

Document of
The World Bank

Report No: ICR00002732

IMPLEMENTATION COMPLETION AND RESULTS REPORT
(IDA-H2820 IDA-H5960)

ON A

GRANT

IN THE AMOUNT OF SDR 120 MILLION
(US\$180 MILLION EQUIVALENT)

AND AN

ADDITIONAL GRANT
FROM THE CRISIS RESPONSE WINDOW

IN THE AMOUNT OF SDR 26.5 MILLION
(US\$40 MILLION EQUIVALENT)

TO THE

DEMOCRATIC REPUBLIC OF CONGO

FOR AN

EMERGENCY URBAN AND SOCIAL REHABILITATION PROJECT

November 27, 2013

Sector Department AFTU2 (Water and Urban Services)
Country Department AFCC2
Africa Region

CURRENCY EQUIVALENTS

(Exchange Rate Effective May 31, 2013)

Currency Unit = US\$
CDF 1.00 = US\$0.001088
US\$ 1.00 = 919.01 CDF

FISCAL YEAR
January 1 – December 31

ABBREVIATIONS AND ACRONYMS

AF	Additional Financing
BP	Bank Procedure
CAF	Country Assistance Framework
CAS	Country Assistance Strategy
CDF	Congolese Franc
CDPI	<i>Cellule de la Dette Publique Intérieure</i> (Public Domestic Debt Unit)
DRC	Democratic Republic of Congo
EESRSP	Emergency Economic and Social Reunification Support Project
ELCISP	Emergency Living Conditions Improvement Support Project
EMRRP	Emergency Multi-sector Rehabilitation and Reconstruction Project
ESP	<i>Ecole de Santé Publique</i> (School of Public Health)
EUSRP	Emergency Urban and Social Reunification Project
FONER	<i>Fonds National d'Entretien Routier</i> (Road Maintenance Fund)
FY	Fiscal Year
GDP	Gross Domestic Product
ICR	Implementation Completion and Results Report
IDA	International Development Association
IPS	<i>Institut Provincial de Santé</i> (Provincial Health Institute)
ISR	Implementation Status and Results Report
ITN	Insecticide-treated bed nets
M&E	Monitoring and Evaluation
N/A	not applicable
NGO	Non-Governmental Organization
NPV	Net Present Value
OP	Operational Policy
OVD	<i>Office de Voirie et Drainage</i> (Urban Roads Agency)
PPF	Project Preparation Facility
PNLP	<i>Programme National de Lutte contre le Paludisme</i> (National Program to Fight Malaria)
PRSP	Poverty Reduction Strategy Paper
RAP	Resettlement Action Plan
SECOPE	<i>Service de Contrôle de la Paie des Enseignants</i> (Department for Monitoring the Payment of Teacher Salaries)
SOE	State-Owned Enterprises
UCoP	<i>Unité de Coordination de Projets</i> (Project Coordination Unit)
UNICEF	United Nations Children's Fund
UNOPS	United Nations Office for Project Services
UWSP	Urban Water Supply Project
WHO	World Health Organization

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DEMOCRATIC REPUBLIC OF CONGO
Water, Electricity and Urban Development Project

CONTENTS

Data Sheet

A. Basic Information	
B. Key Dates	
C. Ratings Summary	
D. Sector and Theme Codes	
E. Bank Staff	
F. Results Framework Analysis	
G. Ratings of Project Performance in ISRs	
H. Restructuring	
I. Disbursement Graph	
1. Project Context, Development Objectives and Design.....	1
2. Key Factors Affecting Implementation and Outcomes	6
3. Assessment of Outcomes	15
4. Assessment of Risk to Development Outcome.....	25
5. Assessment of Bank and Borrower Performance	26
6. Lessons Learned.....	28
7. Comments on Issues Raised by Borrower/Implementing Agencies/Partners.....	29
Annex 1. Project Costs and Financing.....	31
Annex 2. Outputs by Component.....	33
Annex 3. Economic and Financial Analysis	35
Annex 4. Bank Lending and Implementation Support/Supervision Processes.....	43
Annex 5. Beneficiary Survey Results	45
Annex 6. Stakeholder Workshop Report and Results.....	49
Annex 7. Summary of Borrower's ICR and/or Comments on Draft ICR	50
Annex 8. Comments of Cofinanciers and Other Partners/Stakeholders	56
Annex 9. List of Supporting Documents	57
MAP IBRD 333921R2	

A. Basic Information			
Country:	Congo, Democratic Republic of	Project Name:	DRC Emergency Urban and Social Rehabilitation Project
Project ID:	P104497	L/C/TF Number(s):	IDA-H2820,IDA-H5960
ICR Date:	11/26/2013	ICR Type:	Core ICR
Lending Instrument:	ERL	Borrower:	GOVERNMENT OF DRC
Original Total Commitment:	XDR 120.00M	Disbursed Amount:	XDR 131.58M
Revised Amount:	XDR 146.50M		
Environmental Category: B			
Implementing Agencies: Unité Coordination des Projet (UCoP)			
Cofinanciers and Other External Partners:			

B. Key Dates				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	12/06/2006	Effectiveness:	07/06/2007	07/06/2007
Appraisal:	01/22/2007	Restructuring(s):		02/02/2011 04/25/2012
Approval:	03/29/2007	Mid-term Review:	07/06/2009	12/05/2009
		Closing:	05/31/2011	05/31/2013

C. Ratings Summary	
C.1 Performance Rating by ICR	
Outcomes:	Satisfactory
Risk to Development Outcome:	Substantial
Bank Performance:	Satisfactory
Borrower Performance:	Moderately Satisfactory

C.2 Detailed Ratings of Bank and Borrower Performance (by ICR)			
Bank	Ratings	Borrower	Ratings
Quality at Entry:	Moderately Satisfactory	Government:	Moderately Satisfactory
Quality of Supervision:	Satisfactory	Implementing Agency/Agencies:	Moderately Satisfactory
Overall Bank Performance:	Satisfactory	Overall Borrower Performance:	Moderately Satisfactory

C.3 Quality at Entry and Implementation Performance Indicators			
Implementation Performance	Indicators	QAG Assessments (if any)	Rating
Potential Problem Project at any time (Yes/No):	Yes	Quality at Entry (QEA):	None
Problem Project at any time (Yes/No):	No	Quality of Supervision (QSA):	None
DO rating before Closing/Inactive status:	Satisfactory		

D. Sector and Theme Codes		
	Original	Actual
Sector Code (as % of total Bank financing)		
Central government administration	32	28
General education sector	25	20
Health	7	15
Urban Transport	22	24
Water supply	14	13
Theme Code (as % of total Bank financing)		
City-wide Infrastructure and Service Delivery	13	10
Debt management and fiscal sustainability	25	25
Education for all	24	21
Malaria	13	15
Urban services and housing for the poor	25	29

E. Bank Staff		
Positions	At ICR	At Approval
Vice President:	Makhtar Diop	Gobind T. Nankani
Country Director:	Eustache Ouayoro	Pedro Alba
Sector Manager:	Alexander E. Bakalian	Eustache Ouayoro
Project Team Leader:	Mahine Diop	Xavier Devictor
ICR Team Leader:	Mahine Diop	
ICR Primary Author:	Christian Vang Eghoff	

F. Results Framework Analysis

Project Development Objectives (from Project Appraisal Document)

To help DRC face urgent post-elections challenges by: (i) providing resources to maintain macro-economic stability and fund critical expenditure in the immediate future; and (ii) addressing urgent rehabilitation and social needs in Kinshasa, which is key to political and social stability.

Revised Project Development Objectives (as approved by original approving authority)

To respond to urgent challenges by: (i) supporting domestic debt settlement; and (ii) addressing urgent rehabilitation and social needs in targeted areas.

(a) PDO Indicator(s)

Indicator	Baseline Value	Original Target Values (from approval documents)	Formally Revised Target Values	Actual Value Achieved at Completion or Target Years
Indicator 1 :	People in urban areas with access to Improved Water Sources.			
Value quantitative or Qualitative)	89,000	239,000	N/A	216,000
Date achieved	03/12/2007	04/30/2009		05/31/2013
Comments (incl. % achievement)	90% achieved. The project reported total beneficiaries with access to water in targeted areas, which is retained for the ICR. With baseline 0 additional people, the target was 150,000 additional people and the actual value was 127,000 additional people.			
Indicator 2 :	People in urban areas provided with access to all-season roads within a 500 meter range under the project.			
Value quantitative or Qualitative)	0	800,000	N/A	1,300,000
Date achieved	03/12/2007	03/31/2010		05/31/2013
Comments (incl. % achievement)	163% achieved. More people were served by the roads than expected, although the length of roads rehabilitated by the project did not change. This was because the population densities of beneficiary neighborhoods were higher than estimated at appraisal.			
Indicator 3 :	Children under 5 years old sleeping under bed nets in targeted areas (Kinshasa and Bandundu Province).			
Value quantitative or Qualitative)	32% Kinshasa; 6% Bandundu on 5/28/2010.	60% Kinshasa; N/A Bandundu	N/A 80% Bandundu	65% Kinshasa; 91% Bandundu on 11/30/2012
Date achieved	03/12/2007	02/28/2008	12/31/2011	01/31/2009
Comments (incl. % achievement)	108% achieved for Kinshasa as per post-distribution evaluation, 114% achieved for Bandundu Province as per post-distribution evaluation.			
Indicator 4 :	Schools receiving payments that have improved their learning environment (basic school supplies, small equipment, and repairs, other pedagogical inputs).			

Value quantitative or Qualitative)	0%	70%	75%	77%
Date achieved	03/12/2007	08/31/2008	12/31/2011	05/31/2013
Comments (incl. % achievement)	103% achieved. Result is average of beneficiary satisfaction survey (79% of schools had improved learning environment), and survey carried out for economic analysis of Education Component (75% of schools had improved learning environment).			
Indicator 5 :	Creditors party to the amended settlement having received the full payment.			
Value quantitative or Qualitative)	0%	95%	N/A	99.5%
Date achieved	03/12/2007	12/31/2007		05/31/2008
Comments (incl. % achievement)	105% achieved.			
Indicator 6 :	Direct project beneficiaries (of which female).			
Value quantitative or Qualitative)	0	N/A	21.61 million (51.8%)	20.3 million (51.8%)
Date achieved	03/12/2007		05/31/2012	05/31/2013
Comments (incl. % achievement)	94% achieved.			

(b) Intermediate Outcome Indicator(s)

Indicator	Baseline Value	Original Target Values (from approval documents)	Formally Revised Target Values	Actual Value Achieved at Completion or Target Years
Indicator 1 :	Eligible schools having received all installments.			
Value (quantitative or Qualitative)	0%	70%	90%	65%
Date achieved	03/12/2007	08/31/2008	12/31/2011	05/31/2013
Comments (incl. % achievement)	72% achieved. With non-disbursement of additional financing (exclusively targeting secondary schools), only primary schools received all installments from the original project (which targeted primary as well as secondary schools).			
Indicator 2 :	Roads rehabilitated, non-rural.			
Value (quantitative or Qualitative)	0 km	40.0 km	N/A	40.2 km
Date achieved	03/12/2007	03/31/2010		05/31/2013
Comments (incl. % achievement)	101% achieved.			
Indicator 3 :	Improved community water standposts constructed or rehabilitated under the			

	project.			
Value (quantitative or Qualitative)	0	80	N/A	86
Date achieved	03/12/2007	04/30/2009		05/31/2013
Comments (incl. % achievement)	108% achieved. In reality 88 standposts were foreseen in the technical studies, with 80 targeted by the project. In the end, 86 standposts were sufficient to cover the targeted neighborhoods.			
Indicator 4 :	Primary, secondary and tertiary network built/rehabilitated.			
Value (quantitative or Qualitative)	0	140 km	N/A	85.3 km
Date achieved	03/12/2007	04/30/2009		05/31/2013
Comments (incl. % achievement)	61% achieved. The initial indicator overestimated the length of network needed to reach the targeted areas; the actual quantities were sufficient to suit the project objective.			
Indicator 5 :	New piped household water connections that are resulting from the project intervention (number).			
Value (quantitative or Qualitative)	0	8,300	N/A	1,088
Date achieved	03/12/2007	04/30/2009		05/31/2013
Comments (incl. % achievement)	13% achieved. The project did not achieve the target, as the strategy was not conducive to garnering interest for new connections (see main text for details).			
Indicator 6 :	Long-lasting insecticide-treated malaria nets purchased and/or distributed.			
Value (quantitative or Qualitative)	0	2,000,000	4,500,000	4,781,851
Date achieved	03/12/2007	02/28/2008	12/31/2011	12/31/2012
Comments (incl. % achievement)	106% achieved. In reality the target (4.5 million) was set conservatively, so the achievement (4.8 million) corresponds to full coverage as intended.			

G. Ratings of Project Performance in ISRs

No.	Date ISR Archived	DO	IP	Actual Disbursements (USD millions)
1	09/28/2007	Satisfactory	Satisfactory	3.00
2	03/28/2008	Satisfactory	Satisfactory	36.33
3	09/25/2008	Satisfactory	Satisfactory	63.36
4	03/27/2009	Satisfactory	Satisfactory	76.15
5	10/05/2009	Satisfactory	Satisfactory	96.40
6	02/03/2010	Satisfactory	Satisfactory	105.89
7	12/13/2010	Satisfactory	Satisfactory	131.46
8	08/16/2011	Satisfactory	Satisfactory	144.84

9	02/14/2012	Satisfactory	Moderately Satisfactory	171.31
10	07/30/2012	Satisfactory	Moderately Satisfactory	182.05
11	02/10/2013	Satisfactory	Moderately Satisfactory	189.45

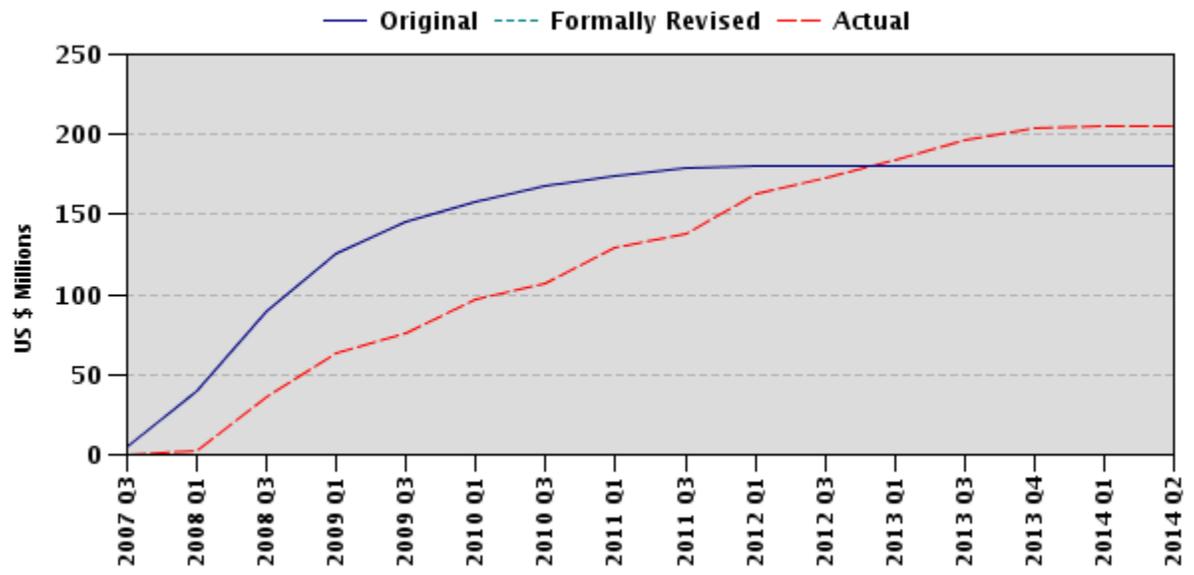
H. Restructuring (if any)

Restructuring Date(s)	Board Approved PDO Change	ISR Ratings at Restructuring		Amount Disbursed at Restructuring in USD millions	Reason for Restructuring & Key Changes Made
		DO	IP		
02/02/2011	Y	S	S	134.62	To provide additional financing for the education, malaria, and project management components, adjust PDO and KPIs, and extend closing date by one year to 05/31/2012. Difference in amount disbursed compared to Annex 1 is due to exchange rate fluctuation.
04/25/2012		S	MS	172.81	To extend closing date by one year to 05/31/2013 and effect minor reallocation of funds for original Grant.

If PDO and/or Key Outcome Targets were formally revised (approved by the original approving body) enter ratings below:

	Outcome Ratings
Against Original PDO/Targets	Satisfactory
Against Formally Revised PDO/Targets	Moderately Satisfactory
Overall (weighted) rating	Satisfactory

I. Disbursement Profile



1. Project Context, Development Objectives and Design

1.1 Context at Appraisal

1. The Democratic Republic of Congo (DRC) had experienced a decade of political instability and conflict, with major fighting ending in 2001. A period of tumultuous political transition ensued, with the first democratic elections ever organized in the country since its independence held in 2006. This marked a key milestone in DRC's advance towards peace and stability. The situation remained volatile following the elections and the challenge was to consolidate and expand achievements. Violence continued to simmer in a few Eastern districts and in January of 2007, riots in the Province of Bas Congo in the West claimed over 100 lives, illustrating the persistence of political tensions.

2. On the economic front the efforts made since 2001 were paying off with economic growth at about 6 percent a year and a relatively stable, although fragile, macroeconomic situation. The overall fiscal balance was under control at -0.7 percent of GDP in 2006 and expenditure was 22.1 percent of GDP. But this should be seen on the basis of per capita income of only US\$139 and inflows of external assistance of about US\$15 per capita. The government's resources were too limited to face urgent needs. The debt-to-GDP ratio was very high at 120 percent and the current account deficit (including official transfers) was expected to increase from 7 percent of GDP in 2006 to 10 percent of GDP in 2011, reflecting DRC's need for external capital. During the conflicts, the government had accumulated US\$1.3 billion in debt to domestic enterprises and foreign reserves were chronically low, at times below two weeks of imports.

3. The situation was explosive in many parts of the country; about 75 percent of the Congolese lived on less than US\$1 a day and social indicators were among the worst in Sub-Saharan Africa. Infrastructure and services had considerably deteriorated during the conflict. Chronic under-funding of the education system was a main cause of low school enrollment and completion rates – the most recent figures showed a primary enrollment rate of 54 percent in 1990 and a completion rate of 39 percent in 2005. The result was a literacy rate of about 32 percent.

4. Urban economic collapse and inflows of displaced persons combined to create a highly volatile environment in urban areas. Infrastructure had not been maintained and in Kinshasa many neighborhoods were isolated from the city center. About 13 percent of the city's roads were tarred and properly drained; the rest were constructed in dirt and without drainage. Less than a third of all roads in the city were passable by car. The operational performance of the water utility company (REGIDESO) had declined considerably and the rate of water supply services coverage in urban areas had fallen, from 68 percent in 1990 to 35 percent in 2006. In Kinshasa, 40 percent of the population had direct access to water. Water-related and water-borne diseases, particularly malaria, were among the main causes of mortality with an estimated 12,000 children under 5 years old dying from malaria in Kinshasa every year.

Government strategy and response

5. The new government, elected in 2006, had centered its recovery strategy on improving governance and fighting corruption, restoring security throughout the country, rebuilding infrastructure, improving social services delivery (particularly education and health), and creating jobs. This strategy was consistent with the Poverty Reduction Strategy Paper (PRSP, 2006-2010) adopted in 2006 which was based on five pillars: (a) promoting good governance and consolidating peace; (b) consolidating macroeconomic stability and economic growth; (c) improving access to social services and reducing vulnerability; (d) combating HIV/AIDS; and (e) promoting community dynamics. Faced with a tight budget situation the government called upon its development partners to provide emergency assistance to support its efforts in the early post-elections period, to help provide basic services and maintain economic and political stability, while waiting for support to materialize through traditional donor-funded development programs.

World Bank strategy and response

6. The World Bank response was part of a broad and multi-dimensional effort by the international community, which included an important security effort, the continuation of political mediation, economic assistance, debt relief, and humanitarian aid. More specifically, the Bank was leading a significant donor harmonization effort centered on a Country Assistance Framework (CAF), involving 14 donor agencies. The CAF provided the underpinning of the Bank Group Country Assistance Strategy (CAS, 2007-2011), under preparation and approved by the Board on December 18, 2007. In the CAS, the Bank articulated a multifold response aimed at helping the government face the immediate challenges of the post-elections period, which included support in developing a recovery strategy, accelerating implementation of the existing portfolio, and provision of additional financing under OP13.20 (Additional Financing for Investment Lending) to scale up successful ongoing projects and support recovery activities.

7. Pressure to deliver “peace dividends” - improvements in basic services, infrastructure, and income opportunities - was heightened by the risk of relapse into violence, particularly in urban areas, with influential and vocal populations. The Bank had a comparative advantage in the design and implementation of rehabilitation programs that pave the way for economic recovery in post-conflict countries and support peace consolidation and social stability, specifically in the DRC, and was seen by both the government and other donors as one of the most adept financiers of such efforts. The proposed operation would build on this experience and comparative advantage. The Emergency Urban and Social Rehabilitation Project (EUSR) was fully in line with the CAS objective of concentrating on areas which have a relatively high population density, with a specific focus on peri-urban areas with low service coverage rates. This would allow the Bank-financed activities to reach the most vulnerable and improve access to services.

8. The EUSR was an integral part of the portfolio of Bank-funded projects, both ongoing and in the pipeline, which together would help address the most pressing needs throughout the country: (a) the Emergency Multi-sector Rehabilitation and Reconstruction Project (EMRRP, 2002), targeted the most basic and urgent needs

through community sub-projects; (b) the Emergency Economic and Social Reunification Support Project (EESRSP, 2004), contributed to stabilizing the economy and the social fabric in the Eastern and Northern provinces; and (c) the Emergency Living Conditions Improvement Support Project (ELCISP, 2005) focused on the remaining provinces outside Kinshasa. By financing the EUSRSP the Bank could complement the support provided elsewhere and also support emergency efforts in Kinshasa, which was receiving a disproportionately small part of donor assistance.

1.2 Original Project Development Objectives (PDO) and Key Indicators *(as approved)*

9. The original PDO was to help the DRC face urgent post-elections challenges by: (i) providing resources to maintain macro-economic stability and fund critical expenditures in the immediate future; and (ii) addressing urgent rehabilitation and social needs in Kinshasa, which was key to political and social stability. This was expected to help create an environment in which reforms could be sustained and to prevent political and economic regression, which may otherwise have resulted in social instability, civil unrest and possibly reversion to conflict.

1.3 Revised PDO (as approved by original approving authority) and Key Indicators, and reasons/justification

10. The PDO was revised in connection with provision of Additional Financing to the Project on February 2, 2011 to make it more focused and realistic and remove the reference to post-elections challenges. The revised PDO was to respond to urgent challenges by: (i) supporting domestic debt settlement; and (ii) addressing urgent rehabilitation and social needs in targeted areas.

1.4 Main Beneficiaries,

11. The original primary target group was the population of Kinshasa benefiting from distribution of Insecticide-Treated Bed Nets (ITNs) as a means to reduce the number of malaria cases. In Kinshasa, additional benefits would accrue to the population of poor neighborhoods targeted for improvements in water supply and roads under the project. Other beneficiaries were the owners of companies that were part of a debt settlement scheme supported by the Project. Pupils of primary and secondary schools throughout the country and their parents would benefit from better learning environment through the Project's contribution to sustaining some operating expenditures of the schools. An Additional Financing (AF) for the project was approved in 2011 to: (a) expand geographic scope of ITN distribution to Bandundu Province, where the population would benefit from protection against malaria; and (b) finance an additional year of operating expenditures for secondary schools throughout the country to the benefit of pupils and families.

1.5 Original Components (as approved)

Component 1: Support to education recovery through finance of select recurrent expenditures (US\$45.00 million)

12. This component would finance select recurrent, non-salary expenditures for about 26,000 schools (about 18,000 primary and 8,000 secondary schools) throughout the country (with about 13.5 million pupils) for an amount of about US\$8 million per quarter between grant effectiveness and the completion of the 2007-08 school year. The component was expected to test an effort that would eventually be implemented on government's own resource (possibly with donor support) and result in a reduction of school fees paid by the parents. The component would also fund implementation expenditure for *Service de Contrôle de la Paie des Enseignants* (Department for Monitoring the Payment of Teacher Salaries, SECOPE), transfer fees, a communication campaign, and audits of the payments.

Component 2: Completion of the domestic debt settlement (US\$50.00 million)

13. This component would finance the completion of a Bank-supported process for settling the debt accrued by the government to domestic suppliers during the conflict, which ended in 2001. A total of 379 creditors would benefit based on an already completed audit of creditors and negotiated discount between the government and creditors for a debt of US\$1.3 billion. A first tranche (for 2005, 50 percent of discounted debts) had been paid under a Bank-funded Post-Reunification Economic Relaunch Credit. The EUSRП would pay the two remaining tranches (2006 and 2007, 25 percent each), as well as audits of the payments and impact evaluation. This was expected to contribute to improving the investment climate and to injecting resources likely to increase the available working capital for private sector activities, as well as to improve the relationship between the government and its suppliers and thus contribute to restoring an efficient and transparent public expenditure environment.

Component 3: Rehabilitation of priority urban roads in Kinshasa (US\$42.00 million)

14. This component would finance rehabilitation of about 40 kilometers of access roads to poor neighborhoods, which was expected to restore or significantly improve accessibility by vehicle to poor neighborhoods, with an estimated 800,000 direct beneficiaries. An initial tranche of road works was determined during preparation, based on available studies that needed to be updated, and a second tranche of works was to be determined during implementation, based on economic and needs criteria. The component also included limited institutional support to the *Office de Voirie et Drainage* (Urban Roads Agency, OVD) for monitoring component implementation.

Component 4: Water and Sanitation in peri-urban areas of Kinshasa (US\$25.00 million)

15. This component would finance completion of the Lukaya water system (in the South-Western part of Kinshasa) to benefit fully from a newly constructed water treatment plant: (a) update of the technical studies available from the Bank-funded EMRRP, (b) storage facilities and expansion of the distribution network to poor neighborhoods (Mont Ngafula, Ngaliema, Lemba, and Selembao), and (c) installation of household connections and water standposts. This was expected to provide access to potable water to approximately 150,000 additional people who had inadequate access to water.

Component 5: Malaria reduction and prevention (US\$13.00 million)

16. This component would finance the distribution of ITNs to all households in Kinshasa (about 2 million ITNs in total), as a means of reducing malaria-related mortality, particularly among children under the age of 5. The component would also finance a communications campaign and an impact evaluation.

Component 6: Project management (US\$5 million)

17. This component would finance the management of project implementation, including incremental operating expenditures of the *Unité de Coordination de Projets* (Project Coordination Unit, UCoP) already implementing several other Bank-funded emergency projects, monitoring and evaluation, procurement agent, socio-environmental studies and monitoring and attenuation of social and environmental impacts through technical assistance, as well as audits.

1.6 Revised Components

18. An AF agreement was signed for the project on February 2, 2011 to scale up the Education and Malaria Components and finance additional operating expenditures as follows (also see financing tables in Annex 1):

- Component 1 (Education): Additional financing of US\$19.5 million (for a total component allocation of US\$64.5 million) to pay for an additional two tranches of payment of select operating expenditures to about 10,000¹ secondary schools throughout the country (the Education Sector Reform Support Project was taking over payments to primary schools).
- Component 2 (Malaria): Additional financing of US\$19.5 million (for a total component financing of US\$32.5 million), to replicate the successful ITN distribution campaign in Kinshasa to the Bandundu Province.

¹ Up from 8,000 secondary schools in the original project, as more schools had been established and registered in the meantime.

- Component 6 (Project Management): Additional financing of US\$1.0 million (for a total component financing of US\$6 million) to allow UCoP to implement all activities.

1.7 Other significant changes

19. The AF was used to extend the closing date from May 31, 2011 to May 31, 2012. The extension was not triggered by the AF activities but due to delays with implementing the Roads and Water Components caused by technical difficulties and time taken to manage the resettlement process. A second project extension, from May 31, 2012 to May 31, 2013, was granted on April 25, 2012, to allow completion of activities under the original Roads and Water Components (continued technical difficulties) and the AF for the Education Component. The Education AF was experiencing delay due to time taken to complete the audit of the last payment of operating expenditures funded by the original project (which had to be acceptable to the Bank, as a disbursement condition for the Education AF). The second extension was also used to approve a reallocation of funds between components due to cost savings (See details in Section 2.2 and reallocation table in Annex 1).

2. Key Factors Affecting Implementation and Outcomes

2.1 Project Preparation, Design and Quality at Entry

Preparation and design

20. The project preparation period was highly contracted, with less than four months between concept review (December 6, 2006) and project approval by the Board (March 29, 2007). This short preparation period was necessary to respond to the emergency situation, as there was tremendous pressure on the Bank to deliver quickly to help mitigate the volatile situation. By leveraging existing studies the project could be prepared without making use of a Project Preparation Advance, so an informed tradeoff was made between the need for fast preparation and committing resources on one hand and accepting some unknown elements not having fully updated technical studies prior to appraisal on the other hand. In the short preparation time, the Bank and client together managed to design a project that could address some of the most pressing needs and lay the groundwork for longer-term development efforts in regular sector projects, as described below.

21. The rationale for the Bank's intervention is demonstrated by the experience in designing emergency operations in the DRC, and the ability to design and fund follow-on sector operations for sustainability of the emergency interventions. Success of the project in the timeframe needed to have an impact on the socio-political situation depended on the use of flexible and accelerated procedures as allowed under OP8.00, particularly in the processing of project preparation, safeguards compliance, procurement, and disbursement arrangements. Safeguard studies were to be completed within six months of effectiveness. In line with OP 8.00 the project did not directly address long-term economic issues or policy and institutional reforms.

22. The implementation arrangements were suitable, with an overall coordinating agency (UCoP) and relying as much as possible on other government agencies or institutions (SECOPE for education, OVD for roads, REGIDESO for water, for Malaria the Provincial Health Institute (*Institut Provincial de Santé*, IPS) and the National Program to Fight Malaria (PNLP), as well as the *Cellule de Dette Publique Intérieure* (Public Domestic Debt Unit – CDPI) for implementation. OVD and REGIDESO had rather limited capacity, so they would not be responsible for implementation, but would participate fully in defining needs, developing studies and supervising works implementation, while receiving training and equipment support to improve their ability to implement future works. To keep UCoP as a light structure, the sound choice was made to select UNOPS by sole source selection to manage the procurement process for the Roads and Water Components, as they were the only capable procurement agent present in Kinshasa and the project needed to move quickly. A specialized agency would be selected to distribute ITNs (IPS), since no government agency possessed the capacity to carry out this task and another agency would be recruited to overcome capacity gaps in safeguards monitoring (Sofreco).

23. The concept was agreed with the government based on the need to provide peace dividends and lessen post-election tensions in Kinshasa, hitherto benefiting from a disproportionately small share of reconstruction efforts, while also providing limited country-wide benefits in the crucial education sector and contributing to boosting reemergence of the private sector. The project would generate visible benefits to the population (especially in volatile Kinshasa), as a means to contribute to averting a social crisis that could jeopardize the hard-earned results of the political transition and reverse achievements under the peace process. Therefore it was fully justified to develop a multi-sector project, in spite of the inherent implementation complexities from many disparate activities in several sectors. The fact of having an implementing agency with demonstrated ability to deliver (UCoP) meant that the complexity was evaluated as acceptable given the expected benefits.

24. The PDO reflected the emergency situation and the support provided by the project through targeting macroeconomic stability, improving access to social services and reducing vulnerability. Although the project interventions could reasonably be expected to help create an environment in which reforms could be sustained and to prevent political and economic regression, the PDO was phrased as a higher-order objective and should have been more specific and with results more clearly attributable to project interventions.

25. The two first components (Education and Debt) aimed at supporting the new government in maintaining macro-economic stability and in funding critical expenditures. The Education Component introduced a novel concept for the payment of operating expenditures in schools, justified by these being critical to the functioning of the education system, reaching the whole country with benefits, and laying the groundwork for turning around a dysfunctional school system. The component would provide funds to the level that has the most impact on enhancing the education environment and quality of education. The component was designed to include parents in decisions regarding

expenditures, for a more inclusive and better targeting of investments. The component turned out to be more complex than expected, and the PAD could have been more explicit about the element of uncertainty in launching a novel process in the sector covering the whole territory. Domestic debt settlement was expected to lead to increased confidence of the private sector in the government's ability to pay its bills and in turn to increased private sector investments. The debt component was based on an already ongoing process supported by the Bank, but for which the funding was lacking, and could disburse quickly.

26. The three other components (Roads, Water, and Malaria) aimed at addressing urgent rehabilitation and social needs and were selected on the basis of the provincial Poverty Reduction Strategy Paper (PRSP) for Kinshasa and retained based on their expected impact on living conditions, the likelihood of being implemented rapidly and their complementarity with other Bank- or donor-funded operations. The Road and Water Components were designed based on available and relatively recent technical design studies, which provided some reassurance that the components could disburse quickly. During implementation it transpired that the studies were more outdated than could have been expected, which did result in some delays. The activities were coordinated with other ongoing activities. The Road Component would be implemented in two tranches, to allow quick disbursement while keeping some funds for rehabilitation works to be determined during implementation based on a more detailed determination of needs. For the Water Component the update of technical studies prepared in 2003 was carried out during preparation, on funds for another World Bank-funded project (EMRRP). Distribution of ITNs had proven extremely efficient and effective in reducing the impact of the malaria scourge on especially poor households in the Eastern Provinces and the lessons were used to design the malaria component, to provide immediate benefits to the population of Kinshasa.

27. The design of each component was mostly adequate and simple, with the exception of the Education Component, and relied on existing technical studies and the ongoing process for debt settlement. Regrouping the distinct components in one project was a good way for the Bank to quickly provide multi-faceted support in the emergency context. For each component the government sector ministry or responsible agency was fully involved in preparation and the Technical Reform Committee in the Ministry of Finance also played a coordinating role. OVD was involved in updating technical studies for the Road Component, a convention was signed between UCoP and the IPS to coordinate with other health programs in Kinshasa. Specialized firms were to be recruited to assure procurement and safeguards aspects, while the existing Project Coordinating Unit in the Ministry of Planning (UCoP, already implementing the Bank-funded EESRSP and ELCISP) was charged with project preparation to overcome capacity constraints in the government administration.

Quality at entry

28. The quality at entry is rated moderately satisfactory. The client and Task Team put together a multifaceted response in a short period of time which included relevant activities that aimed to address the most urgent and unmet needs for reconstruction and

service delivery. Components were designed to address an array of the most urgent needs, but the PDO was phrased as a higher level objective. Design built on emerging good practices and available studies to the extent possible. The Debt and Malaria Components were realistically expected to disburse quickly. The expected timing of implementation of the other components in the PAD was less realistic; the quality of available studies should have been checked closer. Substantial shortcomings on these technical studies became apparent during implementation, and the time needed for implementation of three of five components was substantially underestimated, which is an important element of an emergency operation.

2.2 Implementation

29. The project was declared effective on July 6, 2007, within the 90 day period from the signing of the financing agreement on April 11, 2007. The Domestic Debt Settlement and Malaria Components were implemented without major problems, whereas the Education, Roads, and Water Components encountered some implementation difficulties and delays. The mid-term review in November 2009 was used to correct some of these problems, and the AF approved in February 2011 used to scale up the well-performing components. On April 25, 2012, the project was extended and slight reallocations between components approved by the Bank (see below and Annex 1). At the project closing date all activities were completed, with the exception of the AF for the Education Component, and all infrastructures are operational as confirmed by technical audits and site visits (see Annex 2 on project outputs). The project generally made good use of mass communication, especially for the Education, Water, and Malaria Components; Radio Okapi was used to reach a large part of households, combined with more targeted communication in the beneficiary areas. Due to the multi-sector nature of the EUSR, factors that contributed to successful implementation or gave rise to problems are presented below by component.

Component 1: Education

30. The component got off to a slow start, as it turned out that the short preparation time had not allowed a sufficiently detailed review of the payment system. The expected timing of payments had been too optimistic and it was not possible to pay five quarters in a row, as expected in the PAD, since between each payment audits had to be finalized, and the quality had to be improved before they could be approved by the Bank. This was not possible given the size of the country and difficulties reaching areas not served by banks and which were cut off from major urban centers due to lack of maintenance of road infrastructure during the conflict – first with payments, then to do the audits. On top of this, each audit revealed shortcomings of the payment manual, which was then updated to incorporate emerging lessons before payment of the ensuing tranche. In spite of these difficulties, successive audit reports confirmed that procedures were broadly implemented according the rules and that communication activities to keep families updated on the program were implemented. Management committees were operational in each school, use of funds was defined through consultative meetings before each payment and amounts of funds received and their use were posted publically. The impact on functioning of schools was evaluated after each tranche.

31. The component was satisfactory implemented and was fully disbursed by May 2010. This achievement triggered an Additional Financing to pay two semester tranches of operating expenditures for about 10,000 secondary schools (in the meantime, the Education Sector Reform Support Project had become effective and was paying for primary school operating expenditures). In the end, the AF could not be implemented due to two hindrances occurring successively. First, the audit of the final payment tranche of operating expenditures under the original project had highlighted potential ineligible expenditure. It took over a year for SECOPE to justify these expenditures, which was a condition of disbursement for any operating expenditures under the AF. Secondly, once the education expenditures had been justified, the Education Component was affected by the late justification by UNICEF of expenditures under the Malaria Component. As the Designated Account could not be replenished until these expenditures had been justified, and raising the maximum level of the Designated Account would mean unacceptable risk, there was only US\$4.2 million available in the Designated Account instead of US\$9.5 million required for one tranche. It was decided not to pay only half the amount to beneficiaries, as there would have been no time to audit the last payment before the closing date, which should have taken place as a project activity.

Component 2: Domestic Debt Settlement

32. The settlement of domestic debt was carried out without any major issue. The payments were made through commercial banks and based on the audited list of creditors, provided by the CDPI, set in place to oversee the process and with participation of government representatives as well as creditors. The first tranche (US\$23.82 million) was paid to creditors in December 2007 upon receipt of prior verification of creditors by an audit firm and the second tranche (US\$24.99 million) was paid in May 2008 upon receipt of the audit of the first tranche. This was a slight delay compared to PAD estimates (second tranche expected in December 2007), due to time taken to recruit the auditor and receive the audit on the first tranche (for 2005), which was satisfactory and unqualified. The component savings and balance (US\$2.79 million), which was due to lower than expected audit costs and two firms (out of 379 beneficiary firms for the second and third tranches for 2006 and 2007) choosing not to accept the negotiated discounted settlement, was reallocated in April 2012. It should be noted that the EUSRП did not negotiate the discount rates; they were part of a pre-existing agreement negotiated with the assistance of a specialized firm.

Component 3: Roads

33. Startup of road rehabilitation was significantly delayed compared to appraisal expectations, since it took a full year from project approval to update technical studies and prepare bidding documents. The crisis and lack of maintenance had led to very significant degradation from the initial date of studies (in 2004) and contract amendments had to be done for new topographical surveys. The bidding process for the first tranche was launched by UNOPS on May 14, 2008 and the works were completed in September 2011, after some delay caused by necessary further adjustments to studies during implementation and the need to redo some of the works due to low quality.

34. The second tranche of works was determined in consultation between OVD and the mayor based on criteria of needs, economic viability, and to avoid resettlement. A list of 46 candidate sections was reduced to 18, to be constructed in two lots, with consideration to the need to regroup sections for maximum impact. The tendering of studies was launched by UNOPS on April 23, 2008. After problems for one contractor to respect deadlines, part of the works for one lot of works of the second tranche were transferred, by mutual consent and by contractual addendum, to the contractor already working on the other lot (the second lowest bidder for the first lot). This allowed the full package of works to be completed and received by the project closing date. During implementation, OVD received support to monitor and evaluate this component through a partnership agreement with UCoP.

Component 4: Water

35. Based on the available technical studies, bidding documents were prepared and the works were awarded to the contractor in November 2009. Startup of works was delayed until January 2011 due to time taken to agree on who should pay compensation to project affected persons (finance the Resettlement Action Plan - RAP) and clear the sites. The project financed communications campaigns by radio and by local presence and an NGO was recruited to assist the compensated persons to invest their recompense in income-generating activities.

36. Before startup of works, a technical audit was carried out on the design studies, which had been prepared during a post-conflict situation and were further becoming outdated. This resulted in changes to the design of the network and cost savings which allowed an additional settling tank and an access road to a water reservoir to be constructed. The targeted number of household connections was 8,300 initially, but reduced to 5,000 as the production capacity was thought to be less than originally planned. REGIDESO maintained the standard fee for establishing a household connection, although the inputs were financed by the project and the utility company also sought to reduce the number of household connections near water standposts constructed by the project, since this was sought to create less demand for water from the standposts and undermine the market for standpost operators. These factors in essence explain why only 1,088 household connections resulted from the project, although REGIDESO had list of 2,000 interested parties for a household connection. After agreement between REGIDESO and the Bank, these connections will be established under the ongoing Bank-funded Urban Water Supply Project (UWSP). During implementation, REGIDESO received support to monitor and evaluate this component through a partnership agreement with UCoP.

Component 5: Malaria

37. Training was implemented by PNL for a large number of people involved in the distribution both in Kinshasa and later in Bandundu Province, relying on experiences from the Eastern Provinces where the process was already up and running. In Kinshasa, the NGO PSI was recruited to carry out awareness-raising and distribution activities. Component implementation started with an awareness-raising campaign, following which two ITNs were distributed per household from October 2008 to January 2009. During

distribution, persistent rumors circulated that ITNs were toxic, and the WHO, national health authorities and the project had to spend significant efforts to contain these rumors through additional communication and outreach efforts. A follow-up campaign was implemented to make sure the ITNs were used correctly. The AF in Bandundu followed the same approach, with UNICEF recruited to procure ITNs and carry out awareness-raising and distribution. The difference from Kinshasa was that three ITNs were distributed per household to take into account the larger households. Distribution in Bandundu was delayed due to the 2011 elections and to some logistical problems, but the full component was completed by November 2012.

2.3 Monitoring and Evaluation (M&E) Design, Implementation and Utilization

Design

38. At appraisal, the PDO indicators, baselines, and targets were available related to each component, although the presentation in the PAD Results Annex does not correctly distinguish activities, outputs, indicators, and targets. UCoP was made responsible for regular tracking of indicators based on information provided by the relevant agencies and organizing meetings with implementing partners and beneficiaries. The M&E team was already in place in UCoP and fully operational from having already worked on the Bank-financed EESRSP and ELCISP. The core M&E functions were thus operational, but the quality of M&E during implementation would have been higher if the project design had included M&E training to OVD and REGIDESO.

Implementation

39. Output data was regularly collected and disbursements and physical outputs were linked in the project monitoring reports. When the AF restructuring was agreed the PDO was correctly adjusted to take into account the expanded geographic scope of the malaria component and the fact that the post-election crisis was over. The revised results framework had adequate indicators to measure the impact on beneficiaries (except for the debt component, which was output oriented). During the AF restructuring the relevant core indicators were added to the results framework to allow reporting on institutional goals.

40. The project made good use of surveys. To overcome the scarcity and unreliability of data in the post-conflict situation, surveys were carried out for the Education Component in connection with the audits after payment of each tranche to verify use of the transferred funds, which allowed the project to gradually improve the communications campaign towards the parents. An impact evaluation was carried out for the Debt Component in 2009 shortly after the payment of the second tranche, with a follow-up survey in 2013, providing useful information for evaluation purposes. The post-distribution campaign surveys for the Malaria Component were carried out by the School of Public Health (ESP) in Kinshasa based on recognized sector standards with in-field verification, which assured high quality of data. The Road Component made use of the standard (core indicator) methodology for estimating the number of beneficiaries based on length of road and population density. Overall the data available to evaluate these four components in the ICR is adequate, although the quality had to be reviewed regularly by the Bank and the quality of M&E was rated Moderately Satisfactory in

several ISRs. More attention should have been paid to developing an adequate methodology for measuring the number of beneficiaries from the Water Component, linked to the expected project outputs, and to adjust the output indicators in line with adjustments to changed implementation schedules. There was also some minor imprecisions by the Bank when filling out the Implementation Status and Results Reports (ISRs), such as targets being adjusted rather than progress for the number of water standposts.

Utilization

41. The ability to report results data meant that the project could present evidence of the impact of the Education and Malaria Components, which lead to the AF being approved. The knowledge of component performance was used to raise the bar for the AF, for which the Education Component was set to reach a higher proportion of schools, and the better knowledge of the potential coverage of ITNs was used to increase the target for coverage in Bandundu. In general the involved agencies are in better position to carry out M&E activities after the project than before. M&E data should have been used more actively to follow up on the expected increase in access to water resulting from the project following the down-scale of the number of expected water connections established under the project.

2.4 Safeguard and Fiduciary Compliance

Safeguards

42. The project was rated category B as no major environmental impacts were identified. Safeguard policies triggered were OP/BP 4.01 (Environmental Assessment) and OP/BP 4.12 (Involuntary Resettlement), due to the construction activities under the Roads and Water Components. The Environment and Social Management Framework and Resettlement Policy Framework were prepared late, 13 months after effectiveness (the Financing Agreement had a timeframe of 6 months), due to difficulties to recruit a capable firm to carry out the studies. The Bank Task Team and management actively monitored the issue and ensured that no construction works took place prior to the completion and disclosure of the safeguards instruments. Environmental Management Plans and RAPs specific to each lot of construction work were developed and included in the bidding documents, as required. To assure adequate safeguards implementation during construction, a specialized firm (Sofreco) was hired to accompany UCoP, OVD and REGIDESO.

43. Discussions between the government and the Bank regarding the payment of indemnities in cash (US\$1,215,322) to persons affected by the Water Component meant that start of works was delayed until January 2011. The Bank procedures did not allow payment of cash compensation on Bank funds, but finally the Bank consented to waiving this provision to allow works to commence, as the government did not have funds to pay the compensations. An NGO was recruited to accompany the beneficiaries of cash compensation to invest their compensation in revenue-generating activities. A total of 72 heads of households received training on how to use their compensation for income-generation activities, benefiting 245 people in the affected households. Throughout the project and during each supervision mission Bank safeguards specialists verified that

Bank safeguards were respected and this was further confirmed by technical audits. The delayed preparation of safeguards documents presented a performance shortcoming of project management, but since all works were implemented in full respect of prepared and adequate safeguards studies and instruments, Bank safeguards (in this case OP/BP 4.01 and OP/BP 4.12) were fully complied with.

Fiduciary compliance

44. Financial compliance. Regular financial supervision as part of implementation support missions found that the project has complied with Bank procedures and policies regarding financial reporting and auditing. Audit reports and Interim Financial Reports (IFRs) were submitted to the Bank on time and there were no overdue external audit reports and IFRs at the time of the project closing date. All audit reports and IFRs were reviewed by the Bank and comments provided to the government. One instance of a qualified financial report with accountability issues was received, related to the Education Component, and was due to disconnect between the government payment system and the procedures described in the payment manual, which was subsequently updated. The FM rating of the project was downgraded until the issue was resolved. It was concluded that ineligible expenditures of US\$32,000 for training activities should be reimbursed to the Bank, which was done by the government. All FM issues which had justified the project financial management Moderately Satisfactory rating were addressed before the project closing date except the balance of the Designated Account for about US\$4.2 million. The amount was refunded to the Bank by *Banque Centrale du Congo* by transfer on November 25, 2013. At the closing date, the Project's performance in financial management was considered Satisfactory.

45. Procurement compliance. The project complied with Bank procurement procedures and policies. Regular post procurement reviews did not reveal any irregularities. A technical audit carried out in June 2013 confirmed that procurement methods and thresholds have been respected. At the closing date, the Project's performance in procurement was considered Satisfactory.

2.5 Post-completion Operation/Next Phase

46. Post-completion operation of outputs and continued use of procedures set in place by the project is assured overall. Some construction defects were observed by works supervisors during construction, the most serious one being badly constructed drains along a road in a swampy area. The works were redone and technical audits confirmed that all infrastructures are fully operational. The government and the Bank have decided to move from emergency projects to sector projects, to pave the way for sustained access to basic services and address the sustainability requirements of basic services. The post-completion operation of each component is described below.

47. *Component 1: Education.* Following the EUSRП activities, the Education Sector Reform Support Project (approved FY07) took over and paid some operating expenditures for primary schools. Presently the government is gradually taking on the payments of operating expenditures of primary schools, using the manual prepared by EUSRП, and has budgeted US\$40 million for 2013 to this effect. The government has

implemented a primary education fee-free policy until the 5th grade (except for Kinshasa and Lubumbashi).

48. *Component 2: Domestic Debt Settlement.* There is no next phase for this component, since with the EUSRП the government finalized settlement of its debts with the private sector, accrued during the years of conflict.

49. *Component 3: Roads.* OVD is in charge of maintaining roads, and local maintenance committees are in place. However, the process of preparation of maintenance schedules by OVD, submission to the Road Maintenance Fund (FONER) and execution of maintenance works is new and has yet to demonstrate its efficiency. The World Bank is supporting this process through operations in the transport sector (the PRO-ROUTES project).

50. *Component 4: Water.* A clearer strategy for operation and maintenance of water standposts is being developed under the ongoing Bank-financed UWSP to assure that adequate incentives are in place for optimal investment strategy to assure maximum coverage, while minimizing losses. This operation finances activities to improve and expand water supply services in major urban centers, including installation of 275,000 water meters and is also supporting sector reform through the setting in place of a Performance Contract between the government and REGIDESO (signed on February 27, 2012).

51. *Component 5: Malaria.* The ITNs distributed are in use, as demonstrated by post-distribution surveys. The Bank supported distribution in 6 other provinces under the Health Sector Rehabilitation Project in 2011. The government has a program (not yet fully funded) for continued cyclical mass and regular distribution to assure continued coverage of ITNs.

52. *Component 6: Project Management.* After closing of a number of Bank-funded operations implemented by UCoP the agency has reduced its activity level. Currently reflections are ongoing on how to assure continued use of the capacities developed in project implementation, potentially as a private sector entity.

3. Assessment of Outcomes

3.1 Relevance of Objectives, Design and Implementation

53. The changes to PDO and other adjustments during implementation assure that the project remains relevant to current development priorities for the DRC. To reflect the gradually diminishing emergency situation the initial PDO, with a somewhat too wide focus and specific mention of the 2006 post-election situation, was correctly changed in connection with the approval of the AF to be more in line with the expanded scope and changed context. The substitution of “targeted areas” for “Kinshasa” was also more precise, as the Malaria Component for the AF had different geographic focus. The indicator on PAD school payment was replaced with a more relevant indicator on improved learning environment. The multi-sectoral design was relevant to address the

emergency situation in ways that sector investment projects could not do in the short timeframe available, and contained elements that facilitated transition to regular sector operations and institutional development. The scale-up of the project was relevant to increase development impact and expand geographic scope as addressing the post-election crisis was no longer pressing. The implementation arrangements were relevant, and remained so throughout, with specialized government agencies contributing to project implementation, which facilitates transition to post-completion operation.

54. The design of individual sector components remains relevant to DRC's current development needs, as the 2011-2015 PRSP-2 explicitly espouses the sectors and approaches supported by the EUSR. The health, education, water, and transport sectors are all part of the latest World Bank CAS for the DRC (2013-2016), which is derived from the PRSP-2. As detailed below, the interventions in each sector supported by the EUSR remain relevant in light of current government and World Bank priorities.

55. *Component 1: Education.* The payment of school operating expenditure is an important element of the government's strategy for improved education. The education sector figures prominently in the PRSP-2 (2011-2015). Sector expenditure is increasing as a share of domestic resources (from 9.05 percent in 2007 to 12.8 percent in 2012), which will help attain the goal of fee-free primary education as part of the government's Interim Education Plan (IEP, 2012-2014), which also aims to improve system management. The EUSR improved accountability and governance of SECOPE systems for paying operating expenditures in schools; the government is currently using these systems to assure better targeting of expenditure through involvement of local stakeholders in expenditure decisions. The Bank's engagement under the current CAS will emphasize maintaining strategic and sustained engagement to strengthen service delivery systems in education. In line with the World Bank 2011 Education Sector Strategy (Learning for All) these operations take a systems approach to improving educational outcome; one of the elements of this is improving financing rules, which the EUSR relevantly contributed to. The Education AF was designed based on the numerous updates to the payment manual and it could not be foreseen that it would take over a year to justify expenditures of the last payment of the original education financing.

56. *Component 2: Domestic Debt Settlement.* Debt management and reduction continues to be an essential part of government policies and World Bank CAS. Debt accrual to direct suppliers has been reduced, but the government has continued to accumulate debt through state-owned enterprises (SOEs). Managing debt (which reform of SOEs will contribute to) is an integral part of the CAS objective to increase state effectiveness and improve good governance with an aim to increase transparency and effective management of public finances.

57. *Component 3: Roads.* Upgrading urban roads in Kinshasa continues to be relevant and is part of the PRSP-2 pillar two: Diversifying the economy, accelerating growth, and promoting employment. The World Bank-funded Urban Development Project (US\$100 million, FY13) was developed as part of the new CAS and will continue to fund upgrading of urban roads with an objective to reap benefits from economies of

agglomeration, in line with the World Bank 2009 Urban and Local Government Strategy (Systems of Cities) which highlights transport as essential in connecting poor people with economic opportunities. The EUSR design is in line with this objective.

58. *Component 4: Water.* Government's priority for the PRSP-2 period will be to pursue the reform of the water sector. Increasing access to drinking water in urban areas will be done through vast programs of rehabilitation and extension of infrastructure and the construction of new systems, similar to the activities funded by EUSR as emergency measures, but also introducing an element of sector reform. The CAS outcome 3.1 is increased access to clean water and sanitation, which is being supported by the ongoing UWSP which also supports improved performance of REGIDESO. The new water vision for the World Bank is being developed to capture the changing focus on multi-sector and integrated approaches to managing water resources. The EUSR approach is still highly relevant in terms of providing access to water. In spite of the emergency nature of the project, relevant lessons were generated that are now being operationalized under the UWSP for effective operation of water standposts, fee setting for connections and tariffs.

59. *Component 5: Malaria.* Distribution of ITNs is still highly relevant and continues to be one of the government's main strategies to fight malaria in the PRSP-2. A national program for malaria control is in place (2013-2017) for continued cyclical mass distribution (every 5 years) combined with routine distribution of ITNs to maintain national coverage. The World Bank has continued to support the fight against malaria in the DRC through the Health Sector Reform Support Program (closing in June, 2014), as part of the global goal set by the global Roll-Back Malaria (RBM) partnership of eliminating malaria as a major public health problem in Africa by 2015.

3.2 Achievement of Project Development Objectives

60. Achievement of PDO is rated Satisfactory. This rating is derived by carrying out a split evaluation of the project against the PDO before and after restructuring, as measured through the PDO indicators and targets. The results obtained for the split evaluation are weighted according to disbursements before and after restructuring (when the AF was granted). Disbursement at the time of restructuring was US\$131.99 million, corresponding to 64.2 percent of final disbursements of US\$205.60 million at the end of the project. The disbursement overview per component is given in Annex 1.

Before Restructuring

61. The achievement of PDO before restructuring is rated Satisfactory. The achievement of PDO was measured by 5 indicators, one per investment component:

- 99 percent of eligible schools received all five quarterly installments (target 70 percent).²

² This indicator in the PAD was replaced with an indicator on learning environment during the restructuring (to better measure outcome), while the original PDO Education indicator was made an intermediate outcome indicator, since it concerned output.

- 99.5 percent of creditors party to the amended settlement received the full payment (target 95 percent).
- 1.3 million people in urban areas provided with access to all-season roads within a 500 meter range under the project (target 800,000).
- 216,000 people in urban areas covered by the project had access to improved water sources (target 239,000, baseline 89,000). This corresponds to 127,000 additional people (target 150,000, baseline 0).
- 65 percent of children under 5 years old slept under bed nets in Kinshasa (target 60 percent).

62. The Education and Debt Components were mentioned in the PAD as contributing to achievement of the first sub-objective of the PDO, as measured through the indicator for each component. These targets were fully achieved. The three other components (Roads, Water, and Malaria) were designed to contribute to the second sub-objective of the PDO. The rehabilitation needs targeted by the project were fully addressed, as measured by the increased access to roads while the social needs were almost fully met, with the project surpassing the target for usage of ITNs while achieving the target for access to water at 90 percent, which is a minor shortcoming.

63. The project contributed to meeting social needs in the education sector and to an increase in enrollments. Between 2008 and 2010 the number of students registered across the system grew from 13.5 million to 14.6 million. In 2010, gross enrollment rates reached 94 percent in primary education. The gradual introduction of a fee-free policy for primary education starting in September 2010 has further strengthened this positive trend in access, specifically for children from poorer households. It is not possible to establish an exact ratio of reduction of schools fees paid by parents due to EUSR, but the beneficiary satisfaction survey found that in 56 percent of schools, fees to be paid by parents had been reduced or eliminated, although in 75 percent of schools, parents continue to pay some sort of contribution. The novelty of the design meant directing funds towards the level that has the most direct impact on the quality of the learning and teaching environment (the schools) and eventually the quality of education, and have also helped develop accountability and governance in the functioning of the schools (through accounting of use of funds, reporting, involvement of school management committees, parents association). The implementation of these activities included the establishment of reliable financial flows, the design of operations manuals and reporting mechanisms in line with the deconcentrated/decentralized approach of the IEP. These initiatives have encouraged the government to commence financing of the operating costs of some schools and administrative offices utilizing domestic (non-donor) resources.

64. The contribution of the Domestic Debt Settlement component to outcome is conclusive as to the impact on creditors, which is testified by the 2009 impact study and 2013 follow-up. According to the 2009 survey, 86 percent of companies were satisfied with the settlement, a number which is confirmed by the UCoP follow-up survey in 2013. According to the impact assessment, the main benefits come from the companies having reduced their liabilities, some have paid suppliers, and some have succeeded in obtaining new bank credits for investment. The component objective of injecting resources likely to

increase the available working capital for private sector activities was thus achieved. A total of 95 percent of companies benefiting from debt settlement are still active in 2013. However, the surveys do not support the achievement of the component objective of improving the relationship between the government and its suppliers. Due to the high discount rate negotiated, most suppliers did not find that the government had become a more reliable partner.

65. Some of the most urgent rehabilitation needs in the road sector in Kinshasa were met through the reconstruction of 40 kilometers of roads. The component was fully implemented as designed. The choice of sections was in line with the objective of targeting the most inaccessible neighborhoods. According to the beneficiary satisfaction survey (summarized in Annex 5), the roads resulted in an increase in the percentage of people in the beneficiary areas having easy access to their house by motorized transport from 47 percent before the project to 98 percent after the project. Time to access public transport was reduced by 15 minutes and 61 percent of respondents found that the project contributed to creating new economic opportunities. In terms of stagnant water in the concessions (a main breeding ground for mosquitoes), the respondents reported a reduction from 43 percent before the project to 20 percent after the project.

66. In the water sector, the project led to an increase of the production and distribution capacity by 12,000 cubic meters per day, and resulted in 216,000 people having access (127,000 additional beneficiaries), a minor shortfall compared to the 239,000 total people with access (150,000 additional beneficiaries). With further planned expansions to the network and full use of the additional production capacity, 290,000 persons (201,000 additional) will benefit from access to water, with 200,000 beneficiaries in the southern neighborhoods of Kinshasa where water service was previously insufficient (either no water or only sporadic access) and 90,000 in Mont Ngafula, where there was no network at all before the project. A derived benefit was a 12 percent increase in school enrollment rates of girls in beneficiary neighborhoods, due to reduced time spent to get water. Reduction in the price of water was another benefit, since water used to be about FC100-200 for a container of 25 liters, so the reduction to FC50 paid at the water standpost is a clear benefit.

67. Regarding social needs for protection against malaria, the distribution of 2 million ITNs in Kinshasa led to increased coverage and usage. Before the project, the proportion of under 5 year olds sleeping under ITNs was 32 percent. The project aimed for 60 percent usage and according to the post-distribution survey usage reached 65 percent corresponding to about 1 million under 5-year olds now sleeping under ITNs. The coverage level is 79 percent (baseline not available) while the usage is 83 percent for pregnant women (baseline not available). More importantly, the available data allows us to confirm that malaria prevalence in under 5 year olds in Kinshasa decreased from 18.6 percent pre-distribution to 13.2 percent post-distribution. This is highly satisfactory.

68. The intermediate outcome indicators confirm a satisfactory rating of PDO achievement. Before restructuring, it was expected that 70 percent of schools should receive all five installments. The project paid all installments (total of US\$39.46 million)

to 26,141 schools out of 26,248 eligible schools (99 percent), which was a highly satisfactory result given the complex nature of the payments system and the difficulties getting the component up and running. Although this is a measure of output, the fact that 77 percent of schools receiving transfers improved their learning environment supports a satisfactory evaluation (average of the beneficiary satisfaction survey and economic study, which found 79 and 75 percent of schools had improved their learning environment). The output targets for debt settlement, roads and ITN distribution were fully achieved. For the Water Component, slightly more standposts were constructed than expected, while the target for individual connections was missed. The latter should have been adjusted during restructuring.

69. The activities financed by EURSP did indeed help create an environment in which reforms could be sustained, as expected in the PAD. Section 3.1 demonstrates how the transition to development programs with a longer term focus was facilitated by the EUSRSP, with institutional reforms now taking place in the education sector (increased sector funding and improved expenditure payments as basis for fee-free education), road sector (with OVD gradually improving road maintenance based on funds from the FONER), and water sectors (with a performance contract with a private sector operator being implemented to improve REGIDESO management). In the health sector, the activities to combat malaria continue based on the activities implemented by EUSRSP. Although the EUSRSP did not by itself prevent political and economic regression (which was far beyond the means), it did contribute to this objective by providing the benefits expected. There was no relapse into violence in Kinshasa, which the project contributed to by providing tangible and real benefits to the population.

After Restructuring

70. The achievement of PDO after restructuring is rated Moderately Satisfactory. The revised PDO was to respond to urgent challenges by: (i) supporting domestic debt settlement; and (ii) addressing urgent rehabilitation and social needs in targeted areas. The PDO indicators and targets for the Debt, Roads and Water components did not change. The results for the indicators for the formally revised PDO are:

- 77 percent of schools receiving payments improved their learning environment (target 75 percent).
- 99.5 percent of creditors party to the amended settlement received the full payment (target 95 percent).
- 1.3 million people in urban areas were provided with access to all-season roads within a 500 meter range under the project (target 800,000).
- 216,000 people in urban areas covered by the project had access to improved water sources (target 239,000). This corresponds to 127,000 additional people (target 150,000).
- 91 percent of children under 5 years old sleep under bed nets in Bandundu Province (target 80 percent).
- The number of total beneficiaries of the project was 20.3 million (target 21.6 million).

71. The achievement of the PDO sub-objective on domestic debt settlement as measured by the indicator is substantial. The qualitative aspects are presented above (before restructuring).

72. The achievement of the PDO sub-objective on addressing urgent rehabilitation and social needs in targeted areas was modest to high. The Education and Malaria Components contributed to addressing social needs. For the Education Component, the PDO indicator was fully achieved, but this hides the fact that for secondary schools the outcome would have been more substantial if the AF had been disbursed. Only 65 percent of eligible schools received all installments, as only the primary schools benefited fully as foreseen. This is a modest achievement.

73. The social needs targeted by the Malaria Component in Bandundu were fully met with the distribution of 2.8 million ITNs. This led to an increase of ITN coverage and usage which surpassed expectations. Before the project, the proportion of under 5 year olds sleeping under ITNs was 6 percent. The project aimed for 80 percent coverage and according to the post-distribution survey reached 91 percent, corresponding to 1.2 million under 5-year olds now sleeping under ITNs. The coverage level is 95 percent (against 46 percent before) while usage is 94 percent for pregnant women (against 31 percent before). As in Kinshasa, the available data allows us to confirm that malaria prevalence in under 5 year olds in Kinshasa decreased; from 19.6 percent pre-distribution to 5.4 percent post-distribution. This is highly satisfactory.

74. The Roads and Water Components contributed to achieving the rehabilitation part of the second sub-PDO and the results are substantial. The evaluation is presented in the section on achievement of PDO before restructuring, with only minor shortcomings on the number of beneficiaries from the Water Component.

75. The total number of beneficiaries reached 94 percent of the expected target. The shortfall was mainly due to a more stringent method used for the ICR by which double counting was reduced (i.e. beneficiaries benefiting from several components counted only once for the ICR). Therefore the slight shortfall is a minor shortcoming.

Split evaluation

Table 1: Overall outcome evaluation weighted against original and restructured PDO and indicators.

	Against original PDO	Against restructured PDO	Overall
Rating	Satisfactory	Moderately Satisfactory	
Rating Value ³ (a)	5	4	
Weight (% disbursed before and after restructuring) (b)	64.2%	35.8%	100%
Weighted value (a*b)	3.21	1.43	4.64
Final Rating (rounded)			Satisfactory

76. The split evaluation results in a satisfactory rating of achievement of PDO. This overall satisfactory rating is justified by the full achievement of all PDO indicators before the restructuring, with the exception of the indicator on access to water, which was achieved 90 percent, a minor shortcoming. The PDO indicators after the restructuring were also almost fully achieved, except the retained indicator on access to water and the total number of beneficiaries, which was achieved at 94 percent, again a minor shortcoming. The only moderate shortcoming was after the restructuring, when the Education AF did not disburse, but this did not impact the achievement of the PDO indicator for the Education Component. The results against intermediate results indicators generally support a satisfactory rating, which is further reinforced by the positive impacts on beneficiaries, demonstrated by the beneficiary satisfaction survey and surveys carried out for the economic analysis (see Section 3.3 below and Annex 3).

3.3 Efficiency

77. Efficiency is rated substantial. No economic analysis was carried out at appraisal due to the emergency nature of the project. For the ICR, ex-post cost-benefit analysis was carried out for Components 1 (Education), 3 (Roads), 4 (Water) and 5 (Malaria). In each case, available data was complemented by questionnaire surveys serving to quantify benefits and cross-checked with relevant authorities and Bank specialists for realism. Conservative estimates were used for the benefit streams. Multi-criteria analysis was carried out for Component 2 (Domestic Debt Settlement) based on a component completion survey carried out in 2009 and a follow-up survey in 2013. For Component 6 (Project Management) efficiency considerations are based on service standards and comparable alternative implementation arrangements. The full analysis, including assumptions, is presented in Annex 3.

³ On a rating scale from 1 to 6 with 1 being highly unsatisfactory, 6 being highly satisfactory.

78. The economic efficiency is rated substantial to high for all evaluated components, as presented in the table below. The fact that ERRs are so high for an emergency project, which did not in general select investments based on economic criteria, is very positive. The ERR for the Education Component of 22.6 percent is fully in line with the importance placed in the sector and reinforces the evaluation of achievement of PDO, since the result of the economic analysis is mainly attributable to improved learning environment. The Road Component ERR of 74.3 percent is proof that both the first tranche (based on pre-existing studies) and the second tranche (which relied in part on economic criteria for selection) deliver substantial economic benefits. For the Water Component, in spite of the project not fully reaching the targeted number of beneficiaries, the fact that the ERR is substantial supports a positive evaluation of the component achievements in terms of meeting basic needs. Finally, the Malaria Component has very high ERR; this shows that the economic burden from the malaria scourge on mostly poor families can be relieved in a way that is highly profitable for society to invest in. The high ERRs for this component are comparable with findings from economic studies of ITN distribution elsewhere.

Table 2: Result of economic analysis of investments.
 (*) Weighted average.

Component	Investment Cost (US\$ million)	Percentage of total project cost	ERR	NPV (US\$ million)	Efficiency rating
1: Education	41.1	20.0%	22.6%	2.1	Substantial
3: Roads	49.7	24.2%	74.3% (*)	116.82	High
4: Water	25.9	12.6%	19.5%	11.7	Substantial
5: Malaria	11.2 (K) 19.1 (B)	14.7%	313% (K) 144% (B)	34.9 (K) 27.5 (B)	High

79. The multi-criteria analysis of Component 2 (Domestic Debt Settlement, US\$49.2 million, 23.9% of total cost) shows that the project was efficient in reaching the targeted companies, and that investments had overall positive economic impact. The efficiency of project management arrangements was substantial. The time taken to implement the project counts against the efficiency rating, since especially the Road and Water Components experienced delays. However, with economic efficiency being the main factor and cost-benefit evaluation showing substantial to high efficiency, the overall efficiency rating is substantial.

3.4 Justification of Overall Outcome Rating

Rating: Satisfactory

80. The overall outcome is rated satisfactory based on the combined evaluation of substantial relevance, substantial efficacy and substantial efficiency.

3.5 Overarching Themes, Other Outcomes and Impacts

(a) Poverty Impacts, Gender Aspects, and Social Development

81. The PDO indicator on percentage of female beneficiaries compared to total beneficiaries is based on the national average for the female part of the population; a precise quantitative estimation of the gender impact of the whole project is not possible based on available data. It is possible however to make some general qualitative statements about the project's impact on gender aspects for the Education, Water, and Malaria Components. Regarding Component 1 (Education), the project did contribute to reducing school fees, which is a known impediment to enrolling especially girls in schools and has the potential to contribute to improved gender parity in education. Regarding Component 4 (Water) the task of fetching water falls mostly on the female members of households (girls), and the project has demonstrated that girls benefited more though increased school enrollment rates in beneficiary neighborhoods. Fighting malaria (Component 5) also benefits women more, as pregnant women are especially vulnerable and more pregnant women are now sleeping under ITNs.

(b) Institutional Change/Strengthening

82. The involved ministries and agencies (especially SECOPE, OVD and REGIDESO) gained operational knowledge from hands-on training by participating to updating/elaboration of manuals, technical studies, and preparation of bidding documents as well as from supervising works implementation. By providing some basic equipment to these agencies and associating their staff to component design and implementation as well as works supervision and environmental monitoring during the implementation of EUSR, their capacity has been reinforced to manage similar investments in the future. Both OVD and REGIDESO now have improved their ability to monitor social and environmental impacts of projects through their participation to implementation.

(c) Other Unintended Outcomes and Impacts (positive or negative)

83. The Domestic Debt Settlement Component contributed to reducing the government's debt stock. Due to progress made in the implementation of sound economic policies and structural reforms supported by the Bank and IMF, the DRC reached the Highly Indebted Poor Country completion point in July 2010 and received a debt cancellation of US\$12.3 billion. Further, the project associated the National Commission for Road Safety to the elaboration of specifications for horizontal and vertical signage to improve road safety. The heads of households that received compensation for resettlement received training on how to use their compensation for income-generation activities, principally in the areas of commerce, vegetable gardening, carpentry, and beauty treatment. A follow-up survey 120 days after the reinstallation found that all beneficiaries were satisfied with the accompanying measures.

3.6 Summary of Findings of Beneficiary Survey and/or Stakeholder Workshops

84. A beneficiary satisfaction survey was carried out on components 1 (Education), 3 (Roads), 4 (Water) and 5 (Malaria). The survey concluded that overall the majority of beneficiaries were satisfied with the project. Satisfaction by component is presented in the table below. A full summary of the survey results can be found in Annex 5 along with a discussion of the findings.

Table 3: Result of beneficiary satisfaction survey.

Component	Number of beneficiaries	Percentage of beneficiaries overall satisfied
1: Education	13.4 million	81%
3: Roads	1.3 million	90%
4: Water	127,000 (additional)	88%
5: Malaria	4.8 million	98%

4. Assessment of Risk to Development Outcome

Rating: Substantial

85. The risk that future benefit streams from the project will not be maintained is assessed based on the risk to each component of the restructured PDO. Based on the evaluation below, with substantial to high risk, the overall risk is assessed as substantial.

Component 1: Education – Substantial

86. The objective of making primary education fee-free and the government's budget allocations vouches well for the future of the component outcomes, but is not in itself a sufficient guarantee that payment of operating expenditures will be made due to severe overall budget constraints. Therefore, in spite of positive developments, the risk is rated substantial.

Component 2: Domestic Debt Settlement – Substantial to High

87. Continuation of the stream of benefits from this component is largely assured by the reinvestment of funds by beneficiary firms. The risk relates to the government's overall budget situation, which is leading the government to incur new arrears.

Component 3: Roads - Substantial

88. Maintenance of roads is improving in the DRC, with substantial increases of annual FONER payments since its inception in 2009. Road sweeping crews are in place in Kinshasa and the city is financing regular cleaning of drainage canals. However, these are new evolutions and it will take time to significantly reverse historic trends of lack of maintenance.

Component 4: Water – Substantial

89. Maintaining benefits and maximizing returns to investments depend on adequate maintenance. The financial situation of REGIDESO remains precarious and as recently as March 2012 the utility was unable to finance chemicals for production. The EUSR was

an emergency project and was not designed to address institutional issues; performance improvements of REGIDESO are supported under the UWSP and are slowly materializing. The government is accumulating arrears to REGIDESO, which could lead to undermining the utility company's financial situation.

Component 5: Malaria – substantial

90. Benefits from the distribution under the EUSRП have already fully materialized. Distribution will likely continue as the government has budgeted US\$2.5 million for malaria-related activities. This is below estimated financing needs (about US\$90 million per year) but high importance is given to ITN distribution by both government and donors and the second cycle of mass-distribution for Kinshasa is ongoing, 5 years after the first distribution.

5. Assessment of Bank and Borrower Performance

5.1 Bank Performance

(a) Bank Performance in Ensuring Quality at Entry

Rating: Moderately Satisfactory

91. The Bank delivered a multifaceted response to the urgent needs in a very tight timeframe, building on emerging lessons from ongoing projects and incorporating a transition to post-project sector operations. The project was prepared in less than four months as an emergency operation. The rationale for Bank involvement was well-developed and the needs were well-identified, building on the experience of ongoing operations and existing studies. The M&E framework was developed with KPIs and targets, although the presentation in the PAD was not adequate. The Bank should have been more conservative in estimating implementation timeframe and also more candid about the risk from the novelty and scope of the education component, which justify a Moderately Satisfactory rating.

(b) Quality of Supervision

Rating: Satisfactory

92. Overall, the Bank provided good continuity both in team composition throughout the implementation period and in regular interactions with the client, carrying out regular supervision missions during the entire project implementation, complemented by missions of technical experts, as well as audio and video conferences arranged as necessary. The Task Team Leader was based in the region close to the project provided continuous support to the client and helped move the project forward in the very difficult environment. Sector experts participated regularly to supervision missions.

93. The Bank was responsive during implementation, agreeing to pay the RAP, which however took too long to determine, and agreeing to provide additional financing for the two components likely to benefit from being scaled up. The scaled-up project was opportune to increase development impact. The Bank actively followed up on the implementation issues for the Education AF, holding meetings with UCoP and SECOPE

and also drew the attention of the government to the issue in each mission aide-memoire starting in October 2011. In February 2013 the Bank requested the Borrower to cancel the financing when it became apparent that the component could not be implemented. The Bank could have been more actively engaged in assuring quality of M&E data for the Water Component and in updating indicator targets during the AF restructuring of the results framework, but these are minor shortcomings and the supervision rating is Satisfactory.

(c) Justification of Rating for Overall Bank Performance

Rating: Satisfactory

94. Since the overall outcome rating for the project is Satisfactory this pulls the average of the Bank performance at entry and during supervision up.

5.2 Borrower Performance

(a) Government Performance

Rating: Moderately Satisfactory

95. The government was actively involved in project preparation and agreed to use existing project structures for the EUSR (UCoP), supplemented with UNOPS and relying on specialized agencies for component implementation and safeguards. The inter-ministerial committee met regularly, but the participation of members was irregular. The government did not timely address the issue of audit for the Education AF and did not respond to the Bank's letter regarding cancellation of the undisbursed Education AF. It also took until after the end of the grace period before the government reimbursed the balance of the Designated Account.

(b) Implementing Agency or Agencies Performance

Rating: Moderately Satisfactory

Unité de Coordination des Projets (UCoP)

96. *Moderately Satisfactory.* UCoP assured implementation with a few moderate shortcomings. From the outset of the project, UCoP followed up actively on the delays for studies for the Road and Water Components; the agency was not to blame for delays due to the unforeseen complexity of updates of the studies. Throughout the project, UCoP adequately assured completion of works financed by the project. UCoP was able to limit its operating costs to 5 percent of total project funds, which is the generally accepted norm. The shortcomings relate to the implementing agency being late in developing the safeguards studies, a case of ineligible expenditures and M&E. The changes to the length of water network to be constructed should have been formalized in amendments to the contracts, but was only recorded in minutes of site meetings. This would have allowed more accurate monitoring of expected results of the project and necessary adjustment to M&E framework. UCoP was also not consistently strong on M&E methodology and the ICR mission had to expend considerable effort to get the final and reliable data for the ICR.

UNOPS

97. *Moderately Satisfactory.* UNOPS assured the procurement of ITNs for Kinshasa, and of works for Components 3 (Roads) and 4 (Water) in a generally satisfactory manner, although it took longer than expected. Costs were maintained within the appraised envelopes. The agency should have been more careful to check the capacity of the contractor for one lot of the second tranche of road works, since this was the contractor's first contract in the DRC. Later, due to non-performance of this contractor, part of the works had to be reattributed to the winner of the other lot for tranche two, which resulted in works delays.

UNICEF

98. *Moderately Satisfactory.* UNICEF implemented the Malaria component fully satisfactorily in Bandundu. The ITNs were purchased and distributed as expected and communication campaigns on the use were adequate. UNICEF was excessively slow to justify expenditures under the Malaria AF, which was only done after the grace period (on October 22, 2013). Since the Designated Account could not be replenished without the justification, the Education AF could not be disbursed (see Section 2.2).

SECOPE

99. *Moderately Unsatisfactory.* SECOPE contributed to implementing the Education Component by participating to all parts of the payment cycle. The agency had to adapt to the novel approach of channeling funds to schools regularly and based on clear procedures, which the agency gradually did. However, each audit and transfer took longer than expected, not least due to the need to update the manual each time. The fact that the Education AF was not disbursed (less than 10 percent of project funds) was in large part due to the failure of SECOPE to justify expenditures in a reasonable timeframe.

(c) Justification of Rating for Overall Borrower Performance

Rating: Moderately Satisfactory

100. The overall borrower performance rating is justified by the shortcomings noted on the performance of the government implementing agencies, ranging from Moderately Unsatisfactory to Moderately Satisfactory. Implementation Progress was rated Moderately Satisfactory in the last three ISRs. The project was implemented with a satisfactory result and this pulls the rating of Overall Borrower Performance up to Moderately Satisfactory.

6. Lessons Learned

101. *An emergency operation should be prepared with a view to balancing short- and medium-term results and transition to regular operations.* Sector agencies in charge of providing the services the project is financing should be engaged from the outset and receive capacity building so that they can take over and manage the services more effectively over time after the emergency phase is over. The Bank successfully developed a CAS to enable preparation of sector projects in each sector supported by the EUSRPs well before the project closed. This means that even though the risks remain substantial in the continuing volatile situation in the DRC, the prospects of maintaining or increasing

the flow of benefits are significantly increased, as in the case of the Water Component, for example, where the UWSP will take over with household connections where the EUSR left off.

102. *Multi-sectoral operations are critical to address emergency situations.* Considering the diverse nature of emergency needs that cannot be addressed by a series of parallel sector operations, multi-sectoral projects can become the instrument of choice as they address the issues related to transaction costs and greater risks of coordination failures. Whereas multi-sectoral operations are complex by definition, they have a better chance to deliver good results if the following conditions are fulfilled: (a) strong coordination, (b) maximum simplicity, (c) design for minimum resettlement (especially if the government has no funds to pay for this), and (d) relying on procurement agents to mitigate procurement bottlenecks that arise from launching several different components at once.

103. *Under emergency situations, financing operating costs of schools in a transparent manner offers a good chance to increase enrollment rates and educational outcomes for children from poorer families.* Moreover, this type of operation helps reduce the financial contributions by parents and is likely to contribute to boosting girls' attendance. For the funding to be effective in achieving these results, transparency (e.g. posting of amounts and use of funds, auditing their use), targeted awareness-raising, decentralized decision-making and involvement of parents are critical. If these conditions are fulfilled, the approach can succeed as a reengagement strategy in a fragile state.

104. *A strong communications strategy should be in place to counter misinformation, which can otherwise quickly put the project at risk and jeopardize outcomes.* Misinformation flows freely as was seen in the case of ITN distribution, and for this reason strong prior awareness-raising should be implemented. In the longer term, having good baselines and impact evaluations can be used to communicate on benefits and improve correct usage of project outputs to foster the adhesion of the beneficiary population to project outputs.

7. Comments on Issues Raised by Borrower/Implementing Agencies/Partners

(a) Borrower/implementing agencies

105. The draft ICR was shared with UCoP, who in their comments (Annex 7(b)) found that the evaluation of Borrower performance is too unfavorable and that the Borrower performance should be rated Satisfactory. The Bank has maintained the ratings based on the evidence of shortcomings presented in the ICR and maintains a Moderately Satisfactory rating for overall Borrower performance.

(b) Cofinanciers

106. There were no cofinanciers.

(c) Other partners and stakeholders

107. There were no other partners or stakeholders.

Annex 1. Project Costs and Financing

(a) Project Cost by Component (in US\$ million equivalent)

Components	Appraisal Estimate (US\$ millions)	Additional Financing (US\$ millions)	Actual (US\$ millions)	Percentage of Appraisal+ AF
1: Education	45.00	19.50	41.14	63.8%
2: Domestic Debt Settlement	50.00	0.00	49.21	98.4%
3: Roads	42.00	0.00	49.74	118.4%
4: Water	25.00	0.00	25.99	104.0%
5: Malaria	13.00	19.50	30.25	93.1%
6: Project management	5.00	1.00	9.29	154.5%
Total Baseline Cost	180.00	220.00	205.60	93.5%
Physical and Price Contingencies	0.00	0.00	0.00	0.0%
Total Project Costs	180.00	220.00	205.60	93.5%
Front-end fee PPF	0.00	0.00	0.00	0.0%
Total Financing Required	180.00	220.00	205.60	93.5%

(b) Financing

Source of Funds	Appraisal Estimate (US\$ millions)	Actual (US\$ millions)	Percentage of Appraisal
Borrower	0.00	0.00	0.00%
IDA Grant	180.00	185.51	114.22%
IDA Grant, Crisis Response Window	40.00	20.09	50.22%

(c) Disbursement rates at restructuring of PDO on February 2, 2011

Components	Disbursement as of Feb 2, 2011 (US\$ millions)	Final disbursement (US\$ millions)	% disbursed at restructuring
1: Education	40.13	41.14	97.5%
2: Domestic Debt Settlement	49.11	49.21	99.8%
3: Roads	20.44	49.74	41.1%
4: Water	6.22	25.99	23.9%
5: Malaria	11.16	30.25	36.9%
6: Project management	4.92	9.29	53.0%
Total Baseline Cost	131.99	205.60	64.2%
Physical & Price Contingencies	0.00	0.00	0.00
Total Project Costs	131.99	205.60	64.2%
Front-end fee PPF	0.00	0.00	0.00
Total Financing Required	131.99	205.60	64.2%

(d) Reallocation of the original Grant at the April 25, 2012 restructuring (US\$ equivalents of SDR allocations) (*)

Components	Appraisal Estimate (US\$/SDR millions)	Reallocated amount (US\$/SDR millions)
1: Education (a)	45.00 / 29.98	40.56 / 27.04
2: Domestic Debt Settlement (b)	50.00 / 33.31	45.78 / 30.52
3: Roads	42.00 / 28.00	47.91 / 31.94
4: Water	25.00 / 16.70	27.11 / 18.07
5: Malaria	13.00 / 8.68	11.22 / 7.48
6: Project management	5.00 / 3.33	7.43 / 4.95
Total Baseline Cost	180.00 / 120.00	180.00 / 120.00
Physical and Price Contingencies	0.00	0.00
Total Project Costs	180.00 / 120.00	180.00 / 120.00
Front-end fee PPF	0.00	0.00
Total Financing Required	180.00 / 120.00	180.00 / 120.00

(*) Differences between Dollar amounts in table (a) and (d) are due to currency fluctuations, since allocations are in SDR, while disbursements are made and recorded in US\$.

(a) The reduction of the original funding for the Education Component was due to lower than expected implementation cost, and did not result from reduced payments to schools.

(b) The reduction of the original funding for the Debt Component was principally due to lower than expected implementation cost, and did not result from reduced payments to creditors, apart from two creditors that refused to accept the negotiated settlement.

Annex 2. Outputs by Component

Component 1: Support to education recovery through finance of select recurrent expenditures.

1. The component funded the following activities:
 - Payment of operating expenditures to 26,141 schools (US\$39.2 million).
 - Monitoring, awareness-raising campaigns.
 - Logistical support to SECOPE.
 - Payment manual and updates to the manual.
 - Audits of payment to schools.

Component 2: Completion of the domestic debt settlement.

2. The component funded the following activities:
 - Settlement of debt (2006 and 2007 tranches; US\$48.7 million).
 - Validation of list of creditors.
 - Fee to the payment bank (*Banque Commerciale du Congo*).
 - Audits of payments.
 - Impact evaluation 2009.

Component 3: Rehabilitation of priority urban roads in Kinshasa.

3. The component funded the following works and activities:
 - Rehabilitation of 40.2 kilometers of urban road.
 - Update of existing technical studies and elaboration of bidding documents (first tranche).
 - Elaboration of new technical studies and elaboration of bidding documents (second tranche).
 - Works supervision.
 - Assistance to OVD for monitoring component implementation.

Component 4: Water and Sanitation in peri-urban areas of Kinshasa.

4. The component funded the following works and activities:
 - Update of technical studies and elaboration of bidding documents.
 - Two reservoirs of 12,000 and 600 cubic meters.
 - Construction and equipping of water catchment in the Lukaya River.
 - Construction of drying beds for the Lykaya water treatment plant.
 - Construction and equipping of the pumping station in Mont Ngafula and connecting to the electricity grid.

- Construction of water network: 25.1 kilometers of primary network, 55.8 kilometers of secondary network.
- Construction of 86 water standposts and 1,088 individual connections.
- Purchase of 5,000 water meters.
- Works supervision.
- Information, education and communication campaigns and support to management of water standposts.
- Assistance to REGIDESO for monitoring component implementation.

5. The following additional works were completed due to the savings related to reduction of the length of the pipes necessary to cover the beneficiary neighborhoods and cost savings on other components that were reallocated to Component 4:

- Construction of two settling tanks at the Lukaya water treatment plant.
- Purchase of emergency spare parts for the treatment plant.
- Asphaltting of the road to the 12,000 cubic meter reservoir.

Component 5: Malaria reduction and prevention.

6. The component funded the following works and activities:

- Distribution of 2 million ITNs in Kinshasa.
- Distribution of 2.8 million ITNs in Bandundu Province.
- Communications campaign and an impact evaluation in Kinshasa.
- Communications campaign and an impact evaluation in Bandundu Province.

Component 6: Project management.

7. This component financed:

- Operating expenditures of UCoP.
- Monitoring and evaluation.
- Procurement agent (UNOPS).
- Socio-environmental studies and monitoring and attenuation of impacts through technical assistance (Sofreco).
- Follow-up impact evaluation of the Debt Component in 2013.
- Audits.
- Cost-benefit studies for the Education, Water, and Malaria Components.
- Beneficiary satisfaction survey.

Annex 3. Economic and Financial Analysis

1. An economic analysis was not mandated at appraisal due to the emergency nature of the project, processed under OP8.00 Rapid Response to Crises and Emergencies. For the ICR, cost-benefit analysis was carried out on those investments for which the direct benefits are both quantifiable and relevant for the purpose of this analysis. Therefore, a full ex-post cost-benefit analysis was carried out on Components 1 (Education), 3 (Roads), 4 (Water), and 5 (Malaria). In each case, conservative estimates of benefits were used. For Component 2 (Domestic Debt Settlement) the direct benefits are unquantifiable and for this reason a multi-criteria analysis was carried out. For project implementation and project management arrangements, the analysis considers service standards and aspects of design and implementation that affected efficiency.

Cost-benefit analysis of Component 1: Support to education recovery through finance of select recurrent expenditures (US\$41.14 million, 20.0% of total project cost)

2. This component financed select recurrent, non-salary expenditures for primary and secondary schools throughout the country. The original component was completed, but the AF was not disbursed due to the factors described in the main text of the ICR (Section 2.2). Following the implementation of the component, the operating expenditures were expected to be financed by the government's own resources, possibly with support from donor resources. The component was expected to test and launch an effort that would eventually result in a reduction of school fees paid by the parents. An estimated 13,350,000 pupils in about 26,000 primary and secondary schools benefited from the payment of operating expenditure.

3. A study was carried out for the ICR to quantify benefits and evaluate economic rates of return, based on a questionnaire survey of school administrators, teachers, parents, and pupils. In total, 3,420 respondents were selected, of which 270 pupils, 810 parents of pupils in primary school, 540 parents of pupils in secondary schools, 900 school managers (headmasters, directors and advisors, 150 per educational province), and 900 teachers (also 150 per educational province). In each case, the respondents were chosen from 75 schools selected in each of 6 provinces sampled proportionate to population size in the education province (450 schools total), with second degree selection carried out based on random selection of sub-divisions, and schools selected randomly from a list. Interviews were carried out based on a standard questionnaire to collect data on school enrollment, pass rates, gender parity, expected earnings against number of years of schooling, and impact on household expenditure on education. The results were cross-checked and verified for realism with SECOPE.

4. The advantages were quantified based on improved educational outcome, expected life earnings, and economic benefits from alternative use of saved school fees:

- Advantages from improved educational outcome: Increased primary and secondary completion rates multiplied by effective employment frequency, multiplied by differential annual earnings.
- Advantages from saved school fees: Direct savings plus earnings from investment of savings in income-generating activities (in proportion to the percent of households making such investments and based on average additional revenue from such investment).

5. The result of the cost-benefit analysis show an ERR of 22.6 percent and Net Present Value (NPV) of US\$2.1 million for an investment of US\$41.1 million. The payment of operating expenditure by the government on own resources is being phased in on a level comparable with what was paid by the EUSR. For 2013 the government has allocated an amount of US\$40 million to pay monthly operating expenditures of about US\$50 per primary school, plus an amount for each level of administration. These payments are made based on the manuals prepared on EUSR funding. For primary schools, the Education Sector Reform Support Project paid some operating expenditures and the continuation of payment of operation expenditures on government funds means the benefits demonstrated by the economic analysis for the ICR are likely to continue, or even increase. The EUSR paid a total of US\$41 million over several years, whereas the government will pay this amount per year, with monthly installments. Therefore the benefits from improved educational outcomes and reduction in school fees paid by parents are likely to continue and even increase after the EUSR.

Multi-criteria analysis of Component 2: Completion of the domestic debt settlement (US\$49.21 million, 23.9% of total project cost)

6. This component financed the completion of a Bank-supported process for settling the debt accrued by the government to its domestic suppliers during the years of war and instability. This was expected to contribute to improving the investment climate and to injecting resources likely to increase the available working capital for private sector activities, as well as to improve the relationship between the government and its suppliers and thus contribute to restoring an efficient and transparent public expenditure environment. The US\$49.21 million invested provided fresh capital to the creditor enterprises.

7. An overall economic rate of return cannot be calculated since the quantification of benefits from investments of 377 enterprises would be too speculative based on the available data. It is however reasonable to assume that the economic agents benefiting from the component would be able to invest the proceeds of their settlements at or above opportunity cost (estimated at 12 percent in the DRC), which would lead to positive NPV. This argument is supported by the fact that 95 percent of enterprises are still active over 4 years after the settlement, and are thus likely operating with a financial surplus. The component was designed to disburse quickly, and there was only minor delays compared to appraisal estimates, which together with the level of satisfaction with the settlement (at 86 percent of companies), also support a substantial efficiency.

Cost-benefit analysis of Component 3: Rehabilitation of priority urban roads in Kinshasa (US\$49.74 million, 24.2% of total project cost)

8. This component financed heavy rehabilitation of about 40 km of access roads to poor neighborhoods. The road sections in the initial program of works were determined based on needs and the road sections in the second tranche lot were determined based on criteria of needs and economic viability. The investments were expected to restore or significantly improve accessibility by vehicle to poor neighborhoods with an estimated 800,000 direct beneficiaries. The total number actual of beneficiaries was estimated at 1.3 million.

9. The road cost-benefit analysis considers scenarios “with” and “without” project to determine net incremental costs and benefits of the road investments. This is based on traffic counting along 25 sections of road out of a total of 30 rehabilitated (37.2 km out of 40.2 km).

10. The net incremental benefits and actual costs of investment programs were assessed. Costs used in the analysis include capital costs, maintenance costs, and rehabilitation costs. Benefits of provision of urban services in general improved the quality of life of the poorest residents of the targeted areas, as demonstrated by the beneficiary satisfaction survey. The economic analysis is conservative, as rates of return calculated for the project understate some of these social and environmental benefits. However, some of the following socio-economic quantifiable and non-quantifiable benefits are included in the overall evaluation of project outcomes (see main text, Sections 3.2 Achievement of Project Development Objectives and 3.5 Overarching Themes, Other Outcomes and Impacts).

- Improvement in the quality of life through improved physical living conditions and environmental management, and in some cases sidewalks which were not there before.
- Increased productivity and efficiency arising from reduced flooding and avoided flood damages to economic property.
- Increase in property value due to improved overall amenities.
- Enhanced investment climate due to improved service delivery.
- Improved health with reduction in waterborne disease and reduced medical costs.
- Enhanced local government capacity to fulfill their service delivery mandate.
- Reduction in accidents.
- Employment generation, market creation, promotion of increased private sector participation in the provision of services.

11. The Roads Economic Decision (RED) Model was used for the economic analysis of the roads financed by EUSR. This model quantifies economic gains in terms of reduced transport time and maintenance cost from improved transport infrastructure. The EUSR road investments have been assessed with an evaluation period limited to ten years, which is relatively conservative for this type of analysis. Cash flows are discounted using a discount rate of 12 percent. Economic unit costs (for acquisition, operation and

maintenance of vehicles) for 2013 were used to calibrate the model. Ex-post traffic counting was carried out by OVD and the model set up to run based on the speed of a reference vehicle. In the absence of ex-ante traffic counting, for each road section it was estimated that travel speed to get from point A to point B was 25 kilometers per hour without the project and 40 kilometers per hour with the project. This is in reality a conservative estimate, as many road sections were almost completely impassable before the project and effective travel speeds from point A to point B would often have been much lower by alternative routes, if at all possible in the case of completely closed roads. The assumptions were verified with the OVD and World Bank transport specialists.

12. The results of the economic analysis are presented below. All road sections are economically justified, with ERR ranging from 6.9 percent to 190.7 percent and total NPV of US\$116.82 million from a total component investment of US\$49.74 million. The large span of ERRs is largely explained by the varied nature of the roads, some of which were only in need of minor repairs of potholes, while others were completely reconstructed and fitted with sidewalks (the economic benefit of which is not incorporated into the economic analysis).

Road section	Commune	Length (km)	Cost	Cost/km (\$thousand)	ERR	NPV (\$M)
Komoriko	Kintambo	0.788	1,407,123	1,786		
Lukengu	Kintambo	0.830	1,225,567	1,477	56.4%	2.15
Bangala	Kintambo	0.200	252,073	1,260		
Militant	Barumbu	3.666	6,309,843	1,721	101.1%	23.57
Ecole	Ngaliema	2.413	3,433,163	1,423	33.5%	15.58
Shaba Landu	Bumbu	4.193	7,067,627	1,686	66.8%	15.58
Assossa	Ngiringiri	2.392	2,338,546	978	117.9%	10.51
Ngiri Ngiri	Ngiringiri	0.988	862,019	872	98.9%	3.14
Mompono	Kalamu	1.601	2,320,229	1,449	60.7%	4.49
Zinhias	Limété	0.525	313,766	598	55.9%	0.54
Révolution	Limété	1.382	565,438	409	68.8%	1.30
Tropiques	Limété	0.913	371,959	407	40.2%	0.40
Mobutu	Masina	2.266	740,585	327	190.7%	5.77
Kimbanseke	Kimbanseke	4.366	5,641,792	1,292	79.0%	15.49
Lumière	Matete	1.675	2,876,015	1,717	6.9%	-0.46
Itaga	Barumbu	1.445	1,179,014	816	86.5%	3.63
Croix Rouge	Barumbu	1.620	1,262,650	779	83.5%	3.72
Ango Ango	Bandalungwa	0.972	415,685	428	106.0%	1.65
8 Décembre	Bandalungwa	0.537	385,760	718	31.5%	0.27
Bula	Bandalungwa	1.129	347,470	308	171.5%	2.40
Assolongo	Bandalungwa	1.380	779,425	565	69.6%	1.81
Stade	Kalamu	0.865	605,749	700		
Permanence	Kalamu	0.972	803,439	827		

Mpozo	Kalamu	0.625	351,608	563	182.7%	2.61
Saidi	Kalamu	0.734	512,186	698	96.0%	1.80
Oshwe	Kalamu	0.627	455,647	727	34.6%	0.38
Boyange	Kalamu	0.230	198,311	862	26.4%	0.10
Ikelemba	Kalamu	0.129	74,249	576	66.8%	0.16
Badjoko	Kalamu	0.584	372,533	638	28.3%	0.22
Bonga	Kalamu	0.157	109,478	697		
TOTAL		40.20368	43,578,950	1,084	74.3% (*)	116.82

(*) Weighted average.

13. Further underscoring the economic justification of the investments, we note that the roads in the initial package of works, selected based on a demand-driven approach and using socio-economic criteria, also turn out to be justified from a purely economic point of view. In terms of cost-efficiency, the project surpassed the number of people estimated to benefit from the component by 62.5 percent, as the beneficiary neighborhoods were generally denser than estimated at appraisal.

Cost-benefit analysis of Component 4: Water and Sanitation in peri-urban areas of Kinshasa (US\$25.99 million, 12.6% of total project cost)

14. This component financed the expansion of the distribution network from the recently-rehabilitated water treatment plant of Lukaya (in the Western part of Kinshasa) to poor neighborhoods. This was expected to provide access to potable water to approximately 150,000 people who previously relied on improper sources.

15. A household survey was carried out on 608 randomly selected and representative households in the beneficiary area to quantify benefits. The results were cross-checked and verified for realism with REGIDESO.

16. The total cost of the component (production, storage, network, connections and standposts) was used as cost. The project life-span was estimated at 25 years. The socio-economic advantages of the component were:

- Reduced time to fetch water.
- Reduced cost to treat illness due to better access to water and better hygiene.
- Reduced morbidity and mortality.
- More regular access to water.
- Reduced school absence due to time spent fetching water and better educational outcome.
- Increased economic activity made possible by time and cost savings on provision of water.
- Employment generated from the management of standposts.

17. For the economic analysis, only the reduced time to fetch water and lessened health expenditures could be quantified based on the household survey. This provides for

a conservative estimate of ERR, since the many other benefits are additional to the result presented and thus contribute to higher ERR, although this exact contribution to ERR of these benefits cannot be quantified. A “without project” situation was compared to a “with project” situation. Average time spent daily for a household to fetch water was about 1h34 minutes before the project, with an average household having to fetch 8 25 liter water bottles. This was reduced to on average 34 minutes with the project to fetch the same amount of water. The hourly wage (cost to fetch water) was set at US\$0.3, based on a US\$45 monthly salary. According to the survey and confirmed by numbers from REGIDESO, about 45 percent of the population of the area benefited from reduced time to get water. For the reduced cost to treat illnesses linked to hygiene, about 26 percent of households (numbers from REGIDESO), who did not have access to clean water before, saw their expenditure drop on average by US\$1.6 per month, according to the survey.

18. On top of these benefits, the economic analysis incorporated the financial net benefit streams without and with the project in terms of additional income to REGIDESO from standposts and rental of water meters. As production and sale of water is cost-neutral to REGIDESO in Kinshasa (sales revenues correspond to operation and maintenance cost - this is not so in other areas of the DRC), the net financial benefits of increased production are estimated at zero.

19. The result of the cost-benefit analysis show that for a total component cost of US\$25.99 million, the NPV is US\$11.74 million and ERR is 19.5 percent.

Cost-benefit analysis of Component 5: Malaria reduction and prevention in Kinshasa and Bandundu (US\$30.25 million, 14.7 percent of total project cost)

20. This component financed the distribution of about 4.8 million ITNs in Kinshasa and the Bandundu Province, as a means of reducing malaria-related infant mortality. A study was carried out for the ICR to evaluate economic rates of return, based on a household survey. Two other studies were already available, establishing the pre- and post-distribution campaign situation for morbidity and mortality in Kinshasa and Bandundu, carried out by the Provincial Inspectorate of Health in Kinshasa and School of Public Health in Kinshasa respectively.

21. The household survey quantified benefits based on a survey of 1800 households in Kinshasa and 1350 households in Bandundu, selected based on health zones, health areas and households. Health zones were sampled based on cluster sampling proportionate to population size to select 26 health zones (out of 35) in Kinshasa and 12 health zones (out of 52) in Bandundu. In each health zone, one health area was selected randomly and finally 60 households were selected systematically from a list of households. Interviews were carried out based on a standard questionnaire to collect data on the effective life-span of an ITN, the treatment-cost per malaria case and the cost of funerals. The results were cross-checked and verified for realism with the School of Public Health.

22. The total cost of the component (ITNs, distribution, communication, and administration) was used as cost. The advantages were quantified based on reduced morbidity and mortality for under-5 year olds as:

- The savings on treatment from the number of cases avoided multiplied by the cost of treatment per case.
- The savings on funeral cost derived by the cost per funeral multiplied by the number of deaths avoided.
- The additional life earnings calculated as the average revenue per capita multiplied by the effective working life (from 15 to 60 years old) and the survival probability.

23. The total beneficiary population was 6,310,723 in Kinshasa and 3,949,995 in Bandundu.⁴ The under-5 population, for which benefits are quantified, is 1,514,574 in Kinshasa and 1,046,750 in Bandundu. The benefits are calculated as follows:

- Prevalence in Kinshasa pre- and post-distribution: 18.6 percent vs. 13.2 percent (source: IPS).
- Prevalence in Bandundu pre- and post-distribution: 19.6 percent vs. 5.4 percent (source: ESP).
- Average useful life of an ITN of 2.5 years in Kinshasa and 1.4 years in Bandundu (source: survey for the ICR economic study).
- Treatment cost of a malaria case: US\$41.8 in Kinshasa and US\$26.4 in Bandundu (source: survey for the ICR economic study).
- Funeral cost: US\$1,519 in Kinshasa and US\$157 in Bandundu (source: survey for the ICR economic study).
- Average annual earnings: US\$45 in Kinshasa and US\$23 in Bandundu (Source: UNDP).

24. The result of the cost-benefit analysis shows an undiscounted ERR of 313 percent and NPV of US\$34.9 million for an investment of US\$11.2 million in Kinshasa. The numbers for Bandundu are ERR of 144 percent and NPV of US\$27.5 million for an investment of US\$19.1 million. In reality this is underestimated, as the ESP provided estimated expenses of up to US\$95 per case to treat malaria.

Efficiency analysis of Component 6: Project management (US\$9.27 million, 4.5 percent of total project cost)

25. Despite the difficult implementation environment, UCoP assured completion of project activities. UCoP was able to limit its operating costs to 4.5 percent of total project

⁴ The data comes from the ESP and IPS studies, and differ slightly from the estimated number of beneficiaries of the project component. However, for the purposes of the economic study the cost and benefit streams are evaluated based on the data available from the relevant health authorities.

funds, quite reasonable compared to the 5 percent normally accepted, especially considering the fact that all supervision outside Kinshasa had to be done by plane. At appraisal, no alternatives to implementation by a PIU existed, as the government apparatus did not have the required capacity to implement projects. The service standard by UCoP was generally satisfactory. Overall the efficiency of project management was substantial.

Annex 4. Bank Lending and Implementation Support/Supervision Processes

(a) Task Team members

Names	Title	Unit	Responsibility/ Specialty
Lending			
Xavier Devictor	Country Manager	ECCPL	Team Leader
Kaliopé Azzi-Huck	Sr. Operations Officer	AFTEW	
Laura Bailey	Country Manager	EACGF	
Arbi Ben Achour	Sr. Social Scientist	AFTSG	
Franck Bousquet	Sector Manager	MNSSD	
Renee Desclaux	Sr. Finance Officer	AFCCM	
Maya El-Azzazi	Sr. Country Program Assistant	ECCU5	
Yvan Franusic	Consultant, Procurement	SARPS	
Elysee Kiti	Program Assistant	DECDG	
Jean Charles Kra	Sr. Financial Management Specialist	AFTFM	
Pierre Morin	Sr. Procurement Specialist	AFTPM	
Patrick Mullen	Health Specialist	SASHN	
Susan Opper	Sr. Education Specialist	AFTHE	
Isabelle Paris	Sr. Environmental Specialist	CESI3	
Jeff Ramin	Sr. Operations Officer	HDGPE	
Robert Robelus	Environmental Specialist	AFTEI	
Gilles Veuillot	Sr. Counsel	LEGAF	
Ivan Rossignol	Chief Technical Specialist	FCDDR	
Supervision/ICR			
Mahine Diop	Sr. Municipal Engineer	AFTU2	Team Leader
Christian Diou	Sr. Municipal Engineer	AFTU2	Team Leader
Franck Bousquet	Sector Manager	MNSSD	
Maya El-Azzazi	Sr. Country Program Assistant	ECCU5	
Louise Mekonda Engulu	Senior Communications Officer	AFRSC	
Ernestina Attafuah	Senior Program Assistant	AFTU2	
Angelo Donou	Financial Management Specialist	AFTFM	
Bella Lelouma Diallo	Sr. Financial Spec.	AFTFM	
Yvan Franusic	Consultant, Procurement	SARPS	
Manush A. Hristov	Senior Counsel	LEGEN	
Guillemette Sidonie Jaffrin	Sr. Private Sector Dev. Spec	SASFP	
Jean Charles Amon Kra	Sr. Financial Management Spec.	AFTME	
Antoine V. Lema	Sr. Social Development Specialist	AFTCS	
Philippe Mahele Liwoke	Senior Procurement Specialist	AFTPW	

Jean-Pierre Manshande	Consultant, Education	HDNHE	
Paul Jonathan Martin	Sector Leader	AFTSN	
Pierre Morin	Senior Procurement Specialist	AFTPE	
Gaspy Gedeon Muanda	Consultant, Financial Management	AFTFM	
Madio Fall	Senior Water Specialist	AFTU2	
Deo Mulikuza Mirindi	Consultant, Water and Sanitation	TWIAF	
Africa Eshogba Olojoba	Senior Environmental Specialist	MNSEE	
Susan Opper	Consultant, Education	SASED	
Johan Verhaghe	Consultant, Education	AFTEE	
Gilles Marie Veuillot	Consultant, Legal	SASDE	
Nicole Kazadi	Program Assistant	AFCC2	
Christian Eghoff	Consultant, Urban Development	AFTU2	ICR author

(b) Staff Time and Cost

Stage of Project Cycle	Staff Time and Cost (Bank Budget Only)	
	No. of staff weeks	USD Thousands (including travel and consultant costs)
Lending		
FY07	23.05	129.42
FY08	2.41	8.76
Total:	25.46	138.18
Supervision/ICR		
FY08	24.12	131.49
FY09	23.34	121.31
FY10	18.41	127.69
FY11	17.32	101.48
FY12	12.38	65.95
FY13	10.15	52.90
FY14	1.90	33.50
Total:	107.62	634.37

Annex 5. Beneficiary Survey Results

1. Annex 5 presents a summary of the beneficiary satisfaction survey finalized in September 2013 to assess the impact of project activities.

Scope and methodology

2. The survey was carried out by questionnaire in Kinshasa and three Provinces (Bandundu, Katanga, and Province Orientale) and concerned the Education, Roads, Water, and Malaria Components of EUSR. For the Education Component, 10 percent of heads of schools were selected randomly from a list to respond to the questionnaire in Kinshasa and the selected provinces. For the Road Component, 357 heads of households were interviewed, selected randomly in the vicinity (under 500 meters from the road) of each road section upgraded by the project in Kinshasa (at least 10 respondents per road section). The procedure was similar for the Water Component, with 542 heads of households in each of 40 neighborhoods benefiting from the EUSR (at least 10 per neighborhood). For the Malaria Component, proportionate to population size cluster sampling was used to select first health zones, then health areas and finally random households were selected from a list of beneficiaries, for a total of 1208 households in the survey (938 in Kinshasa and 270 in Bandundu).

3. The survey is based on subjective beneficiary perceptions and survey results could therefore be influenced by a number of factors, including socio-economic factors outside the control of the project. Beneficiaries might have over- or underreported benefits of specific components, depending on such factors as overall satisfaction with government performance, economic growth or general economic situation of the household, and wish to influence potential and/or perceived future flow of benefits. Some footnotes are included below to comment on survey results. Ideally, the survey should have been conducted as a baseline survey for each component and a follow-up ex post survey to reduce the influence of outside factors. However, the relatively high number of respondents and the use of standardized questionnaires for each component are sufficient basis to allow us to use the data as indicative of qualitative tendencies.

Survey Results

Education

4. The survey found that in 56 percent of schools, fees to be paid by parents had been reduced or eliminated, although in 75 percent of schools, parents continue to pay some sort of contribution. Overall, 79⁵ percent of schools had been able to finance

⁵ The survey carried out for the economic analysis of the Education Component found that 75 percent of schools had improved learning environment. The 77 percent retained as a result in the ICR is the average of the two.

essential expenditures which would not have been possible without the support of EUSR. The main types of expenditures made possible by the EUSR were purchase of equipment and teaching materials (28 percent), refurbishing of classrooms and offices (20 percent) and maintenance of blackboards, tables, and chairs (19 percent). According to respondents, in the absence of the project, 19 percent of schools would have been forced to completely abandon these investments, while 81 percent would have sought other means of financing (principally parents, in 75 percent of cases).

5. Overall 81 percent of headmasters are satisfied with the component, with 19 percent being either neutral or dissatisfied. The main reasons for satisfaction are the operation of the school (cited by 50 percent), equipment for classrooms and offices (11 percent), carrying out of other school projects (9 percent) and reduction of the fees paid by parents (5 percent). The reasons for dissatisfaction were principally poor choices of expenditures (46 percent)⁶, irregular payment of tranches (46 percent) and the limited amounts (9 percent). The main recommendations for improving the process are to increase amounts and assure regularity of transfers (cited by 47 percent of respondents), or to establish specific funds for continuous payment of equipment and rehabilitation (35 percent).

Roads

6. According to the survey, before the project 34 percent of beneficiaries experienced difficulties accessing their place of residence by motorized transport and 19 percent did not have access by vehicle at all. After the project, the numbers had been reduced to 2 percent (difficulties) and 1 percent (no access) respectively. On the other hand, the percentage of people having easy access by motorized transport after the project went up from 47 percent before the project to 98 percent after the project. On average, beneficiaries reported a reduction of 15 minutes to the nearest public transport. Before the project, each beneficiary would need on average 1.5 public transports (minibus or shared taxi) to reach the center of the city. After the project, this had been reduced to 1.2 public transports (minibus or shared taxi).

7. In terms of impact on the environment, 32 percent of the beneficiary population considered their environment clean before the project, while this had gone up to 78 percent after the project. Conversely the proportion of the population that considered their environment dirty before and after the project was 55 percent against 18 percent, and the percentage of the population considering the environment very dirty had gone down from 13 to 5 percent. Drainage was also improved due to the project, since 35 percent of respondents reported flooding in their concession during rains before the project while this was only 19 percent after the project. For the number of houses experiencing flooding, the prevalence went down from 20 percent to 13 percent. In terms of stagnant water in the concessions (a main breeding ground for mosquitoes), the

⁶ Expenditures were determined by the school council, with participation of the headmaster, teachers, committee of parents, pupils, and representatives of the local community.

respondents reported a reduction from 43 percent before the project to 20 percent after the project.

8. Overall, 61 percent of respondents find that the project has contributed to creating new economic opportunities in the neighborhoods and 90 percent of respondents report being satisfied or very satisfied with the project.

Water

9. According to the survey, 47 percent of households used tap water before the project in the beneficiary neighborhoods; this number had increased to 73 percent after the project. Before the project, 36 percent of beneficiaries would use surface water, while this was only used by 1 percent after the project.¹⁰ 13 percent used water standposts as a main source of water before, whereas 26 percent used this source after the project. Other sources used by a small fraction of respondents were dug or drilled wells (4 percent before, 1 percent after). The distance to fetch water had been reduced from on average 434 meters before the project to 90 meters after the project, a reduction of 344 meters. In line with this, households used on average 93 minutes to fetch water before the project and 35 minutes after the project.⁷ Before the project, average daily water consumption by a household was 128 liters, after the project, this had increased to 161 liters.

11. The beneficiaries were also asked about their satisfaction with the project along a number of parameters (access to water, regularity of service, tariffs⁸, sustainability, and time to fetch water). On average, 51 percent of respondents found their expectations on these parameters had been met, with 21 percent neutral and 28 percent reporting that their expectations had not been met. However, when asked only about access, 74 percent of beneficiaries were satisfied their expectations had been met, with 11 percent neutral and 15 percent dissatisfied. The main reason for satisfaction was access and reduction of time (cited by 66 percent), with 15 percent citing regularity of service as a reason, and presence of a tap cited by 6 percent. The respondents were not asked about reasons for dissatisfaction. Regarding overall satisfaction, 88 percent of respondents reported being either very satisfied or satisfied.

12. A supplementary survey was carried out by another consultant to verify the impact of the water standposts on school enrollment rates for girls. Data was collected in a sample of nine schools in the neighborhoods which benefited from water standposts and shows that the enrollment of girls in these schools increased by 12 percent. Since the task of fetching water falls mostly on the female members of households (girls), the survey attributes this result to the presence of water standposts and time saved to fetch water.

Malaria

⁷ This corresponds well with the data used for the economic analysis, for which a separate survey was carried out and found a reduction from 94 minutes to fetch water before the project to 34 minutes after the project.

⁸ Which the project did not influence.

13. The main objective of the component was usage of ITNs. In the two targeted geographic zones (Kinshasa and Bandundu), 98 percent of beneficiaries report using their ITN.⁹ The main reason for usage cited was to avoid insects (50 percent), to avoid malaria (39 percent), to avoid insects *and* malaria (6 percent) and to sleep (6 percent). The reason for non-utilization was that respondents do not tolerate ITNs (58 percent), disposes of another ITN (29 percent), or ITN damaged (14 percent).¹⁰

14. The level of perceived advantages of using ITN compared to expectations was quite high, with 96 percent satisfied overall, and only 4 percent not satisfied. Comparatively, the level of perceived advantages of using ITN compared to needs was also high, with 95 percent of respondents satisfied, and only 4 percent not satisfied. The percentage of respondents reporting that advantages were higher than disadvantages was also very high (99 percent).

⁹ This could be over-reported, as the number is high compared to post-distribution surveys, which found that the coverage level was 79 percent and 95 percent respectively in Kinshasa and Bandundu. The post-distribution survey used standardized and more reliable methodology with on-site verification.

¹⁰ Only 14 of total respondents (of the 2 percent reported non-users) gave reasons for non-usage, insufficient numbers for reliable statistics.

Annex 6. Stakeholder Workshop Report and Results

No stakeholder workshop was held.

Annex 7. Summary of Borrower's ICR and/or Comments on Draft ICR

1. Section (a) below contains the summary of the borrower ICR, translated from French to English by the ICR team. Section (b) contains the Bank's translation into English of the comments sent by UCoP on the draft Bank ICR.

(a) Summary of government's ICR

**Democratic Republic of Congo
Ministry of Planning and the Revolution of Modernity
Implementation Monitoring**

PROJECT COORDINATION UNIT (UCOP)

EXECUTIVE SUMMARY OF THE EUSRП COMPLETION REPORT

1. OBJECTIVE

Initial Main Objective

The Project had as initial development objective to “to help the DRC face urgent post-elections challenges by: (i) providing resources to maintain macro-economic stability and fund critical expenditures in the immediate future; and (ii) addressing urgent rehabilitation and social needs in Kinshasa, which was key to political and social stability. This was expected to help create an environment in which reforms could be sustained and to prevent political and economic regression, which may otherwise have resulted in social instability, civil unrest and possibly reversion to conflict.”

Main objective modified

The document amending the objectives contained the adaptation of those initial development objectives so that they are more realistic and more focused. The revised development objective was “to respond to urgent challenges by: (i) supporting domestic debt settlement; and (ii) addressing urgent rehabilitation and social needs in targeted areas.”

Specific Objectives

- The component “Support to education recovery through finance of select recurrent expenditures “: support the efforts of the Congolese authorities for the funding of selected operating expenses of the eligible schools, as well as services, communication and related audits. In doing so, the parents, who, up to this day, were bearing this burden, would be relieved.

- The component “Completion of the domestic debt settlement” had a double objective, namely (i) inject fresh capital into the creditor companies and (ii) send a signal to the private sector as to the determination of the government to keep its commitments.
- For the component “Rehabilitation of priority urban roads in Kinshasa”, the objective was to facilitate the opening up of populous neighborhoods, to connect them to the rest of the city and to reduce bottlenecks. The government had requested that a heavy structure be applied to the selected sections so as to guarantee a good sustainability of the rehabilitated sections.
- For the component “Water and Sanitation in peri-urban areas of Kinshasa”, the objective was to contribute to the expansion of the water distribution network from the water treatment station of the Lukaya to serve approximately 150,000 inhabitants of Mont Ngafula, Ngaliema, Lemba and Selembao.
- The component “Malaria reduction and prevention” aimed to contribute to the purchasing and distribution, free of charge, of insecticide-treated bed nets with lasting action for each household of Kinshasa.

2. ASSESSMENT OF THE ACHIEVEMENT OF OBJECTIVES

Assessment of the primary objective

Regarding the development objective, we note that the initial development objective has been achieved: there was actually “*establishment of a climate in which the reforms can be supported*”, and “*there has been no return to conflict*”, even if it is difficult to know to what extent the contributions of the project have been decisive, but this is often the case for a development objective.

At the completion of the project, we must note that the development objective, as reformulated, has also been achieved, namely *support the clearance of domestic debt and address the urgent rehabilitation and social needs in the targeted areas*.

From a practical point of view, it was expected that the results of the project would be assessed through outcome indicators in term of the following numbers: the direct beneficiaries of the project, and in proportion of female beneficiaries. It emerges that, concerning the rehabilitation of the urban road system, access to safe drinking water and malaria control, the number of target beneficiaries was 3,124,648 people and at the end of the project, the number of actual beneficiaries was 3,709,786 people, that is, a result of 118.7%.¹¹

¹¹ This number differs from the number retained in the Bank ICR, as the government ICR does not include school children or adults benefiting from ITNs as beneficiaries.

Assessment of the achievement of specific objectives by component

Component 1: Achievement of the objective is satisfactory

While the initial target of the EUSRП was to make 9,450,000 pupils benefit from the payment of operational costs of their schools, in the end 13,365,000 pupils have benefited, that is, 141.4 %. Furthermore, in May 2010, the project documents had found that 99% of schools had received payments, which greatly exceeded the target of 70 %.

Component 2: Achievement of the objective is satisfactory.

With regard to the first objective, the EUSRП has effectively implemented the activities planned by the project document and has injected US\$46 million of fresh capital into the creditor enterprises. With regard to the second objective, it is not certain that the signal sent by the government to keep its commitments has convinced the businesses community especially when we know that the clearance is only done, on average, at 20 percent of the debts.

Component 3: Achievement of the objective is very satisfactory.

Compared to an objective of 40 km, the project has achieved a total of 40.2 km of roads rehabilitated, which is a rate of achievement of 100.5 percent. We may note that the average cost of rehabilitation by kilometer of road in the agglomeration of Kinshasa is US\$1.1 million.

It should also be noted that the impact of the roads is very important for access of a large number of poor neighborhoods, by a sharp increase (i) in mobility, (ii) of economic activities as well as (iii) activities of construction and improvement of the habitat. This shows that despite the emergency nature and expedient programming of the works, the project has been able to select the works having a very high impact.

These roadways have allowed serving 1,295,376 inhabitants, compared with the initial estimates which were of 800,000 people; this is 162 percent of the original target.

Component 4: The specific objective of the component is not yet fully achieved, but it is broadly achievable and will be achieved as REGIDESO will put in place individual connections and additional water standpoints. As a matter of fact, the completion report of the component of May 31, 2013 considers that the work carried out at the water catchment station makes it possible to move from a flow rate of approximately 20,000 cubic meters per day to a higher flow rate of 36,000 cubic meters per day, which constitutes the current capacity to provide water to 290,000 people.

Component 5: Achievement of the objective is satisfactory.

The EUSRП targeted children under 5 years of age sleeping under ITNs with long lasting action in the project area in Kinshasa. Before the project, the ratio was 32%; the project target was 60% (that is 1,010,448 children). At the end of the project 64.7% (1,089,600 children) were sleeping under insecticide-treated bed nets with lasting action; this represents a result rate of 107.8%.

3. PERFORMANCE OF STAKEHOLDERS

- **WORLD BANK**

The performance of the World Bank is satisfactory. It has strongly involved itself in the identification of the project and its teams have carried out many field visits. This involvement stems in particular from the intense policy dialog between the World Bank and the government.

During the entire period of project implementation which lasted for more than 6 and a half years, the Bank has carried out regular monitoring missions together with monitoring field visits, plus specific missions of experts hired by the Bank, as well as audio and video conferences arranged as necessary. The fact that the current Task Team Leader is based in Brazzaville is an additional positive factor that has facilitated monitoring and surveillance, and the resolution of problems encountered.

However, we must point out the non-payment of half-yearly installments of operating costs to secondary schools selected in the context of the additional financing, because of the non-disbursement by IDA of the total amount provided for the payment of the first half-yearly installment of operating costs, linking the disbursement of the operating costs to the presentation of evidence supporting the advances received by UNICEF.

- **BENEFICIARY**

The overall performance of the Beneficiary is satisfactory.

The government performance is very satisfactory.

The government strongly involved itself in the process of identification and preparation of the project. The government has complied with, within the deadlines, the conditions for the implementation of the Grant Agreement for the project.

The government strongly supported the execution of the various components of the project. Through its representatives in the city of Kinshasa, SECOPE, CPDI of the Ministry of Finance, OVD, REGIDESO, and the two Kinshasa and Bandundu Health Inspections.

The performance of UCOP is satisfactory.

UCoP involved itself in the identification and preparation of the EUSRSP, while the implementation of the EESRSP and the ELCISP were in progress.

UCoP has regularly produced and transmitted to the Bank, within the prescribed time limits by the Grant Agreement, all due documents. Besides, the opinion expressed in all the financial audits reports was satisfactory. It is worth noting that the financial management of the project was rated “satisfactory” during various review missions and more particularly during the project mid-term review.

UCoP has also commissioned before the limit of 12 months following the effectiveness date, the environmental and social studies prescribed by the Grant Agreement, due to the classification of the project in environmental category B.

The performance of public institutions is satisfactory.

These actors have been involved in the implementation of the project: the city of Kinshasa, SECOPE, the CDPI, OVD, REGIDESO, the two Kinshasa and Bandundu Provincial health Inspections.

They were entrusted on the basis of contractual documents (protocol, convention) signed with UCoP in their areas of jurisdiction of the responsibilities which rested with them as partners. In return, the project has funded actions of capacity building such as the provision of equipment and various logistical supports.

• **PERFORMANCE OF FIRMS, SUPPLIERS, CONSULTANTS**

The performance of firms is overall satisfactory.

Most of the work has been completed within the initial deadlines or modified owing to additional works. Overall, the costs have respected the envelopes provided by the initial EUSR project document and the additional EUSR. The quality of the work is overall satisfactory; defects detected during the provisional acceptance were corrected by the firms.

The performance of the suppliers is satisfactory.

The suppliers of bed nets did not have particular difficulties to meet their contractual commitments. In addition to the ITNs, there has also been contracts for the provision of vehicles, motorbikes and other supplies for the partners of UCoP, notably the SECOPE, OVD, REGIDESO and the two Provincial Health Inspections.

The performance of the consultants in charge of studies is moderately satisfactory.

The works supervision missions of Component 3 have had to amend some studies, partly because of the additional degradation incurred between the studies and the execution. The studies, especially for the second tranche, were not very detailed and some parts had to be redone by the works supervisors. This is the reason for the addition of riders to the road works of Avenue Kimbanseke and the bypass developed at the end of the Avenue Lumière.

The performance of the consultants responsible for work monitoring is satisfactory.

They have ensured (i) a close monitoring of the construction sites based on the work planning updated regularly, (b) a strict monitoring of the quality of the materials and their implementation, (c) the obligation of firms to meet the commitments of their bids regarding staff and equipment.

4. LESSONS LEARNED

a) **The use of the UNOPS for procurement** has reassured the donor and the government and has allowed accelerating the procedures.

b) **Communication on identification and execution of activities** was done on a regular basis directly to the beneficiaries, in French and in the local languages and through the local media; this has contributed to the understanding of the project different components by the population.

c) **The involvement of the authorities** in communication campaigns and especially in the resolution of problems with the residents.

d) **A strong emphasis was put on the speed of investment implementation**, while detailed studies were necessary to avoid inaccuracies and unexpected work, which required the signing of several contract amendments.

(b) Translation into English of comments on draft ICR sent by UCoP

2. UCoP provided comments to the Bank on the draft ICR by email of November 19, 2013, requesting the Bank to review the ratings of Borrower performance:

“After reading the ICR, we find that in Section 5 on Assessment of Bank and Borrower Performance, there is a discord between text of the Bank ICR and the executive summary of the Borrower’s ICR.”

“Due to the fact that the very condensed executive summary of the Borrower’s ICR cannot present the full picture of performance, we request that the ratings in the Bank’s ICR be updated to reflect the ratings of the executive summary of the Borrower’s ICR.”

Annex 8. Comments of Cofinanciers and Other Partners/Stakeholders

There were no cofinanciers or other partners.

Annex 9. List of Supporting Documents

The following documents are in the project file:

- Emergency Project Paper (2007)
- Financing Agreement (2007)
- Environmental and Social Management Framework (2008)
- Resettlement Policy Framework (2008)
- Financing Agreement – Amendment (2009)
- Additional Grant Emergency Project Paper (2010)
- Financing Agreement – Additional Financing (2011)
- Restructuring Paper (2012)
- Project aide-memoires
- Mid-Term Review Report (2009)
- Implementation Status and Results Reports (ISRs #1-11, 2007-2013)
- Component 1 impact evaluation on financing of select recurrent expenditures (2013)
- Component 2 completion report on debt payment in Bas-Congo, Katanga, Province Orientale, Kinshasa, and Nord-Sud Kivu (2009)
- Component 2 impact evaluation of debt payment in Bas-Congo, Katanga, Province Orientale, Kinshasa, and Nord-Sud Kivu (2013)
- Component 3 traffic counting and economic evaluation (2013)
- Component 4 economic evaluation of water component (2013)
- Component 5 evaluation report on ITN distribution (2013)
- Component 5 completion report on ITN distribution in Bandundu UNICEF (2013)
- Component 5 completion report on ITN distribution in Bandundu PNL (2013)
- Component 5 completion report on ITN distribution in Kinshasa (2013)
- Beneficiary Satisfaction Survey (2013)
- Government Implementation Completion Report (2013)
- Technical Audit Report (2013)
- Report on school absence before and after the project (2013).
- Report on completion of the RAP (2011).

MAP





JULY 2011

* The creation of 26 new Provinces was approved by the ratification of the 2005 Constitution, to take effect by February, 2009. The existing 11 Province Capitals, shown with green circles, will retain their status, with the exception of Bandundu. Future Province Capitals are shown with white circles.

** The existing 11 Province boundaries and names are shown in dark green; future in light green.

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