

Document of
The World Bank

FOR OFFICIAL USE ONLY

Report No: PAD2447

INTERNATIONAL DEVELOPMENT ASSOCIATION

PROJECT PAPER

ON A

PROPOSED ADDITIONAL GRANT AND RESTRUCTURING

IN THE AMOUNT OF SDR 2.3 MILLION
(US\$3 MILLION EQUIVALENT)

TO

THE INTERNATIONAL CONFERENCE ON THE GREAT LAKES REGION

FOR THE

GREAT LAKES REGION DISPLACED PERSONS AND BORDER COMMUNITIES
PROJECT

AFCC2/RI-GLR: DISPLACED PERSONS AND BORDER COMMUNITIES PROJECT
PHASE THREE

June 22, 2017

Social, Urban, Rural and Resilience Global Practice
Africa Region

This document has a restricted distribution and may be used by recipients only in the performance of their official duties. Its contents may not otherwise be disclosed without World Bank authorization.

CURRENCY EQUIVALENTS
(Exchange Rate Effective March 31, 2017)

US\$1 = SDR 0.737

FISCAL YEAR
January 1 – December 31

ABBREVIATIONS AND ACRONYMS

AF	Additional Financing
AU	African Union
BP	Bank Policy
DA	Designated Account
FM	Financial Management
GLR	Great Lakes Region
HSIP	Humanitarian and Social Issues Program
ICGLR	International Conference on the Great Lakes Region
IDA	International Development Association
IDPs	Internally Displaced Persons
IFRs	Interim Financial Reports
IPR	Independent Post Review
LMR Centre	Levy Mwanawasa Regional Centre for Democracy and Good Governance
M&E	Monitoring and Evaluation
MSs	Member States
OP	Operational Policy
PAG	Project Advisory Group
PCU	Project Coordination Unit
PDO	Project Development Objective
PIM	Project Implementation Manual
PPR	Procurement Post Review
PPRRP	Protocol on Property Rights of Returning Persons
PSCF	Peace, Security, and Cooperation Framework
SDR	Special Drawing Rights
SGBV	Sexual and Gender-Based Violence
SOP	Series of Projects
STEP	Systematic Tracking of Exchanges in Procurement
ToR	Terms of Reference
TSCE	Technical Subcommittee of Experts
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees

Regional Vice President: Makhtar Diop Country Director: Ahmadou Moustapha Ndiaye Senior Global Practice Director: Ede Jorge Ijjasz-Vasquez Practice Manager: Robin Mearns Task Team Leaders: Joanna Peace De Berry, Natacha Caroline Lemasle
--

AFRICA
GREAT LAKES REGION DISPLACED PERSONS AND BORDER COMMUNITIES
PROJECT ADDITIONAL FINANCING

CONTENTS

Project Paper Data Sheet.....	i
Project Paper	
I. Introduction	1
II. Background and Rationale for Additional Financing in the Amount of US\$3 Million.....	2
III. Proposed Changes.....	9
IV. Appraisal Summary	16
V. World Bank Grievance Redress	17
Annex 1: Revised Results Framework.....	19
Annex 2: Detailed Description of New Project Activities.....	22
Annex 3: Revised Estimate of Project Costs	26
Annex 4: Revised Implementation Arrangements	27

ADDITIONAL FINANCING DATA SHEET

*Great Lakes Region Displaced Persons and Border Communities Project Additional Financing
(P163895)*

Social, Urban, Rural and Resilience Global Practice

Basic Information – Parent									
Parent Project ID:		P152821			Original EA Category:		B - Partial Assessment		
Current Closing Date:		31-Dec-2021							
Basic Information – Additional Financing (AF)									
Project ID:		P163895			Additional Financing Type (from AUS):		Restructuring, Scale Up		
Regional Vice President:		Makhtar Diop			Proposed EA Category:		B – Partial Assessment		
Country Director:		Ahmadou Moustapha Ndiaye			Expected Effectiveness Date:		25-Oct-2017		
Senior Global Practice Director:		Ede Jorge Ijjasz-Vasquez			Expected Closing Date:		31-Dec-2021		
Practice Manager/Manager:		Robin Mearns			Report No:		PAD2447		
Team Leader(s):		Joanna Peace De Berry, Natacha Caroline Lemasle							
Borrower - Parent									
Organization Name		Contact		Title		Telephone		Email	
Ministry of National Development Planning		Paul Lupunga		Chief economist		260977758141			
Project Financing Data - Parent (Great Lakes Region Displaced Persons & Border Communities-P152821) (in US\$, Millions)									
Key Dates									
Project	Ln/Cr/TF	Status	Approval Date	Signing Date	Effectiveness Date	Original Closing Date	Revised Closing Date		
P152821	IDA-58150	Not Effective	27-May-2016			31-Dec-2021	31-Dec-2021		
Disbursements									
Project	Ln/Cr/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P152821	IDA-58150	Not Effective	SDR	14.20	14.20	0.00	0.00	14.20	

Project Financing Data - Additional Financing (Great Lakes Region Displaced Persons and Border Communities Project Additional Financing-P163895) (in US\$, Millions)				
<input type="checkbox"/>	Loan	<input type="checkbox"/>	Grant	<input checked="" type="checkbox"/> IDA Grant
<input type="checkbox"/>	Credit	<input type="checkbox"/>	Guarantee	<input type="checkbox"/> Other
Total Project Cost:		3.00	Total Bank Financing: 3.00	
Financing Gap:		0.00		
Financing Source – Additional Financing (AF)				Amount
IDA Grant				0.00
IDA recommitted as a Grant				3.00
Total				3.00
Policy Waivers				
Does the project depart from the CAS in content or in other significant respects?				No
Explanation				
Does the project require any policy waiver(s)?				No
Explanation				
Team Composition				
Bank Staff				
Name	Role	Title	Specialization	Unit
Joanna Peace De Berry	Team Leader (ADM Responsible)	Senior Social Development Specialist	Forced Displacement	GSU07
Natacha Caroline Lemasle	Team Leader	Senior Social Development Specialist	Conflict and Fragility	GSU07
Melance Ndikummasabo	Procurement Specialist (ADM Responsible)	Senior Procurement Specialist	Procurement	GGO07
Christian Simbananiye	Financial Management Specialist	Consultant	Financial Management	GGO19
Helidah Refiloe Atieno Ogude	Safeguards Specialist	Social Development Specialist	Forced Displacement	GSU07
Issa Thiam	Team Member	Finance Officer	Disbursements	WFALA
Karene Eliane Melloul	Team Member	Consultant	Forced Displacement	GSU07
Mariangeles Sabella	Counsel	Senior Counsel	Legal	LEGEN

Locations – Parent Project only					
Country	First Administrative Division	Location	Planned	Actual	Comments
Zambia	Western Province	Solwezi District	X		
Zambia	North-Western Province	Mongu District	X		
Zambia		Lukulu District	X		
Zambia		Kaoma District	X		
Institutional Data					
Parent (Great Lakes Region Displaced Persons & Border Communities - P152821)					
Practice Area (Lead)					
Social, Urban, Rural and Resilience Global Practice					
Contributing Practice Areas					
Social Protection & Labor					
Additional Financing (Great Lakes Region Displaced Persons and Border Communities Project Additional Financing - P163895)					
Practice Area (Lead)					
Social, Urban, Rural and Resilience Global Practice					
Contributing Practice Areas					
Social Protection and Labor					

I. Introduction

1. This Project Paper seeks the approval of the Executive Directors to provide a grant in an amount of SDR 2.3million (US\$3 million equivalent) for the International Conference on the Great Lakes Region (ICGLR). The grant will enable ICGLR to extend regional capacity building and learning activities on development responses to forced displacement to government representatives of ICGLR Member States (MSs) across the Great Lakes Region (GLR). The grant is being processed as a Restructuring and Additional Financing for the *GLR Displaced Persons and Border Communities Project* (P152821), which was approved on May 27, 2016 with a US\$20 million credit (Cr. 5815-ZM) for the Republic of Zambia.

2. The Project Development Objective (PDO) for the *GLR Displaced Persons and Border Communities Project* is “to improve access to livelihoods and socio-economic infrastructure for displaced people and host communities in the targeted areas.” The project comprises four components, all of which target the socioeconomic and livelihood opportunities of displaced persons and their host communities within Zambia. The Recipient of the project is the Ministry of Finance and Planning of the Government of Zambia. The project is implemented by the Interim Climate Change Secretariat of Zambia.

3. Since approval on May 27, 2016, the Great Lakes Region Displaced Persons and Border Communities Project (P152821) has had an implementation performance rating of moderately satisfactory over a twelve-month period. Although not yet signed nor effective due to the lengthy ratification process by the Government of Zambia, progress has been made in setting up the institutional arrangements for delivery. The project is in compliance with all legal covenants.

4. Additional funds are needed to finance new activities that broaden the scope of the Project. Specifically, the additional financing, which would be provided as a grant, would finance the inclusion of a new, fifth component to be implemented by a new Recipient who will also act as the implementing agency for this fifth component: the ICGLR. Therefore, and as explained in more detailed below, in addition to modifying the PDO of the project, a new and separate legal agreement would be entered into between the Association and the ICGLR for the financing and implementation of this new fifth component. The additional grant would enable government representatives of ICGLR MSs to undertake regional learning on development responses for forced displacement through a series of regional learning events, regional research initiatives and through improving the institutional capacity and project management ability of ICGLR to both implement the activities and lead regional dialogue on forced displacement. The additional grant will have no impact or implications for the scope and design of the four original components, which are targeted in Zambia and will continue to be implemented by the Zambia Interim Climate Change Secretariat.

5. The major proposed changes for the Great Lakes Region Displaced Persons and Border Communities Project are as follows:

- (a) A revision of the PDO of the project to refer to the objectives and activities of the new fifth component (the component proposed to be financed by the grant to ICGLR). The new PDO for the Great Lakes Region Displaced Persons and Border Communities Project (P152821) would henceforth be: “to (i) improve access to

livelihoods and socio-economic infrastructure for displaced people and host communities in target areas of the territory of the Republic of Zambia, and (ii) support regional learning on development responses to forced displacement.” This change would be addressed through a legal amendment to the Financing Agreement entered into between the Association and the Republic of Zambia for the *GLR Displaced Persons and Border Communities Project*.

- (b) The inclusion of a new and fifth component to the Project to be funded by the AF (grant) to the ICGLR;
- (c) The revision of the Results Framework to include further indicators that pertain to the objectives and activities of the new fifth component (to be financed through a grant to the ICGLR) and revised PDO.
- (d) The provision of a US\$3.0 million additional International Development Association (IDA) grant to the ICGLR through the entering of a new Grant Agreement between the Association and the ICGLR;
- (e) The addition of a new Recipient (which is also the additional implementing entity) to receive the additional grant and implement the activities under the relevant grant agreement: the ICGLR;
- (f) Complementary changes to accommodate the additional grant and additional implementing agency including: an increase to “Substantial” of the fiduciary risks associated with the original project to reflect additional fiduciary risks posed by the additional grant; the specification of financial management (FM), disbursement, and procurement arrangements for ICGLR, which will be further outlined in a specific Project Implementation Manual (PIM) for the new component.

6. An alternative model for processing the grant was considered; processing as a stand-alone project. The decision to proceed as AF was pursued with the rationale to link the proposed regional learning platform more closely to other phases of the Great Lakes Displaced Persons and Border Communities Series of Projects (SOP) and to follow the model of other composite regional projects, which combine in-country implementation with regional coordination platforms.

II. Background and Rationale for Additional Financing in the Amount of US\$3 Million

Strategic Context

7. There are currently more than 4.3 million refugees and internally displaced persons (IDPs) in the Great Lakes Region (GLR).¹ Those directly affected are a particularly vulnerable group who have suffered trauma and loss of homes, assets, and livelihoods and have had to rebuild lives in new contexts, often in poor and physically isolated settings. The research undertaken for the preparatory report, ‘Forced Displacement in the Great Lakes Region: A Development Response’, suggests that displaced persons in the GLR tend to have lower

¹ *Note:* This figure only includes the countries covered in this project, namely Burundi, the Democratic Republic of Congo, Rwanda, Uganda, Tanzania, and Zambia. United Nations High Commissioner for Refugees (UNHCR) December 2016.

incomes, lower employment rates, and greater dependency on direct transfers than the non-displaced.² Their ability to make a living can be further reduced by limited freedom of movement, legal restrictions, linguistic or cultural barriers, harassment, and discrimination. While many affected by displacement have shown remarkable fortitude and resilience, all too often, forced displacement results in greater impoverishment. In the worst cases, the forcibly displaced are subject to extreme poverty and reliance on humanitarian assistance. Compounding the problem, the arrival and hosting of displaced persons can place considerable strain on the communities in which they settle. These ‘hosting communities’ may face pressures on services, environmental degradation, and new economic dynamics. In a region already facing high poverty rates and large numbers of poor people,³ those directly affected by forced displacement and the impacts on the communities that host them constitute a distinct challenge for wider poverty alleviation efforts for the GLR.

8. To tackle the displacement challenge, the Great Lakes Region Displaced Persons and Border Communities Series of Projects (SOP) seeks to implement and operationalize a development response to forced displacement. To date, the majority of interventions for the displaced in the GLR have been humanitarian in nature, financed and implemented through humanitarian agencies. However, there are increasing openings for a development response. A development response to forced displacement differs from a humanitarian response to the degree that it supports those affected by displacement to be self-reliant, integrated into wider society, and endowed with productive assets. Such a response also considers and mitigates the impacts on hosting communities. Development responses to forced displacement involve embedding that response within broader institutional systems of Government financing and public administration.

9. The first phase of the SOP was in relation to the Democratic Republic of Congo, where investment in support of IDPs, refugees, and their host communities was processed as a US\$50 million AF to the Democratic Republic of Congo Eastern Recovery Project, with Board approval on December 11, 2015 (P157303). The second phase of the SOP involved the US\$20 million credit to the Republic of Zambia in support of local integration of former refugees and their host communities, with Board approval on May 27, 2016 (P152821). The PDO for that phase is ‘to improve access to livelihoods and socio-economic infrastructure for displaced people and host communities in the targeted areas of the territory of the Republic of Zambia.’

10. The proposed additional grant to the second phase of the Great Lakes Region Displaced Persons and Border Communities SOP (the focus of this document) is the proposal to support through an additional grant a new regional forum to facilitate regional learning, dialogue, research, and knowledge exchange about development responses for the displaced. The ICGLR—an intergovernmental organization composed of 12 member states (MSs), including all

² World Bank and UNHCR (United Nations High Commissioner for Refugees). 2015. *Forced Displacement in the Great Lakes Region, A Development Response*.

³ Poverty rates have been falling, yet they remain high, especially in Burundi (65 percent in 2014), the Democratic Republic of Congo (64 percent in 2012), and Zambia (61 percent in 2010). The situation is particularly dire for the Democratic Republic of Congo, whose Human Development Index score is the second lowest in the world and per capita income is also among the lowest in the world (US\$220 in 2012). Even in Tanzania, where poverty rates are at 28 percent (2011), population growth means that the number of people remaining poor is the same as it was 10 years ago and its average per capita income at US\$570 (in 2012), places it only at the 176th position for income, globally.

six countries considered as the GLR under this SOP—is ideally placed to establish, host, facilitate, and maintain this regional forum. This phase will therefore support opportunities for Government representatives in the region to meet, compare, and generate lessons on displacement policies and approaches. It will also support the generation of data, which can influence policy formulation.

11. Support to the ICGLR through the AF (grant) will continue to be consistent with and will strengthen delivery of the World Bank’s Great Lakes Initiative. The initiative is aligned with the Peace, Security, and Cooperation Framework (PSCF) for the Democratic Republic of Congo and the region, which was signed by the Heads of State of the GLR in 2013. A regional platform, as will be supported under this AF is important to champion and facilitate the regional integration agenda and to implement key regional programs under the Great Lakes Initiative’s two interrelated pillars: (a) addressing vulnerable groups and improving community resilience, with the focus on displacement and (b) promoting economic cooperation and regional integration. The project is consistent with the first pillar to the extent that it explicitly calls on the World Bank to “identify new ways of providing access to livelihoods and services for currently displaced populations, recent returnees, and other war-affected groups.”⁴ The project will support the second pillar through identifying policy, regulatory, and research priorities for assisting displacement-affected populations, while also exploring possibilities for enhancing coordination and joint action at the regional level.

12. The project is also aligned with the PSCF. This framework commits to the return and reintegration of refugees in their respective countries of origin as well as support for IDPs within the Democratic Republic of Congo. This commitment was included in the Regional Plan of Action for the PSCF, under Benchmark 5.3b, ‘return and reintegration of refugees in their respective countries of origin, under the tripartite agreement’.⁵ Last, the project will also support the ICGLR’s mandate. The ICGLR makes detailed provisions for displaced persons in its Article 12 and related Protocol on the Protection and Assistance to IDPs, and Article 13 and related Protocol on Property Rights of Returning Persons (PPRRP). The ICGLR already has a program on work on forced displacement, which is coordinated by the Humanitarian and Social Issues Program (HSIP).

Rationale for World Bank Involvement

13. In light of the growing phenomenon of protracted displacement globally, there is a pressing need to invest in sustainable responses for displaced populations and the communities that host them. While humanitarian agencies have long shouldered the burden of responding to forced displacement, it is increasingly recognized that these approaches have limitations. Hosting governments and development agencies must become more involved in fostering durable solutions, which promote both the self-reliance of the displaced and the resilience of those

⁴ Great Lakes Regional Initiative. “Reviving the Great Lakes: A World Bank Group Regional Initiative for Peace, Stability and Economic Development.”

⁵ This makes the program part of the framework’s regional commitment 5, ‘To respect the legitimate concerns and interests of the neighboring countries, in particular regarding security matters.’ The program also indirectly contributes to Benchmark 2.1 on the return of ex-combatants, many of whom will be IDPs or refugees; and to commitment 4, on providing support to socioeconomic integration in the region.

communities where they settle.⁶ The World Bank is increasingly involved in financing and providing technical support to define development responses toward forced displacement, and demand is growing for this role. The World Bank's commitment and approach to development responses to forced displacement is outlined in the March 2016 Development Committee Paper (DC 2016-0002) 'Forced Development and Displacement.'

14. There is strong potential in the GLR for regional collaboration to reach development solutions toward forced displacement under the banner of the PSCF. But while the regional policy and legal framework on forced displacement are relatively robust, the GLR lacks a permanent regional platform dedicated to sustained policy dialogue and knowledge sharing on durable solutions. The additional grant will aim to address this gap. In light of this, on June 6 and 7, 2016, in Nairobi, the World Bank team for the Great Lakes Region Displaced Persons and Border Communities SOP, the Office of the United Nations (UN) Special Envoy for the GLR and the UNHCR Regional Office for the Great Lakes together hosted a workshop: Local Integration as A Solution to Forced Displacement in the Great Lakes Region: Challenges and Opportunities. The purpose of the workshop was to encourage cross-country learning on displacement policies and also to identify areas for strengthened regional cooperation toward durable solutions.

15. The workshop was attended by representatives from the Governments of Burundi, the Democratic Republic of Congo, Rwanda, Uganda, Tanzania, and Zambia. All Government representatives shared programs, experiences, and policy approaches including, for instance, commitment by Tanzania and Zambia to offer full legal, property, and voting rights through citizenship and residency for long-term refugees. They also discussed common challenges related to integration such as the lack of data to inform policies and contested political will. The robust discussions demonstrated the Governments' need for a permanent platform of this nature, as well as the enduring benefits realized from sharing experiences. Further, the success of the workshop confirmed the Governments' interest and commitment to a process of regional mutual learning. Participants raised the need for sharing experience and more knowledge during all the sessions of the workshop. It was therefore agreed that a new proposed IDA grant to the ICGLR be prepared to support the development of a GLR regional platform for learning and research on development responses to forced displacement and to build upon the conclusions of the workshop.

16. Reliable and informative research is crucial for developing evidence-based policies and designing the requisite development responses to forced displacement. Yet, robust data and research on issues related to forced displacement continues to be a challenge globally. This reality is no different in the GLR. At the workshop, participants agreed that lack of availability of reliable and up-to-date data on forced displacement is one of the major challenges faced by Governments in the region and this impedes their ability to devise appropriate responses to the plight of persons affected by displacement. The design of the regional learning platform activities intends to address this gap.

⁶ World Bank Group. 2015. *A Response to Global Forced Displacement*.

Overall Risk Rating and Explanation of Key Risks

17. The following table outlines the risks associated with the activities of the additional grant. As a result of this risk assessment the overall risk for the parent *GLR Displaced Persons and Border Communities Project* remains unchanged but fiduciary risks for the parent project are raised to Substantial.

Table 1. New Component Risks

Risk Category	Rating
1. Political and governance	Substantial
2. Macroeconomic	n.a. for new activities
3. Sector strategies and policy	Moderate
4. Technical design of program	Moderate
5. Institutional capacities	Moderate
6. Fiduciary	Substantial
7. Environmental and social	Moderate
8. Stakeholders	Moderate
OVERALL	Substantial

18. **Political and governance risk for the new component is Substantial.** The topic of forced displacement remains highly sensitive across the GLR and is still relatively new to the World Bank. While there are strong signs that the time is right for more open dialogue and cooperation between countries to achieve durable solutions for forced displacement, Governments still face political risks in choosing to pursue development responses to forced displacement, often associated with public perception. The new component activities will entail meetings between Government representatives from countries with a long history of conflict and who host refugee caseloads. An increase in tensions over these geopolitical issues may undermine their willingness to engage in dialogue over refugee policy. Furthermore, Burundi, where the ICGLR is hosted, is a sensitive operating environment given periodic political instability. However, the platform's multinational nature helps to mitigate political risk. Critically, the increasing political commitment to development responses to forced displacement across a broad coalition of Government partners, also mitigates the political sensitivity risks.

19. **Fiduciary risk for the additional grant is Substantial.** Fiduciary assessments revealed several risks related to implementation arrangements and fund flow mechanisms associated with the ICGLR. The main mitigation measure for this risk, for the new component, is to build upon the existing capacity within the ICGLR through an established Project Coordination Unit (PCU) for a Sexual and Gender-Based Violence (SGBV) Project (P147489), which has an improving fiduciary record and growing experience with World Bank Group operations and managing World Bank funds.

Institutional Arrangement

20. A PCU, housed in the HSIP of the ICGLR will be responsible for the overall coordination, day-to-day implementation, and supervision of the additional grant. The ICGLR Secretariat, together with its associated research center the Levy Mwanawasa Regional Centre for Democracy and Good Governance (LMR Centre), and the HSIP of the ICGLR, will contribute toward grant implementation. The ICGLR LMR Centre in Lusaka will also be

integrally involved in the implementation of project activities, especially with regard to regional research. The exact role and responsibilities of staff from the broader ICGLR and LMR Centre toward the project will be outlined in the PIM.

21. While MSs of the ICGLR will have the responsibility for driving thematic discussions and determine the research initiatives relevant and useful to them, the ICGLR will play the critical convening role, supporting regional knowledge sharing, research, and advocacy efforts on forced displacement.

22. An existing PCU in the HSIP responsible for implementing a World Bank financed SGBV Project will take on responsibilities for the additional grant. Three existing positions in the PCU (Project Coordination, Financial Management Officer and Procurement Officer) will be increased to fulltime work. Further new positions will be created; including a Displacement Specialist and a Research Specialist (housed in Lusaka). In total, the expanded PCU will comprise seven positions and two interns. The full institutional arrangements of the PCU, its composition, terms of reference (ToR) for staff, and reporting arrangements within broader ICGLR structures will be outlined in the PIM.

23. A Project Advisory Group (PAG) will be a consultative mechanism, which will be devised to act as a layer of quality assurance and technical advice. It will have no decision making or accountability role toward the component. It is proposed that the PAG's purpose be to (a) improve the technical quality of the project by enabling relevant and timely input from key stakeholders into the project activities; (b) create a link between the project activities and wider policy dialogue and other activities on development responses to forced displacement in the region; and (c) give strategic guidance to the PCU. The PCU for the project will act as the secretariat for the PAG; calling meetings, recording minutes, distributing relevant documentation, and noting the advice and recommendations given. The composition of the PAG, its functioning, the process for selection of its members and relative responsibilities with the project and ICGLR staff will be outlined in the PIM.

Project Design

24. Support to the ICGLR under the additional grant will be captured under three subcomponents under the new fifth component: (a) Regional Learning; (b) Regional Research; and (c) Project Management and Institutional Capacity Building, with an emphasis on activities that benefit the identified ICGLR members and further extends the benefits of knowledge sharing to the indirect beneficiaries (that is, displacement-affected populations in the GLR).

Subcomponent 5.a: Regional Learning, US\$717,000 equivalent

Subcomponent 5.a.i: Regional Learning Events, US\$627,000 equivalent

25. Under this subcomponent, the ICGLR will organize regional learning events that bring together the ICGLR MSs and other relevant stakeholders, such as the African Union (AU), UN, and civil society, to share knowledge, experiences, and good practices regarding development responses to forced displacement. In line with this, the ICGLR will convene regional learning events based on the provisional list that was agreed on at the Local Integration as a Solution to Displacement in the GLR: Challenges and Opportunities Workshop in Nairobi, in June 2016, and

later reviewed and substantiated during preparation missions (included in Annex 2). The typology of the learning events will range from small ‘closed-door’ workshops to enable Government representatives to discuss sensitive issues; including, for instance, workshops focused on sharing experiences in implementing sustainable return and reintegration processes. Other events will be larger multi-stakeholder dissemination conferences involving the public, with the intention to share lessons that have important implications and lessons beyond the ICGLR membership.

26. Objectives of the regional learning events more broadly include raising awareness about forced displacement, its regional dimensions, and durable solutions; sharing of challenges by all the countries to better identify their own solutions; encouraging technical discussions on issues that need to be addressed regionally; providing additional technical expertise, if required; and facilitating commitment to an ongoing process of regional information sharing and policy development on development responses to forced displacement.

Subcomponent 5.a.ii: Support to the Technical Subcommittee of Experts on Land, US\$90,000 equivalent

27. The ICGLR has already been involved in issues of access to land for displaced persons; the ICGLR MSs adopted the Declaration on the Implementation of the Protocol on Property Rights. The declaration recommitments to the establishment of a subcommittee of experts with specific responsibility for land and property rights. There remains much to be done with regard to the integration of the protocol into the national legal frameworks of the ICGLR MSs. This subcomponent of the project will provide technical assistance to support the existing process of the ICGLR Technical Subcommittee of Experts (TSCE) on land to establish reporting systems that ensure the effective implementation of the protocol. The ICGLR will also work with the TSCE to formulate a research topic on land and displacement.

Subcomponent 5.b: Regional Research, US\$1,084,000 equivalent

28. This subcomponent will support the ICGLR and its MSs to engage in research and data collection activities that aim to fill knowledge gaps, and in so doing, enable evidence-based policy making. The typology for regional research initiatives will range from small-scale desk reviews, such as analysis of local integration legal frameworks, to larger qualitative and quantitative impact assessments, for instance, quantifying the impact of displacement on host communities and on social cohesion. The list of themes prioritized for in-depth research is given in Annex 2.

Subcomponent 5.c: Project Management and Institutional Capacity Building, US\$1,199,000 equivalent

29. This subcomponent will cover the cost for project management, day-to-day planning, implementation and supervision of project activities, administration of procurement and FM, capacity building, and monitoring and evaluation (M&E). A PCU within the ICGLR will be the focal coordinating unit and will manage the grant account. The PCU will also support the PAG for the project.

Project Financing

30. The component will be financed by an additional IDA grant under World Bank policies relative to Investment Project Financing. The ICGLR will receive a US\$3,000,000 grant to convene the regional learning events and engage in research and data collection activities that support the strategic objectives of IDA on regional integration.

31. The ICGLR is eligible for a grant under the regional IDA funding for the following reasons:

- (a) The grant Recipient will be the ICGLR which has the legal status and fiduciary capacity to receive grant funding and the legal authority to carry out the activities financed.
- (b) The ICGLR is not generating revenue and would not be in a position to repay credits and loans. The ICGLR's budget is contributed by its MSs.
- (c) The costs and benefits of the activity to be financed with an IDA grant are not easily allocated to national programs because of the regional nature of the activities.
- (d) The regional entity is associated with an IDA-funded regional operation in which three out of its 12 MSs are involved. Furthermore, the project conforms to the Africa Region's selection criteria for regional operations in Africa, including strategic relevance, regional solution, quality, and partnership.

III. Proposed Changes

Summary of Proposed Changes

- (a) The provision of a US\$3 million additional IDA grant;
- (b) The inclusion of a new and fifth component to the project to be funded by the additional grant;
- (c) The addition of a new 1 Recipient (which is also the additional implementing entity) for the additional grant – the ICGLR;
- (d) A revision of the PDO to refer to the objectives and activities of the additional grant. The new PDO for the *Great Lakes Region Displaced Persons and Border Communities Project* (P152821) would henceforth be: “to (i) improve access to livelihoods and socio-economic infrastructure for displaced people and host communities in target areas of the territory of the Republic of Zambia, and (ii) support regional learning on development responses to forced displacement.” This change would be addressed through a legal amendment to the Financing Agreement for the *GLR Displaced Persons and Border Communities Project*.
- (e) The revision of the Results Framework to include further indicators that pertain to the objectives and activities of the additional grant and revised PDO.
- (f) Complementary changes to accommodate the additional grant and additional implementing agency including: an increase to Substantial of the fiduciary risks associated with the original project to reflect additional fiduciary risks posed by the additional grant; the specification of financial management (FM), disbursement, and procurement arrangements for ICGLR, which will be further outlined in a specific Project Implementation Manual (PIM) for the new component.

Change in Implementing Agency	Yes [X] No []
Change in Project's Development Objectives	Yes [X] No []
Change in Results Framework	Yes [X] No []
Change in Safeguard Policies Triggered	Yes [] No [X]
Change of EA category	Yes [] No [X]
Other Changes to Safeguards	Yes [] No [X]
Change in Legal Covenants of Parent Project	Yes [] No [X]
Change in Loan Closing Date(s)	Yes [] No [X]
Cancellations Proposed	Yes [] No [X]
Change in Disbursement Arrangements	Yes [X] No []
Reallocation between Disbursement Categories	Yes [] No [X]
Change in Disbursement Estimates	Yes [] No [X]
Change to Components and Cost	Yes [X] No []
Change in Institutional Arrangements	Yes [X] No []
Change in Financial Management	Yes [X] No []
Change in Procurement	Yes [X] No []
Change in Implementation Schedule	Yes [] No [X]
Other Change(s)	Yes [X] No []
Development Objective/Results	
Project's Development Objectives	
Original PDO To improve access to livelihoods and socio-economic infrastructure for displaced people and host communities in the targeted areas.	
Change in Project's Development Objectives	
Explanation: The PDO has been expanded to include reference to the objectives and activities of the new fifth component.	
Proposed New PDO - Additional Financing (AF) to (i) improve access to livelihoods and socio-economic infrastructure for displaced people and host communities in target areas of the territory of the Republic of Zambia; and (ii) support regional learning on development responses to forced displacement.'	
Change in Results Framework	
Explanation: The Results Framework has been expanded to include further indicators that pertain to the objectives and	

activities of the additional grant.

Compliance						
Covenants - Additional Financing (Great Lakes Region Displaced Persons and Border Communities Project Additional Financing - P163895)						
Source of Funds	Finance Agreement Reference	Description of Covenants	Date Due	Recurrent	Frequency	Action
IDAT	Project Advisory Group. Schedule 2, Section I, A, 4 of the Financing Agreement.	The Recipient shall maintain a Project Advisory Group to enhance Project quality and technical advice with terms of reference and responsibilities satisfactory to the Association as further described in the Project Implementation Manual.		<input checked="" type="checkbox"/>	CONTINUOUS	New
IDAT	Staff within the LMRC. Schedule 2, Section I, A, 3 of the Financing Agreement.	The Recipient shall maintain throughout the period of Project implementation, staff within the LMR Centre to facilitate research for Part 2 of the Project in quantities, with qualifications and experience, and working under terms of reference satisfactory to the Association.		<input checked="" type="checkbox"/>	CONTINUOUS	New
IDAT	Conference Secretariat, Schedule 2, Section I, A, 1 of the Financing Agreement.	The Recipient shall maintain throughout the period of Project implementation, the Conference Secretariat to provide overall strategic direction for the Project, approve the Annual Work Plan and Budget and ensure consistency with the Recipient's policies and strategies with terms of reference, composition and powers satisfactory to the Association as further		<input checked="" type="checkbox"/>	CONTINUOUS	New

		described in the Project Implementation Manual.				
IDAT	Project Coordination Unit. Schedule 2, Section I, A, 2 of the Financing Agreement.	The Recipient shall maintain throughout the period of Project implementation, the Project Coordinating Unit (PCU), housed within the Humanitarian and Social Issues Program (HSIP) of the ICGLR, responsible for the overall coordination, day-to-day implementation and supervision of the Project, as well as coordination and support of the Project Advisory Group, with staff in quantities, with qualifications and experience, and working under terms of reference satisfactory to the Association		<input checked="" type="checkbox"/>	CONTINUOUS	New
IDAT	Annual Work Plan and Budget. Schedule 2, Section I, B, 1 of the Financing Agreement.	The Recipient, through the PCU, shall, not later than October 31 in each calendar year during Project implementation, prepare and furnish to the Association, an ICGLR Conference Secretariat approved program of activities proposed for inclusion in the Project during the following calendar year, including: (a) a detailed timetable for the sequencing and implementation of the said activities; (b) a detailed budget including the types of expenditures required for such activities; and (c) a detailed and simplified procurement plan		<input checked="" type="checkbox"/>	CONTINUOUS	New

		including the planned procurement methods for the expenditures (“Annual Work Plan and Budget”).				
IDAT	Monitoring and evaluation plan. Schedule 2, Section II, A, 1 of the Financing Agreement.	Without limitation to the provisions of Section I.D of Schedule 2 to this Agreement, the Recipient shall, by not later than a date three (3) months after the date of this Agreement, submit to the Association a detailed monitoring and evaluation plan, satisfactory to the Association, specifying frequency, timeline, and responsible parties for all activities and deliverables under the Project, and the Recipient shall, thereafter, implement the Project in accordance with the Monitoring and Evaluation Plan.	25-Jan-2018			New

Conditions

Source Of Fund	Name	Type
IDAT	Condition of Effectiveness. Article V, 5.01 of the Financing Agreement	Effectiveness

Description of Condition

The Project Implementation Manual has been adopted with terms agreeable to the Association.

Risk

Risk Category	Rating (H, S, M, L)
1. Political and Governance	Substantial
2. Macroeconomic	Substantial
3. Sector Strategies and Policies	Moderate
4. Technical Design of Project or Program	Moderate

5. Institutional Capacity for Implementation and Sustainability	Moderate
6. Fiduciary	Substantial
7. Environment and Social	Moderate
8. Stakeholders	Moderate
9. Other (elite capture)	Moderate
OVERALL	Substantial

Finance

Loan Closing Date - Additional Financing (Great Lakes Region Displaced Persons and Border Communities Project Additional Financing - P163895)

Source of Funds	Proposed Additional Financing Loan Closing Date
IDA Grants provided from the IDA Regional Projects Window	31-Dec-2021

Change in Disbursement Arrangements

Explanation:

The changes to FM relate to the disbursement provisions for implementation of the new component by the ICGLR. All disbursement arrangements are outlined in the Disbursement Letter for the project, as agreed during project negotiations.

Allocations - Additional Financing (Great Lakes Region Displaced Persons and Border Communities Project Additional Financing - P163895)

Source of Fund	Currency	Category of Expenditure	Allocation	Disbursement %(Type Total)
			Proposed	Proposed
IDAT	US\$	Goods, Non-consulting Services, Consultant Services, Operating Costs	3,000,000.00	100.00
Total:			3,000,000.00	

Components

Change to Components and Cost

Explanation:

The original project is being expanded through the addition of a new and fifth component, to be financed through a US\$3 million grant to the ICGLR. The new component would enable regional learning on development responses for forced displacement through a series of regional learning events, regional research initiatives, and improve the institutional capacity and project management ability of ICGLR to both implement the activities and lead regional dialogue on forced displacement

Current Component Name	Proposed Component Name	Current Cost (US\$, Millions)	Proposed Cost (US\$, Millions)	Action

Socio-economic Investments	Socio-economic Investments	15.00	15.00	No change
Support to Resilient Livelihoods	Support to Resilient Livelihoods	0.83	0.83	No change
Social Cohesion and Conflict Prevention	Social Cohesion and Conflict Prevention	1.00	1.00	No change
Project Management	Project Management	3.17	3.17	No change
	Support to ICGLR for a regional platform for knowledge and research	0.00	3.00	New
	Total:	20.00	23.00	
Other Change(s)				
Change in Implementing Agency				
Explanation:				
<p>The additional grant for the project will be implemented by a different implementing agency than the other four components. The implementing agency for the new component is the ICGLR. Under the new component, the ICGLR will establish a new regional forum to facilitate regional learning, dialogue, research, and knowledge exchange about development responses for the displaced. The ICGLR—an intergovernmental organization composed of 12 MSs of the GLR—is ideally placed to establish, host, facilitate, and maintain this regional forum.</p>				
Implementing Agency Name		Type	Action	
Interim Climate Change Secretariat		Implementing Agency	No Change	
ICGLR		Implementing Agency	New	
Change in Institutional Arrangements				
Explanation:				
<p>A PCU, housed in the HSIP of the ICGLR will be responsible for the overall coordination, day-to-day implementation, and supervision of the additional grant activities.</p>				
Change in Financial Management				
Explanation:				
<p>The changes to FM relate to the FM provisions for implementation of the additional grant by the ICGLR. Details of arrangements for FM staffing, budgeting, internal controls, audits, accounting, reporting, disbursement and supervision were determined, agreed, and appraised based on the findings of a fiduciary assessment of the capacity of the ICGLR. All provisions for FM for the component will be detailed in the PIM for this component.</p>				
Change in Procurement				
Explanation:				
<p>The changes to procurement relate to the procurement provisions for implementation of the additional grant by the ICGLR. Details of arrangements for procurement guidelines, mitigation of procurement risk and prior review thresholds were determined, agreed, and appraised, on the basis of a procurement risk</p>				

assessment of the capacity of the ICGLR. All provisions for procurement management for the component will be detailed in the PIM for this component. A Procurement Plan for the new component was reviewed prior to project negotiations and approved by the World Bank.

Other Change(s)

Explanation:

The fiduciary risk for the original project was Moderate. This has been increased to Substantial in light of the particular fiduciary risks posed by the implementation of the additional grant by the ICGLR, as detailed in the fiduciary assessment.

IV. Appraisal Summary

Economic and Financial Analysis

Explanation:

Rationale for Public Financing. The rationale lies in the project objectives to equip governments to learn and build capacity for development responses to forced displacement. Development responses can result in the more efficient targeting of resources for the displaced and economic gains of promoting local development, self-reliance and economic integration.

World Bank value added. The April 16, 2016 communique of the Development Committee of the World Bank Group called on the World Bank to take action on forced displacement, in partnership with humanitarian and other actors, to mitigate the vulnerabilities of forcibly displaced persons, help host communities manage shocks, and tackle the root causes of forced displacement. In the recent years, the World Bank has built its capacity to provide a displacement response to forced displacement through analytical work and innovative operations designed to address forced displacement. Keeping with its mandate and responding to client demand, the World Bank has been providing support at the global, regional, sub-regional, and country levels. The World Bank is uniquely positioned, through its unique technical expertise and experience, as well as ability to foster cooperation among development and humanitarian partners, to support a GLR regional platform for learning on development response to forced displacement.

Economic Rates of Return. An economic and financial analysis was not undertaken for the additional grant activities, given the focus of activities on provision of technical assistance, learning events, and research rather than implementation of works and field-level activities. Efficiencies will be achieved within the project budget through a number of measures: (a) using the staff of the existing PCU within the ICGLR and augmenting their salaries to enable full-time positions, rather than recruiting new staff members; and (b) use of financial proposals (alongside technical proposals) to comply with least cost criteria in the selection of consultants and firms for activities under the project.

Technical Analysis

Explanation:

The technical appraisal of the additional grant activities focused on the ability of the ICGLR to lead technical discussions, learning events, and research initiatives on development responses to forced displacement for the region. The ICGLR is well placed and is recognized as having convening power across the MSs and has already made progress in furthering legal protocols and actions plans regarding displacement. There are limitations, however, in translating such regional commitments into policy changes within the MSs, which is under the MSs' sovereignty. For this reason, it was affirmed that the

focus of project activities will be at a substantive level, generating learning and research, which can contribute to regional policy dialogue without expecting that project activities will result in changing policy and legal frameworks of MSs as such. The ICGLR is also well placed with project management capacity, building on the PCU for the existing World Bank-financed SGBV Project. Nevertheless, appraisal confirmed the need for strengthening the ability of the PCU to engage on the topic of development responses to forced displacement. For this reason, it was agreed that a key post to be recruited for the project is a Displacement Specialist. This position will contribute to ensuring that the content of learning events and research initiatives are connected to a broader global knowledge on the topic and will engage with key partners working on this issue. To the extent possible, the position will also ensure that activities under the project feed into the wider peace agenda of the ICGLR and wider ICGLR staff. Alongside this post, a Research Specialist was also agreed as a necessary position to contribute to the production of credible and reputable research products.

Social Analysis

Explanation:

The new activities of the additional grant include learning events, workshops, meetings, conferences, and research studies. As such, no physical works will be undertaken under the project and therefore no direct social impacts, which necessitate the triggering of safeguard policies, will be entailed. The project may result in indirect social impacts. Only positive indirect social impacts are anticipated; the project will stimulate regional dialogue between Government representatives in the GLR, and thereby contribute to shifts toward more developmental responses to forced displacement. These shifts are expected to result in greater self-reliance and socioeconomic participation for those affected by forced displacement.

Principles of supporting social inclusion will be applied to all activities under the project. In particular, attention will be paid to ensuring gender balance among the participants and presenters at regional learning events and workshops and in the hiring of consultants to work on project activities. The client—the ICGLR—has existing guidelines on ensuring gender equality in all regional activities. These guidelines have been reviewed by the World Bank and found suitable for adoption in the PIM. All research undertaken under the project will adhere to guidelines on ethical conduct of consultative research, including ensuring that no research respondents are asked sensitive or traumatic questions and that all data of a personal nature, which could pose security risks for respondents, are not disclosed and kept in secure files.

Environmental Analysis

Explanation:

No adverse environmental impacts are expected given the focus of the additional grant activities on provision of technical assistance, learning events, and research rather than implementation of works and field-level activities. No environmental safeguard policies have been triggered.

Risk

Explanation:

All risks and ratings that pertain to the original project are retained. However, the fiduciary risk has been increased to Substantial since FM and procurement assessments of the ICGLR revealed several risks related to implementation arrangements and fund flow mechanisms.

V. World Bank Grievance Redress

32. Communities and individuals who believe that they are adversely affected by a World Bank (WB) supported project may submit complaints to existing project-level grievance redress

mechanisms or the WB's Grievance Redress Service (GRS). The GRS ensures that complaints received are promptly reviewed in order to address project-related concerns. Project affected communities and individuals may submit their complaint to the WB's independent Inspection Panel which determines whether harm occurred, or could occur, as a result of WB non-compliance with its policies and procedures. Complaints may be submitted at any time after concerns have been brought directly to the World Bank's attention, and Bank Management has been given an opportunity to respond. For information on how to submit complaints to the World Bank's corporate Grievance Redress Service (GRS), please visit <http://www.worldbank.org/GRS>. For information on how to submit complaints to the World Bank Inspection Panel, please visit www.inspectionpanel.org.

Annex 1: Revised Results Framework

Project Development Objectives							
Original Project Development Objective - Parent:							
To improve access to livelihoods and socio-economic infrastructure for displaced people and host communities in the targeted areas.							
Proposed Project Development Objective - Additional Financing (AF):							
to (i) improve access to livelihoods and socio-economic infrastructure for displaced people and host communities in target areas of the territory of the Republic of Zambia; and (ii) support regional learning on development responses to forced displacement.							
Results							
Core sector indicators are considered: Yes				Results reporting level: Project Level			
Project Development Objective Indicators							
Status	Indicator Name	Corporate	Unit of Measure		Baseline	Actual(Current)	End Target
No Change	Direct project beneficiaries	<input type="checkbox"/>	Number	Value	0.00		250,250.00
				Date	27-May-2016		31-Dec-2021
				Comment			
No Change	Female beneficiaries	<input type="checkbox"/>	Percentage	Value	0.00	0.00	50.00
			Sub Type				
			Supplemental				
New	Number of research pieces created under the project	<input type="checkbox"/>	Number	Value	0.00	0.00	8.00
				Date	01-Sep-2017		31-Dec-2021
				Comment			
New	Number of regional learning events held to facilitate knowledge exchange on development responses to forced displacement	<input type="checkbox"/>	Number	Value	0.00	0.00	12.00
				Date	01-Sep-2017		31-Dec-2021
				Comment			

No Change	Beneficiaries with improved access to connective and socio-economic infrastructure (by female/former refugees)	<input type="checkbox"/>	Number	Value	0.00		150,000.00
				Date	27-May-2016		31-Dec-2021
				Comment			
No Change	Beneficiaries of livelihood subprojects who report improved food security, income and/or welfare	<input type="checkbox"/>	Percentage	Value	0.00		60.00
				Date	27-May-2016		31-Dec-2021
				Comment			
Intermediate Results Indicators							
Status	Indicator Name	Corporate	Unit of Measure		Baseline	Actual(Current)	End Target
No Change	Number of completed infrastructure sub-projects (by sub-project type)	<input type="checkbox"/>	Number	Value	0.00		40.00
				Date	27-May-2016		31-Dec-2021
				Comment			
Revised	Number of direct beneficiaries of learning events and research pieces	<input type="checkbox"/>	Number	Value	0.00	0.00	400.00
				Date	01-Sep-2017		31-Dec-2021
				Comment			
New	% of participants judging regional learning events as useful	<input type="checkbox"/>	Percentage	Value	0.00	0.00	80.00
				Date	01-Sep-2017		31-Dec-2021
				Comment			
New	% of people who received a research piece that have used it	<input type="checkbox"/>	Percentage	Value	0.00	0.00	50.00
				Date	01-Sep-2017		31-Dec-2021
				Comment			
New	% of participants who have used their 'take-away' from events	<input type="checkbox"/>	Percentage	Value	0.00	0.00	70.00
				Date	01-Sep-2017		31-Dec-2021
				Comment			
No Change	Share of infrastructure	<input type="checkbox"/>	Percentage	Value	0.00		70.00

	built/rehabilitated by the project that is climate resilient			Date	27-May-2016		31-Dec-2021
				Comment			
No Change	Share of approved socio-economic infrastructure subprojects that are or will be integrated into government planning and budget exercises	<input type="checkbox"/>	Percentage	Value	0.00		80.00
				Date	27-May-2016		31-Dec-2021
				Comment			
No Change	Beneficiaries of livelihoods sub-projects (Number disaggregated by female/vulnerable members)	<input type="checkbox"/>	Number	Value	0.00	0.00	3,000.00
				Date	27-May-2016	31-Oct-2016	31-Dec-2021
				Comment			
No Change	Number of people participating in community-based decision-making/participatory planning exercises	<input type="checkbox"/>	Number	Value	0.00	0.00	100,000.00
				Date	27-May-2016	31-Oct-2016	31-Dec-2021
				Comment			
No Change	Number of people who have participated in social cohesion activities under the project	<input type="checkbox"/>	Number	Value	0.00	0.00	10,000.00
				Date	27-May-2016	31-Oct-2016	31-Dec-2021
				Comment			
No Change	Share of former refugees who report having good relations with host communities	<input type="checkbox"/>	Percentage	Value	0.00		60.00
				Date	27-May-2016		31-Dec-2021
				Comment			
No Change	Number of plans in districts or wards mainstreamed with climate resilience	<input type="checkbox"/>	Number	Value	0.00	0.00	3.00
				Date	27-May-2016	31-Oct-2016	31-Aug-2021
				Comment			
No Change	Number of individuals participating in capacity building trainings	<input type="checkbox"/>	Number	Value	0.00		200.00
				Date	27-May-2016		31-Dec-2021
				Comment			

Annex 2: Detailed Description of New Project Activities

1. Support to the ICGLR under the project will be captured under the following three subcomponents of new component: (a) Regional Learning (b) Regional Research and (c) Project Management and Institutional Capacity Building, with an emphasis on activities that benefit the identified ICGLR members and further extend the benefits of knowledge sharing to the indirect beneficiaries (that is, displacement-affected populations in the GLR).

Subcomponent 5.a: Regional Learning, US\$717,000 equivalent

Subcomponent 5.a.i: Regional Learning Events, US\$627,000 equivalent

2. The project will support the ICGLR to organize regional learning events that bring together the ICGLR MSs and other relevant stakeholders—such as the AU, UN, and civil society—to share knowledge, experiences, and good practices regarding development responses to forced displacement. In line with this, the ICGLR will convene regional learning events based on the provisional list that was agreed on at the Local Integration as a Solution to Displacement in the GLR: Challenges and Opportunities Workshop in Nairobi, in June 2016, and later reviewed and substantiated during preparation missions. The typology of the learning events will range from small ‘closed-door’ workshops to enable Government representatives to discuss sensitive issues; including, for instance, workshops focused on sharing experiences in implementing sustainable return and reintegration processes. Other events will be larger multi-stakeholder dissemination conferences involving the public, with the intention to share lessons that have important implications and lessons beyond the ICGLR membership.

3. The agreed list of proposed learning events is as follows:

- (a) Conducting learning-purposed review of Government, institutional, and governance arrangements for development responses/solutions to forced displacement in the region
- (b) Harmonizing the legal framework on local integration: nationality laws, civil registry, framework for the economic and social status of displaced population
- (c) Connecting livelihood and displaced persons to wider national and regional markets, displaced populations as economic actors, issue of mobility and sources of growth in the region
- (d) Harmonizing data, data collection, and analysis relating to local integration
- (e) Attracting donor and private sector funding for development responses to forced displacement
- (f) Implementing sustainable return and reintegration processes
- (g) Implementing alternatives to the camps approach in GLR: constraints and opportunities
- (h) Conducting a final conference on sharing major pieces of research

4. Objectives of the regional learning events more broadly include raising awareness about forced displacement, its regional dimensions and durable solutions; sharing of challenges by all the countries to better identify their own solutions; encouraging technical discussions on issues that need to be addressed regionally; providing additional technical expertise, if required; and facilitating commitment to an ongoing process of regional information sharing and policy development on development responses to forced displacement.

5. The activity cycle for each learning event under this component will start with the preparation of a concept note specifying objectives, the intended audience, expected outcomes, implementation arrangements, and a communication strategy for each event. The concept note will be the focus of consultation internally within the ICGLR and externally through the PAG and, when agreed, will guide the implementation of the event. The full activity cycle will be elaborated in the PIM.

Subcomponent 5.a.ii: Support to the Technical Subcommittee of Experts on Land, US\$90,000 equivalent

6. Competition over land and natural resources has been a catalyst for conflicts which have led to large-scale internal and external displacement in the GLR.⁷ The situation of displacement has in turn caused complex challenges related to land. For instance, a key issue is the protection of land rights of refugees and IDPs in their countries of origin and the access of land for refugees in their host countries. Furthermore, post-conflict situations often entail claims related to land and land disputes, which can trigger a resurgence of conflict and socioeconomic relapse. Land is also a critical source for sustainable livelihoods and the self-reliance of the forcibly displaced.

7. It is against this backdrop that the ICGLR MSs adopted the Declaration on the Implementation of the Protocol on Property Rights. The declaration recommits to the establishment of a subcommittee of experts with specific responsibility for land and property rights. Despite recognition of the necessity to implement the protocol, there remains much to be done on the integration of the protocol into the national legal frameworks of the ICGLR MSs.

8. This subcomponent of the project will support the existing process of the ICGLR TSCE on land to establish reporting systems that ensure the effective implementation of the protocol. Technical assistance provided under the subcomponent will enable two meetings of the TSCE on land. These meetings will ensure furtherance of the work of the TSCE and its existing action plan. In particular, the meetings will enable the activation of reporting mechanisms from MSs, who are expected to report progress on implementation of the protocol.

9. The ICGLR will also work with the TSCE to formulate, implement, and disseminate a research topic on land and displacement. This research will be funded under Subcomponent 5.b.

Subcomponent 5.b: Regional Research, US\$1,084,000 equivalent

⁷ World Bank and UNHCR (United Nations High Commissioner for Refugees). 2015. *Forced Displacement in the Great Lakes Region, A Development Response*.

10. Reliable and informative research is crucial for developing evidence-based policies and designing the requisite development responses to forced displacement. Yet, robust data and research on issues related to forced displacement continues to be a challenge globally. This reality is no different in the GLR. Availability of reliable and up-to-date data on forced displacement is one of the major challenges faced by Governments in the region and therefore impedes their ability to devise appropriate responses to the plight of persons affected by displacement.

11. It is within this context that the project will support the ICGLR and its MSs to engage in research and data collection activities that aim to fill knowledge gaps, and in so doing, enable evidence-based policy making. The typology for regional research initiatives will range from small-scale desk reviews, such as analysis of local integration legal frameworks, to larger qualitative and quantitative impact assessments, for instance, quantifying the impact of displacement on host communities and on social cohesion.

12. The list of themes prioritized for in-depth research are as follows:

- (a) Quantifying the impact of displacement on host communities and on social cohesion
- (b) Documenting good practices across the region (knowledge banking)
- (c) Introducing labour-intensive sources of growth in the region (urban/rural, migrants/refugees)
- (d) Conducting a land study to support the work of the TSCE on land
- (e) Analyzing impacts of forced displacement on women, youth, children, and other vulnerable groups and development strategies for protection
- (f) Analysing local integration legal frameworks (documentation, naturalisation, and model law)
- (g) Harmonizing data, data collection, and analysis relating to local integration
- (h) Implementing an alternative to camps in the GLR: constraints and opportunities

13. **Ensuring that this research is reliable is a central feature of this subcomponent.** In this vein, quality assurance will be a key aspect of the activity cycle under this subcomponent to ensure that credible and globally reputable research products are developed. The full activity cycle for this subcomponent will be described in the PIM.

**Subcomponent 5.c: Project Management and Institutional Capacity Building,
US\$1,199,000**

14. This subcomponent will cover the cost for project management, day-to-day planning, implementation, and supervision of project activities, administration of procurement and FM, capacity building, and M&E. A PCU within the ICGLR will be the focal coordinating unit and will manage the project account. The PCU will also support a PAG for the project.

Annex 3: Revised Estimate of Project Costs

Revised Costs of Parent Project

Project Component	Amount (US\$)
1: Socio-economic Investments	15,000,000
2: Support to Resilient Livelihoods	825,000
3: Social Cohesion and Conflict Prevention	1,000,000
4: Project Management	3,175,000
5: Support to ICGLR for a regional platform for knowledge and research	3,000,000
Total IDA	23,000,000
Other Project Contributions	1,115,000 (10% of community contribution to connective and socio-economic infrastructure)
Total Project Costs	23,115,000

Breakdown of Costs of New Grant

Project Components	Amount (US\$)
5.a. Regional Learning	717,000
5.b. Regional Research	1,084,000
5.c. Project Management and Institutional Capacity Building	1,199,000
Total Grant Costs	3,000,000
Total Financing Required	3,000,000

Annex 4: Revised Implementation Arrangements

Institutional Arrangements

1. The new component will be implemented by the ICGLR. The ICGLR is an intergovernmental organization composed of 12 MSs from the Greater GLR, which was set up in 2006 with the assistance of the AU, UN, and bilateral donors.⁸ The ICGLR aims to implement the Pact on Security, Stability, and Development which sets an ambitious agenda “to transform the region into a space of sustainable peace and security for peoples of the region, political and social stability, shared growth and development, a space of cooperation based on convergent strategies and policies driven by a common destiny.” Five key sectors within the ICGLR include (a) Peace and Security; (b) Democracy and Good Governance; (c) Economic Development and Regional Integration; (d) Humanitarian and Social Issues; and (e) Cross-cutting Issues, including gender, environment, human rights, HIV/AIDS, and human settlements.⁹

2. Addressing challenges related to forced displacement has been a key area of attention of the ICGLR since its inception. As one of the subregion’s preeminent regional institutions, the ICGLR has specifically committed to (a) promoting policies aimed at disaster prevention, protection, and assistance and to search for durable solutions for refugees and IDPs, as well as their environment; and (b) promoting relevant policies to guarantee access to basic social services by the populations affected by conflicts and effects of natural disasters.

3. These commitments are elaborated on in its constitutive pact and protocols. The ICGLR makes detailed provisions for displaced persons in its Article 12 and related Protocol on the Protection and Assistance to IDPs, and Article 13 and related PPRRP. With regard to the former, ICGLR members have committed to “...find[ing] lasting solutions to the protracted problems of displaced and refugee populations, notably with regard to their peaceful co-existence with resident populations, their voluntary repatriation and return or local integration, with the full involvement of the local authorities and host populations...” Specific problems to be solved include (a) legal and material safety of refugees and IDPs; (b) physical safety of refugees and IDPs; (c) sustainable return and reintegration of refugees and IDPs; and (d) the burden placed on host communities. The latest protocol was recently affirmed with the 2015 Declaration on the Effective Implementation and Operationalization of the Protocol on Property Rights of Returning Persons in the Great Lakes Region, signed in Nairobi in April 2015. The Nairobi Declaration affirms the engagement to effectively implement the protocol, recalls most of the major provisions of the PPRRP and provides for the formulation of a new realistic action plan. In October 2015, a TSCE was established within the ICGLR Secretariat to monitor the process, and a first draft of the present action plan was discussed. The action plan proposes a set of activities aimed at translating the PPRRP into national legislation and supporting the ICGLR MSs in

⁸ ICGLR MSs include Angola, Burundi, the Central African Republic, the Democratic Republic of Congo, the Republic of Congo, Kenya, Rwanda, South Sudan, Sudan, Tanzania, Uganda, and Zambia.

⁹ With regard to economic development and regional integration, the ICGLR plans to rehabilitate key infrastructure, including road and rail, so as to facilitate trade in the region. It also aims to establish a regional mechanism for the certification of natural resources to curb their illegal exploitation and trade in the region. On energy, the ICGLR supports the revival of the Economic Community of the Great Lakes Countries (*Communauté Économique des Pays des Grand Lacs*) and its energy-related projects including exploitation of methane gas from Lake Kivu and the establishment of the Inga Dam in the Democratic Republic of Congo, among others.

creating an institutional framework and necessary public awareness that will allow them to implement this legislation.

4. ICGLR activities on forced displacement are coordinated by the HSIP. The HSIP is one of the five key sectors in the ICGLR. The sector falls under the overall supervision of the ICGLR Executive Secretary and is managed by a Senior Program Officer. The Regional Program of Action for Humanitarian and Social Issues comprises two subprograms, 13 projects, and seven priorities. The first subprogram, which is of particular relevance to this project, is the Framework for Disaster Preparedness, Protection, and Assistance to IDPs and their Environment. Two priorities under this subprogram are (a) Protection, Assistance and Search for Lasting Solutions for Displaced Populations and (b) Legal Framework on Issues Relating to the Recovery of Lands and Properties of Returning Persons. Both of these priorities are key to driving the ICGLR's activities on forced displacement.

5. The ICGLR also has potential to undertake research activities on forced displacement through the LMR Centre, based in Lusaka. The LMR Centre has already initiated a research program focused on resilience of states and communities in the GLR facing situations of conflict and is committed to making displacement one of its central research areas linked to the project. The resilience project is supported by the International Development Research Centre and is being implemented by the LMR Centre in partnership with the Intergovernmental Authority on Development and the Consulting House, under the umbrella of a consortium called the Eastern Africa Resilience Hub.

6. The MSs of the GLR have adopted or committed to progressive approaches to displacement, through national policies and legal frameworks, the ICGLR, and other initiatives. A good practice example of legal reform to support the displaced is the Refugee Act in Uganda. The act is regarded as a model for Africa. It serves to promote refugees' self-reliance, allowing them to work and establish life not in camps but in settlements, where they have access to services and land.¹⁰ In other instances, some refugee populations in Tanzania, Uganda, and Zambia, have been enabled to become economically self-sufficient and to make productive contributions to local and national economies. In both Zambia and Tanzania, a promising process is currently under way for the strategic integration of refugees, including formalizing their legal status and allocating land to them. However, despite some cases of successful integration, displacement-affected persons across the GLR continue to face clear development challenges.

7. The regional platform, with its objective 'to support regional learning on development responses to forced displacement', has the potential to build on some of these existing successful approaches, as well as identify shared challenges and opportunities for in-depth research. The ICGLR, given its relevant membership composition and commitment to development responses to forced displacement, coupled with support from the World Bank and other stakeholders, is ideally suited to host the platform.

Implementation Arrangements

¹⁰ World Bank. 2016. *An Assessment of Uganda's Progressive Approach to Refugee Management*. Washington, DC: World Bank.

8. While MSs will have the overriding responsibility for driving thematic discussions and determine the research initiatives relevant and useful to them, the ICGLR will play a critical convening role, supporting regional knowledge sharing, research, and advocacy efforts on forced displacement. The ICGLR LMR Centre in Lusaka will be integrally involved in the implementation of project activities, especially with regard to regional research (Component 2). The ICGLR Secretariat, the LMR Centre, and the HSIP of the ICGLR, will contribute toward project implementation. The exact role and responsibilities of staff from the broader ICGLR and LMR Centre toward the project will be outlined in the PIM.

9. The PCU, housed in the HSIP of the ICGLR and entailing positions in the LMR Centre, will be responsible for the overall coordination, day-to-day implementation, and supervision of the project. The PCU will comprise seven positions and two interns. An existing PCU in this program responsible for implementing the SGBV Project will take on responsibilities for the project. Building on the existing PCU and during the first year of the project and last year of implementation of the SGBV Project, the existing FM Officer, Procurement Officer, and Project Coordinator hired under the SGBV Project will take on the roles under the new proposed project, resulting in them having full-time positions across the two projects. The staffing of the PCU will be boosted to take on additional responsibilities and will include a Displacement Specialist and a Research Specialist (housed in Lusaka), among other positions. The full institutional arrangements of the PCU, its composition, ToR for staff, and reporting arrangements within broader ICGLR structures will be outlined in the PIM.

10. The PAG will be a consultative mechanism, which will be devised to act as a layer of quality assurance and technical advice. It will have no decision making or accountability role toward the project. The composition of the PAG, its functioning, the process for selection of its members, and relative responsibilities with the project and ICGLR staff will be outlined in the PIM. The PAG will consist of no more than 15 members: one representative from each participating Government in the project (Burundi, Rwanda, Uganda, Tanzania, Zambia, and the Democratic Republic of Congo), one representative from relevant international and regional organizations (for example, the International Organization for Migration, Office for the Coordination of Humanitarian Affairs, Office of the UN Special Envoy for the GLR, Regional Durable Solutions Secretariat, United Nations Development Programme, UN-Habitat, UNHCR, and United Nations Children's Fund), and a representative from academia. Throughout the project other interested members, such as bilateral donors focused on displacement may be added. It is proposed that the PAG's purpose be to (a) improve the technical quality of the project by enabling relevant and timely input from key stakeholders into the project activities; (b) create a link between the project activities and wider policy dialogue and other activities on development responses to forced displacement in the region; and (c) give strategic guidance to the PCU. The PCU for the project will act as the secretariat for the PAG; calling meetings, recording minutes, distributing relevant documentation, and noting the advice and recommendations given.

Financial Management

11. An FM assessment was conducted on the implementing agency for the new component—the existing PCU in the HSIP—as well as the ICGLR LMR Centre. The objective of the assessment was to determine whether the implementing entity has acceptable FM arrangements

in place that satisfy the World Bank’s OP/BP 10.00. These arrangements will ensure that the implementing entities (a) use project funds only for the intended purposes efficiently and economically; (b) prepare accurate and reliable accounts as well as timely periodic interim financial reports (IFRs); (c) safeguard assets of the project; and (d) have acceptable auditing arrangements. The FM assessment was carried out in accordance with the Financial Management Manual for World Bank Investment Project Financing Operations that became effective on March 1, 2010, and was issued (retrofitted) on February 4, 2015.

12. The conclusion of the assessment is that the FM arrangements in place at the HSIP and LMR Center meet the World Bank’s minimum requirements under OP/BP 10.00 and are therefore adequate to provide, with reasonable assurance, accurate and timely information on the status of the project as required by the World Bank.

13. The FM assessment determined that the existing PCU for the SGBV Project has good FM practices with qualified staff and familiarity and adherence to World Bank procedures as outlined in an FM Manual, appropriate software, and a track record of timely submission of adequate FM reports. Nevertheless, risks for successful FM were identified at the LMR Centre. The Finance and Administration Departments of the LMR Centre are inadequately staffed—the department is manned by one person, the Finance and Administration Officer who is assisted by an intern; the officer is not a qualified accountant and has no World Bank-funded project experience; and the LMR Centre has no functional internal audit unit. For these reasons, it was agreed that the PCU in the HSIP will have overall fiduciary responsibility for the project. In addition, the project will invest in increased FM capacity at the LMR Centre for management of a sub-account under the project.

Table 4.1. Financial Risks and Mitigation Measures

Agencies Assessed	Risk Rating	Required Mitigation Measures
PCU-ICGLR	Medium	(a) Existing fiduciary staff including an FM Specialist with extensive experience with World Bank fiduciaries procedures will implement this project, (b) one qualified, experienced accountant with extensive experience in World Bank fiduciary procedures will be recruited through a competitive process, (c) use of the existing FM procedures manual will also help to mitigate internal control weaknesses, (d) training on fiduciary procedures will be conducted for all FM staff throughout the life of the project and (e) three FM supervision support missions will be conducted in the first 12 months following effectiveness
LMR Centre	Substantial	(a) The LMR Centre recruits a qualified project assistant accountant to be in charge of the financial operations of the subaccount; (b) the LMR Centre will adhere to the financial procedures section outlined in the PIM; and (c) the World Bank will conduct training on the World Bank’s FM and disbursement guidelines to the recruited project accountant before effectiveness.

Financial Management Arrangements for the Project

14. **Staffing.** The existing PCU in the HSIP in the ICGLR will have overall responsibility for the FM arrangements for the component. The PCU has a well-qualified FM Specialist with a track record in managing World Bank finances. Once the project is effective this FM Specialist will spend 50 percent of his/her staff time on the current SGBV Project with the remaining 50

percent staff time committed to the new displacement project. An accountant will be recruited under the project to join the PCU. The LMR Centre will also recruit an assistant accountant under the project to manage accounting responsibilities for the LMR Centre subaccount. Staff from the ICGLR Program for Finance and Administration will provide additional support to the PCU in managing FM procedures under the component.

15. **Budgeting arrangements.** Budget preparation and monitoring will follow the existing procedures as outlined in the existing FM Manual, which defines the arrangement for budgeting, budgetary control, and the requirements for budgeting revisions. The Annual Work Program and Budget will be prepared by the PCU and approved by the designated ICGLR Committee. Annual detailed disbursement forecasts and a budget will be required. IFRs will provide information on budgetary control and analysis of variances between actual and budget.

16. **Internal controls and internal audit.** The existing procedures for internal control and internal audits are laid out in the existing FM Manual. These are consistent with the ICGLR's own procedures manuals including the Financial Resources Management Guidelines and Financial Regulation and Rules. Overall, these are adequate for the project. However, the FM review identified weaknesses in application of internal controls and audit at the LMR Centre, including weaknesses in (a) staff gratuity account management; (b) control of fixed assets; (c) procurement procedures; (d) petty cash management; (e) compliance with international financial reporting standards; and (f) reconciliation of books of accounts with financial statements. The LMR Centre does not have its own internal audit department. Therefore, the PCU and ICGLR Program for Finance and Administration will take responsibility for internal controls and audit for the LMR Centre in relation to the component.

Accounting Arrangements

17. **Accounting system.** The computerized accounting system supported by the software TOM2PRO will be used for this grant. Accounting procedures are documented in the existing FM Manual and will apply for this project. The existing software will be customized to consider the need for this new project. Training will be provided to the financial team on the use of international accounting procedures as well as the project's software.

Financial Reporting

18. The project will publish the following reports:

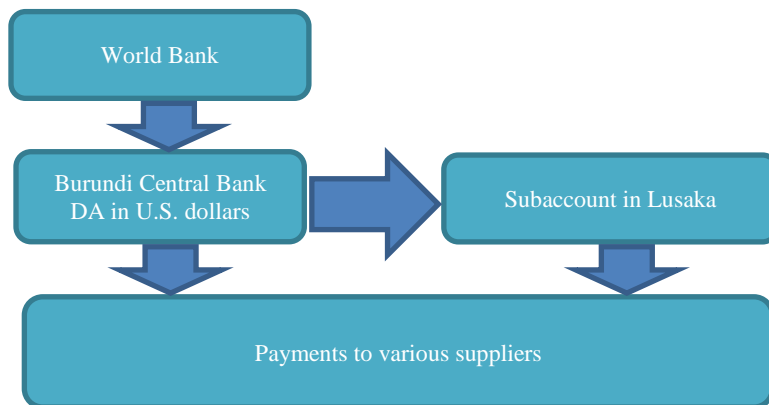
- **Unaudited IFRs.** The ICGLR will publish unaudited IFRs on a quarterly basis to manage and monitor the use of the funds. The financial reports should at the minimum, show a statement of sources and uses of funds, with the uses of funds analyzed by component and by activities. The quarterly reports will be submitted to IDA, 45 days after the end of the quarter.
- **Annual financial statements (audited).** An external audit will be carried out annually. Audit ToR for the component will be agreed between the ICGLR and the World Bank. The auditor will conduct the audit according to International Standards on Auditing. The auditor will express an opinion on the financial statements according to the World Bank's audit policy. Besides the audit opinion, the auditor

will be required to prepare a separate report to the management, giving significant weaknesses that are not reflected in the audit opinion and need to be brought to the attention of the ICGLR with recommendations for improvement. The audited financial statements will be submitted to the World Bank within six months after the end of the fiscal year along with the Management Letter and report.

Disbursement

19. **Fund flow and banking arrangements.** The grant will use a system under which the funds will flow from the World Bank to a Designated Account (DA) denominated in U.S. dollars at the Burundi Central Bank (*Banque de la République du Burundi*) under terms and conditions acceptable to IDA. The DA will hold the initial advance and subsequent replenishments from IDA. Funds in the DA will be used to finance only eligible expenditures of the project. The ICGLR will open a separate subaccount in Lusaka for the LMR Centre, which will be operated and maintained in U.S. dollars at a reputable commercial bank. Responsibilities in management of the DA and subaccount, such as account signatories, will follow those outlined in the existing FM Manual.

Figure 4.1. Disbursement Arrangements



20. **Disbursement arrangements.** The project will use the transaction-based method of disbursements (Statements of Expenditure). Other methods of disbursing to the project will include reimbursements, direct payment, and use of special commitments (for example, Letters of Credit). Further disbursement details will be provided in the Disbursement Letter.

21. The grant will disburse 100 percent of eligible expenditures. The proceeds have been allocated as shown in Table 4.2.

Table 4.2. Grant Allocation

Category	Amount of the Grant (US\$)	% to be Financed
Goods, Non-consulting Services, Consultant Services, Operating Costs	3,000,000	100

22. **Supervision plan.** FM supervision will vary according to the level of risk and will aim to ensure that the funds are used for the intended purpose and provide support when need be. On the basis of the current FM risk level, it is expected at least three supervision missions are undertaken during the first year to support the project implementation. The frequency of

supervision will be adjusted in due course based on the project risks. These supervision efforts will comprise the IFR and on-site reviews and will be complemented by continued assistance to be provided by the World Bank team.

Procurement

23. **Scope of the procurement of goods, non-consulting services, and consulting services.** Contracts to be procured will count for small and less complex activities including office equipment, consultancies to facilitate different workshops/conferences, impact of displacement on host communities and social cohesion, technical staff, technical studies, and analyses.

24. **Applicable guidelines.** A previous and extensive review of procurement in the ICGLR (conducted during the preparation of the SGBV Project) showed that the internal procurement guidelines, overall, follow modern procurement principles, including transparency, fairness, competition, and economy. However, terminologies as well as procurement and selection methods do not match with those of the World Bank Procurement Guidelines and Consultant Guidelines. In addition, there is no clarity on dealing with fraud and corruption in procurement. Hence, it was concluded that procurement for World Bank financing will be carried out in accordance with the World Bank's guidelines. Given that the Project Concept Note was published before July 1, 2016 (the start date for adoption of the New Procurement Framework), the following World Bank guidelines will govern the project implementation: (a) 'Guidelines: Procurement of Goods, Works and Non-Consulting Services under IBRD Loans and IDA Credits and Grants by World Bank Borrowers' dated January 2011, revised July 2014; (b) 'Guidelines: Selection and Employment of Consultants under IBRD Loans and IDA Credits and Grants by World Bank Borrowers' dated January 2011, revised July 2014; (c) 'Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants', dated October 15, 2006, revised in January 2011; and (d) the provisions stipulated in the Financing Agreement.

25. **Procurement assessment.** An update of the procurement assessment of the ICGLR was conducted by World Bank staff in September 2016 in accordance with the World Bank's Procurement Risk Management System. The assessment analyzed the internal organizational structure, actual capacity in handling procurement, and past experience in implementing World Bank procurement procedures. It is worth noting that the ICGLR inner capacity has significantly increased with a functioning PCU embedded in the overall organization's structure. Given the manageable low value/less complex contracts to be procured for the project, the current procurement staffing and capacity are also appropriate. The assessment also revealed a need for some adjustments, mainly in reducing procurement delay, proper planning, and more involvement of technical staff of the ICGLR in procurement processes.

26. **Risk.** Based on (a) this assessment; (b) the nature and size of foreseen contracts; and (c) the country's fragility context, the overall project procurement implementation risk is rated Substantial. The need for mitigation measures was identified and includes some adjustments, mainly in reducing procurement delay, proper planning, and more involvement of technical staff of the ICGLR in procurement processes.

27. **Procurement Manual and Procurement Plan.** The procurement arrangements to be used under the project, including packaging of procurement, clarity of accountability and responsibility over procurement, risk mitigation measures, legal and regulatory framework, internal and external controls, quality assurance and contracts registry, record keeping, and frequency and scope of prior and post review, will follow those already outlined in the procurement section of the PIM for the existing SGBV Project. This PIM will be updated to accommodate the new project before project effectiveness.

28. **Procurement prior review, procurement post reviews (PPRs) and/or independent post reviews (IPRs) by the World Bank.** Based on the assessed agency implementation risk for procurement, which is Substantial, the World Bank will carry out PPRs or IPRs for all contracts that will be based on the Procurement Plan not having been subject to prior review.

Table 4.3. Goods and Non-consulting Services: Procurement Methods and Prior Review Threshold

Expenditure Category	Procurement Method	Threshold (US\$)	Contracts Subject to Prior Review
1. Goods	ICB and LIB	≥1.5 million	All contracts
	NCB	<1.5 million	None
	Shopping	<50,000	None
	Direct Contracting	All values	All contracts (≥US\$100,000 to be processed through STEP/Procys)
2. Non-consulting Services	NCB	<0.5 million	None
	Shopping	<50,000	None
	Direct Contracting	All values	All contracts (≥US\$100,000 to be processed through STEP/Procys)

Note: ICB = International Competitive Bidding; LIB = Limited International Bidding; STEP= Systematic Tracking of Exchanges in Procurement; NCB = National Competitive Bidding

Table 4.4. Consultants: Selection Methods and Prior Review Threshold

Expenditure Category	Contract Value (Threshold) (US\$)	Procurement Method	Contracts Subject to Prior Review
1. Firms	≥500,000	QCBS, QBS, FBS, LCS	All contracts
	<500,000	QCBS, CQS, LCS, QBS, FBS,	(Selected contracts as indicated in the Procurement Plan)
	All values	SSS	All contracts (≥US\$100,000 to be processed through STEP/Procys)
2. Individuals	≥200,000	Three CVs	All contracts
	All values	SSS	All contracts (≥US\$100,000 to be processed through STEP/Procys)

Note: QCBS = Quality- and Cost-Based Selection; QBS = Quality-Based Selection; FBS = Selection under a Fixed Budget; LCS = Least Cost Selection; SSS = Single-Source Selection; CQS = Selection Based on the Consultants' Qualification;

29. **Procurement Plan.** The PCU with the support of the World Bank, has developed a Procurement Plan for the first 18 months of project implementation, which has been reviewed and agreed during project negotiations. The Procurement Plan will include all the procurement packages identified for the first 18 months of project implementation. The Procurement Plan will be updated as required, at least once a year throughout the life of the project.

Monitoring and Evaluation

30. A well-developed M&E system, complemented by close World Bank supervision, will aim to ensure that the project reaches its objectives. Project progress and success will be measured against the new intermediate indicators:

- Perceived usefulness of the events (percentage of participants who are satisfied with the event—through perception surveys at the completion of each event)
- Use of the knowledge shared at the events (percentage of participants who have used the knowledge or their ‘take away’ from the event—through perception surveys one year after the event)
- Use of research outputs (percentage of people informed about the publication who have used it—through perception surveys one year after the official launch)
- Number of regional learning events held to facilitate knowledge exchange and creation of development responses to forced displacement
- Generation and documentation (number) of research and data focused in forced displacement in the GLR

31. The M&E activities of the project will aim to track activity outputs and measure indicators associated with outcomes. These activities will permit project staff to (a) confirm that the timing and nature of activities is consistent with the project design and implementation; (b) make mid-course corrections if any issues are found to hamper implementation; (c) gauge progress toward intermediate outcomes; and (d) better understand any specific needs and dynamics that may become apparent over time.

32. The project will develop, within the first quarter, a detailed M&E plan that specifies the frequency, timelines, and responsible parties for all activities and deliverables. Additional M&E outputs include (a) quarterly progress reports and (b) a midterm and end-of-project independent evaluation to assess overall progress toward outcomes and development objectives.