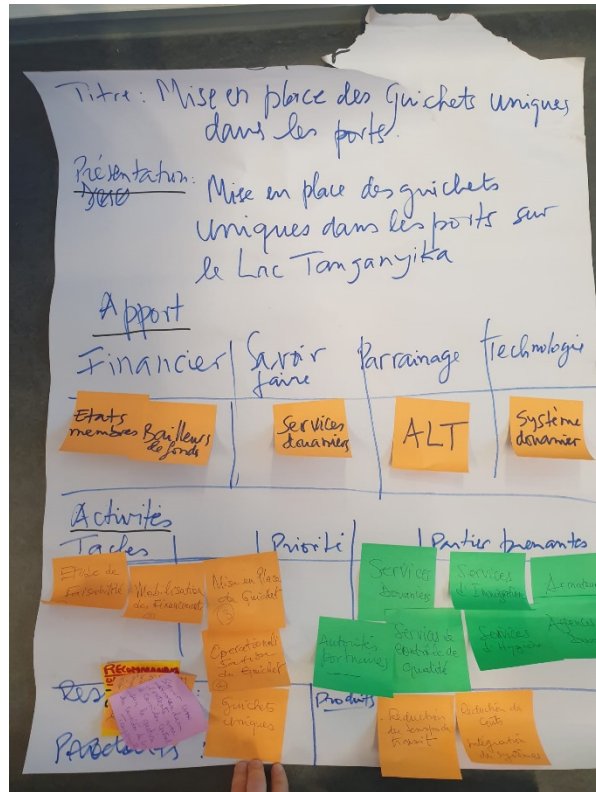
- Feasibility study
- Mobilization of financing
- Setting up the Counter
- Operationalization of the shop
- One-stop shops

Stakeholders

- Customs services
- Immigration services
- Shipowners
- Port authorities
- Quality control services
- Hygiene services
- Customs agencies

Outcome

- Reduced transit time
- Cost reduction
- Systems integration



FRENCH INPUT:

Mise en place des guichets uniques sur le lac Tanganyika

Appât financier: Etats Membres, Bailleurs de fonds.

Savoir-faire: Services douaniers

Parrainage: ALT

Technologie: Système douanier

Taches

- Etude de faisabilité
- Mobilisation des financements
- Mise en Place du Guichet
- Opérationnalisation du guichet
- Guichets uniques

Parties prenantes

- Services douaniers
- Services d’immigration
- Armateurs
- Autorités portuaires
- Services de contrôle de qualité
- Services d’hygiène
- Agences en douanes

Produits

- Reduction du temps de transit
- Reduction des couts
- Intégration des systèmes.

Group 2 (FR) – Common protocol of transport over water and maritime navigation

Project Description

Development of common transport and trade protocols, we also highlight specific projects which warrant short-term attention, such as improvements of navigational safety - being the basic

precondition for any transport mode to be attractive - as well as improvements of information and data exchange (e.g. on vessel traffic), which may include quick -wins in the shorter term.

We need to take into account the aspects of communication. There will be difficult in communication. We need to organize workshops to master the protocol. After did there need to be determination. We have taken into account priorities.

INPUT

Financial

- P.T.F search
- Member States

Know-how

- Experts in Navigation
- Lawyers all
- Private operators in Member States
- ALT Experts
- Experts from member states

Sponsorship

- Member States
- A.L.T.
- Private investments

Technology

- Installation of communication stations along the lake
- Dredging
- Marking
- Signaling system

ACTIVITIES

Tasks

- Inventories of laws and regulations exist,
- Development of the TOR
- Organization of a Poun workshop
- Elaboration of the Protocola
- Sensitization and popularization

Stakeholders

- Member States
- ALT
- Public-Private Partners

FRENCH INPUT

Appat financier

- P.T.F rechercher
- Etats Membres
- Investissaient privés

Savoir-faire

- Experts en Navigation
- Juristes tous
- Exploitants privés des Etats membres
- Experts de ALT

- Experts de l'ent Des Etats membres

Parrainage

- Etats Membres
- A.L.T.
- Investisseurs privés

Technologie

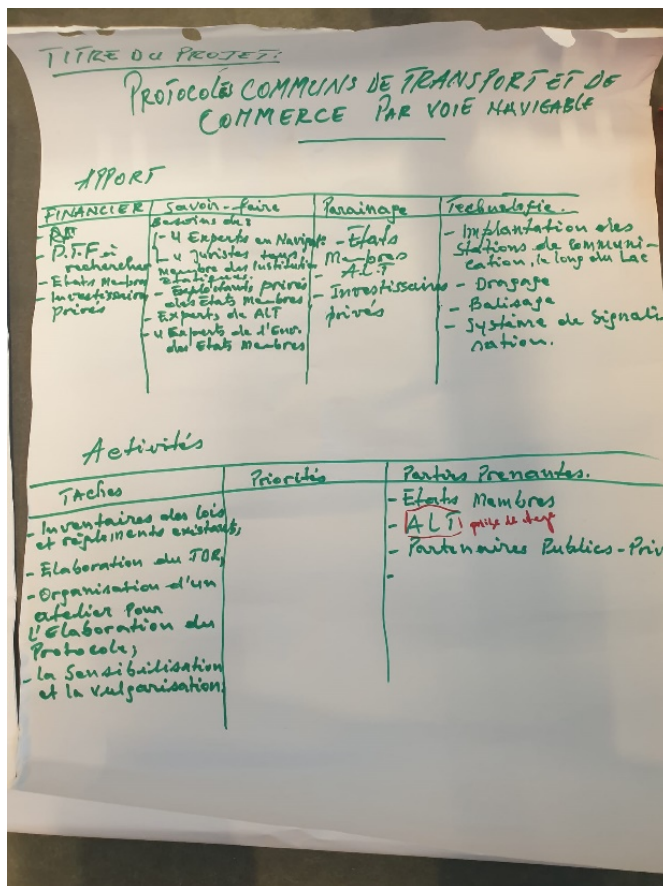
- Implantation des Stations de communi- cation, le long du Lac
- Dragage
- Balisage
- Systeme de Signali nation

Taches

- Inventaires des lois et règlements existent.
- Elaboration du TOR
- Organisation d'un atelier pour
- L'Elaboration du Protocole
- La Sensibilisation et la vulgarisation

Parties prenantes

- Etats Membres
- ALT
- Partenaires Publics-Prive



Group 3 (FR) - Governance

Project Description

The actual set-up of a Corridor Managing Body. Both from the benchmark and stakeholder interviews, the need to set-up a dedicated, formal Corridor Managing Body (CMB) is considered as

a necessary condition to increase the speed of implementation of projects and actions leading to higher corridor performance and the associated wider benefits.

Two phases:

- (1) Building a transnational coalition of public and private parties to incite the four riparian governments to dedicate structural resources for the set-up of the organization, including agreements on the vision and mandate;
- (2) Setting up the actual organization, i.e. appointing an executive secretary or CEO and support staff, setting up committees and working groups, etc.

INPUT

Financial input and it is about the contribution of member state but also beneficiary. Private and public. Based on experience sharing across Riparian States. As far as concerned, we talked about development agencies, sub-regional organizations. You need technology development but also digitalization of the corridor to establish operations.

Financial

- Member States contribution.
- Beneficiaries' contributions Partners' contributions.
- public and private.

Know-how

- Exchanges of experience between Member States
- Transfer of knowledge, within the framework of Cooperation. South-South

Sponsorship

- Development Agencies
- Sub-Regional Organizations (ALT)
- NGOs

Technology

- Communication equipment between ports and navigation units
- Digitization of operations on the corridor.

ACTIVITIES

It should be the set-up of the management of the corridor. The roles of each stakeholders. Experts of member states and minister of transport. We need to agree on what should be done. Experts from the community are discussed. Public partners and financial partners from the beneficiaries who are in the port on this aspect. Stakeholders who agree on the mandate.

Tasks

- Put in place the management bodies of the corridor.
- Define the roles of stakeholders in the management of the corridor.

Priorities

- Consultations between the States Concerned at the level of:
- Experts
- Permanent secretaries
- departments in charge of Transport

Stakeholders

- Beneficiaries
- shipowners
- technical and financial partners
- the decisions-makers.

FRENCH INPUT

Appat financier

- Cotisation des Etats membres.
- Les contributions des bénéficiaires Les participations des partenaires.
- Publics et privés.

Savoir-faire

- échanges d'expérience entre les états Membres
- Transfert des connaissances, dans le cadre de la Coopération. Sud-Sud

Parrainage

- Agences au développement
- Organisations sous-régionales (ALT)
- ONG's

Technologie

- Equipements de communication entre les ports et les unités de navigation
- Digitalisation des opérations sur le corridor.

Taches

- Mettre en place les organes de gestion du corridor.
- Définir les rôles des intervenants dans la gestion du corridor.

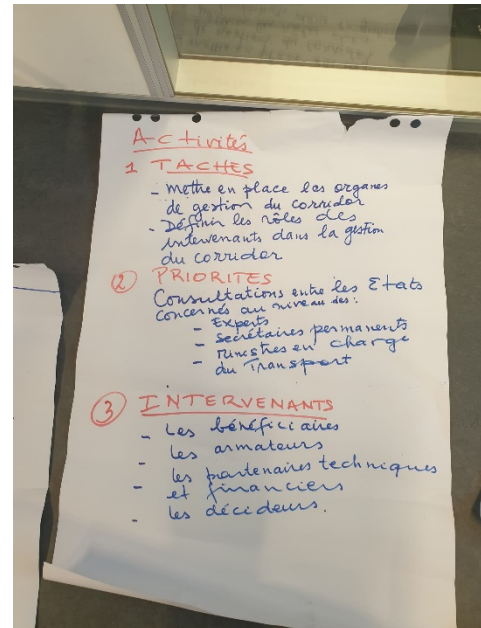
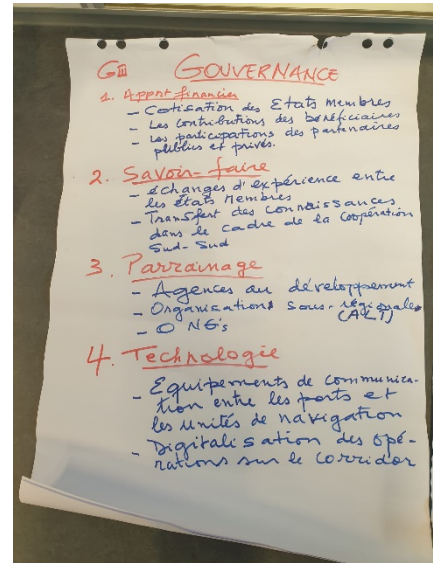
Priorities

Consultations entre les Etats Concernés au niveau des:

- Experts
- Secrétaires permanents
- rimestres en charge du Transport

Parties prenantes

- Les bénéficiaires
- les armateurs
- les partenaires techniques et financiers
- les décideurs.



4.3 Roadmap priority projects

In summary, the following project fiches were chosen by the participants, which can be considered as priority projects for the roadmap:

- Governance - Group 1 (ENG) and Group 3 (FR)
- Marketing Awareness - Group 2 (ENG)
- Dashboard & shared ICT Platform - Group 2 (ENG)
- Corridor performance dashboard - Group 1 (FR)
- Establishment of one-stop shops (customs) - Group 1 (FR)
- Common protocol of transport over water and maritime navigation - Group 2 (FR)

Closing comments:

There is a connection of all the projects. We need actual data. Get the numbers right. The performance dashboard on the other side. Structured consistent. Basically we have to get the numbers right and we need a governance structure. The train will start rolling and nobody will stop it.

4.4 Recommendations for joint development

Recommendations for joint development

1. Strengthen the linkages with the other transnational corridor authorities and interest groups, starting with the Central Corridor, ISCOS,...
2. Develop an annual report of indicators on the state of transport and trade on the lake
3. Increase the attention of the government (political decisionmakers) on the need of the development on the transport and trade corridor. Identification of national champions who can cover the interests of different ministries and agencies as liaison officers.
4. Develop a budget and investment framework to attract private funding for infrastructure, equipment, and systems. Riparian governments to provide seed funding through earmarked funds in the budget.
5. Continue the knowledge partnerships between LTA and global partners (Netherlands)
6. Align and accelerate the modernization and standardization developments across the lake corridor and its ports. A first priority is the modernization of transport protocols for navigational safety.
7. Strengthen the LTA mandate within the transport and trade policy area with respect for the existing responsibilities of the national and international partners.
8. Develop an independent platform to coordinate and guide the development and implementation of the lake corridor strategy.
9. Develop a value proposition for the lake corridor transport services and work it out into marketing strategy.
10. Invest upfront in training and education (professional, vocational, academic), so people can use and improve the (new) systems and equipment.
11. Increase the investment in quantity and quality of infrastructure, equipment, and systems (transport capacity), including repair and maintenance services.
12. While organizing sustainable joint corridor development, inclusivity and diversity should become an important element on the agendas of the member states, e.g. embedding gender equality and diversity in capacity building programmes.

Appendix: Participants workshops

SUMMARY	
INVITED PARTICIPANTS	50 (INCLUDING GUEST OF HONOR AND THE MINISTER AND IT EXCLUDED LTA SUPPORTING STAFFS)
PARTICIPANTS CONFIRMED:	40/50
BURUNDI	10/10
DRC	5 OUT OF 5
URT	3 OUT OF 5
ZAMBIA	4 OUT OF 4
LTA	5 OUT OF 5
ERASMUS & THE NETHERLANDS	5 OUT OF 5
OTHER PARTINERS CONFIRMED	8 OUT OF 16

List of Participants for Regional Workshop on Lake Tanganyika Corridor			
S/N	A: BURUNDI		
S/N	NAME	POSITION/Sector/Experience	Observation
1	Mr.Nibizi Innocent	Director General of Transport, Ministry of Commerce Transport, Industry and Toursm	Confirmed
2	Mr. Nyakaregwa Severin	Director General of Commerce, Ministry of Commerce, Transport, Industry and Tourism	Confirmed
3	Madame Nkuzimana Jeanne Francine	LTA MGT Committee Chairperson;Ministry of Enveronment Agriculture and Livestock	Confirmed
4	Mr. Bibonimana Marcel	Director General for Infrastructure; Mininistry of Insfrastructure, Equipments and Sociologiment	Confirmed
5	Bigirimana Jacque - Port Authority Manager of Bujumbura Port	Burundi Port and Raiways Authority; Ministry of Commerce, Transport, Industry and Toursm	Invited

6	MR. NIKIJZWE JOSUÉ- SOCIO-ECONOMIC Regional Technical Committee	Director of finance and Accounting; Ministry, Ministry of Environment Agriculture and Livestock	Confirmed
7	Mrs Ndamama Natasha	President of Socoiety Arnolac_Private Sector	Confirmed
8	NDAYIZEYE AUDACE	Director MUSUMBA Holliding	Confirmed
9	Guest of Honor	MAYOR FOR BUJUMBURA CITY	Confirmed
10	MINISTER/ITS REPESANTATION	GOVERNMENT OF BURUNDI	Confirmed
B: RD.CONGO			
S/N	NAME	POSITION/Sector/Experience	
1	Mr, Nondo Kalombola Ibrahim	Chaiperson of shipp owners; Private Sector	Confirmed
2	Monsieur KALIBU MINO KAHOZI	Director of Fisheries and Livestock; Ministry of Fisheries and Livestock	Confirmed
3	Ms. TUNDA KASONGO Jeanne	Director of Marine and Inland Waterways, Ministry of Transport and Communication Ways	Confirmed
4	MR. MUNSETE ROBERT	Regional SOCIO-ECONOMIC Technical Committee; Ministry Fisheries and Livestock	Confirmed
5	Albert Numbi	Directeur provincial de la société Nationale de chemin de fer Uvira- Bukavu) Maolin (commerçant et transporteur)	Confirmed
C: UNITED REPUBLIC OF TANZANIA			
S/N	NAME	POSITION/Sector/Experience	Observation
1	Alexander Ndibalema	Real Estates and Property Manager will participate on behalf of the Director General of TZ Port Authority,	Confirmed
2	Dr. Andrew M. Komba	Director of Environment, Vice President's Office	Invited
3	Edward Sylvester Mabula	Port Manager for Lake Tanganyika ports Kigoma ; Ministry of	Confirmed

		Construction and Transport, Maritime Sector	
4	Mr. Frank Mangapi- The ministry of FINANCE AND Planning for URT has replaced James whi in the mission with Frank	Regional Technical Committee Member for Socie Economic; Ministry of Finance and Planning	Confirmed
5	Mbarak Said Falcony Marines Transport	Chairpeson of theship repairs in Lake Tanganyika	Invited
D: ZAMBIA			
1	Mr. Kaunda Fewday CHANKA	Register Vessels, Depatment of Maritime and Inland Waterways, Ministry of Transport and Logistic	Confirmed
2	Godwin Fishani Gondwe	Director of Department of Environmental Management; Ministry of Gren Economy and Environment	Confirmed
3	Dominic Bwalya(Kpulungu)- Use public transport	Mpulungu Harbour Corpration Limited Designing Managing Director, Ministry of logistic and Transport	Confirmed
4	Mr. Tresford Musonda	SOCIO-ECONOMIC Regional Technical Committee	Confirmed
E: LAKE TANGANYIKA SECRETARIAT			
S/N	NAME	POSITION/Sector/Experience	
1	TUSANGA MUKANGA Sylvain	EXECUTIVE DIRECTOR	Confirmed
2	Beatrice Nyakorema Marwa	DIRECTOR OF FISHERIES & AQUACULTURE	Confirmed
3	Hilaire Kisongo	DIRECTOR OF ADMINSTRATION AND FINANCE	Confirmed
4	Jeremie Nkinahatemba	DIRECTOR OF ENVIRONMENT	Confirmed
5	Kwibisa Liywalii	DIRECTOR OF MONITORING & EVALUATION	Confirmed
6	1 Assistant	LTA SUPPORTING STAFF	Confirmed
7	Driver for the LTA _ED	LTA SUPPORTING STAFF	Confirmed
8	Driver for the LTA _Directors	LTA SUPPORTING STAFF	Confirmed
E: ERASMUS EXPERTS and The Netherland Embassy			
1	Rosanne Madelijn van Houwelingen	Erasmus UPT / Researcher	Confirmed

2	Michaël Roger J. Dooms	Erasmus UPT / Professor	Confirmed
3	Maurice Jansen	Erasmus UPT / Project lead	Confirmed
4	Gerard Muringa	Embassy of the Netherlands	Confirmed
5	AMBASSADOR	NETHERLANDS IN BURUNDI	Confirmed
G: Other Development Partners			
S/N	NAME	POSITION/Sector/Experience	Observation
1	M SJOERD H.VISTER	Director transport infrastructure - Trade Mark	Invited
2	HAWA CISSE WAGE	WORLD BANK (country manager Burundi)	Not available
3	Pascal Yembiline	Country Representative - ADB	Confirmed
4	LUCA RONDI	European External Action Service (EEAS)	Confirmed
5	Arnold Jacques De Dixmude	European External Action Service (EEAS)	Confirmed
6	MARUOSHIN	JICA	invited
7	DANIEL KIYANGE	Executive Secretary for ISCOS	Confirmed
8	EXECUTIF SECRETARY	Central Corridor Transit Transport Facilitation Agency	Invited
9	AbouFassi El MAHASSINE	ENABEL	Invited
10	Mathieu Ciowela	COUNTRY Representative of UNDP	Confirmed
11	Christian Nibasumbe	Tredemark	Confirmed
12	Joerd Visser	Tredemark	Not yet confirmed
13	Morita Seiko	Chief of the Mission - JICA	Not yet confirmed
14	Maruo Shin	JICA	Not yet confirmed
15	Eng. Melchior Barantandikiye, Director of Freight Logistics Department and Transit Facilitation	TTFA-Central Corridor	Confirmed
16	Audancen		Not yet confirmed
17	Juliette Watiku		Not yet confirmed
18	WAKARERWA Séverin		Confirmed

This is a publication of
Netherlands Enterprise Agency
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This publication was commissioned by the ministry of Foreign Affairs.
© Netherlands Enterprise Agency | July 2023

Publication number: RVO-163-2023/RP-INT

NL Enterprise Agency is a department of the Dutch ministry of Economic Affairs and Climate Policy that implements government policy for Agricultural, sustainability, innovation, and international business and cooperation. NL Enterprise Agency is the contact point for businesses, educational institutions and government bodies for information and advice, financing, networking and regulatory matters.

Netherlands Enterprise Agency is part of the ministry of Economic Affairs and Climate Policy.