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Project Information Document (PID)

Appraisal Stage | Date Prepared/Updated: 17-Apr-2025 | Report No: PIDIA01213

Public Disclosure Authorized

BASIC INFORMATION

A. Basic Project Data

Project Beneficiary(ies)	Region	Operation ID	Operation Name
Congo, Democratic Republic of	EASTERN AND SOUTHERN AFRICA	P506815	DRC Transport and Connectivity Development Project SOP 2
Financing Instrument	**Estimated Appraisal Date**	**Estimated Approval Date**	**Practice Area (Lead)**
Investment Project Financing (IPF)	10-Apr-2025	29-May-2025	Transport
Borrower(s)	**Implementing Agency**		
Democratic Republic of the Congo, Democratic Republic of Congo	Ministry of Infrastructure and Public Works / Cellule Infrastructure		

Proposed Development Objective(s)

The development objectives are to (i) provide climate-resilient, safe and sustainable transportation infrastructure along the 200 km section of RN2 from Mbanga to Lualaba River; and (ii) enhance institutional and regulatory capacity in the DRC transport sector.

Components

Component 1: Sectoral Capacity for Improved Connectivity
Component 2: Resilient Infrastructure Connectivity
Component 3: Project Implementation and Management Support
Component 4: Contingent Emergency Response

PROJECT FINANCING DATA (US$, Millions)

Maximizing Finance for Development

Is this an MFD-Enabling Project (MFD-EP)?	Yes
Is this project Private Capital Enabling (PCE)?	No

SUMMARY

Total Operation Cost	**440.20**
Total Financing	**440.20**

of which IBRD/IDA	**440.20**
Financing Gap	**0.00**

DETAILS

World Bank Group Financing

International Development Association (IDA)	440.20
IDA Credit	115.20
IDA Grant	100.00
IDA Shorter Maturity Loan (SML)	225.00

Environmental And Social Risk Classification

High

Decision

The review did authorize the team to appraise and negotiate

Other Decision (as needed)

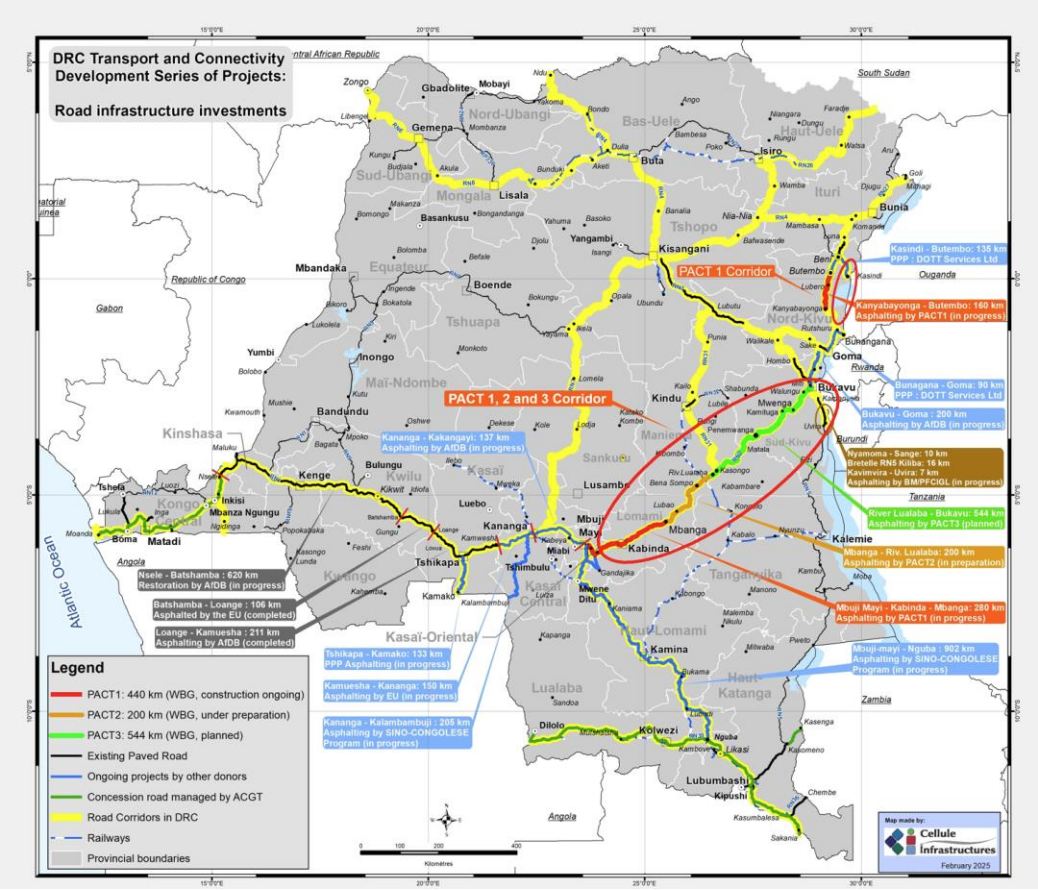
B. Introduction and Context

Project Strategic Context

1. **The Democratic Republic of Congo (DRC) is the largest country in Sub-Saharan Africa (SSA).** It borders nine countries; is the third most populous country in SSA with an estimated population of 102.3 million; has a land area of 2.3 million km^2, 67 percent of which is covered by rich biodiverse forests; and has over 80 million hectares of arable and fertile non-forest land, coupled with the second largest freshwater reserves in the world. The country is endowed with minerals critical to the global green energy transition. Global demand for battery minerals is expected to grow tenfold over the next decade and DRC is well positioned to supply a significant share. The global energy transition from fossil fuels to clean energy technology opens a window of opportunity for DRC, putting the country in a unique position in fulfilling its vision as a “solution country” and in leveraging its natural resources for poverty reduction, sustainable development and inclusive growth.

2. **DRC is one of the poorest countries in the world and faces countrywide recurring food insecurity, worsening health issues for women and children, despite having substantial food production potential.** National poverty, measured by the international poverty line of US$2.15 per day, remains high at an estimated 74.6 percent. Only 1 percent of the rural population has access to electricity, and 17.8 percent of the overall population has access to the internet. According to the latest Integrated Food Security Phase Classification, an estimated 23.4 million people experience crisis and emergency levels of food insecurity. There are numerous causes for this, including water scarcity and conflict which impedes food production (only 0.7 percent of the total agricultural area is irrigated) and trade, exacerbated by a sparse transport network and high transport costs.

Figure 1. Map of the PACT SOP Corridors



3. **The US$1.5 billion *Projet d'Appui à la Connectivité et au Transport* (Transport and Connectivity Support Program, PACT) is a series of three transport projects (PACT SOP) in DRC (see Figure 1) under World Bank financing.** The three projects of the SOP provide a strategic framework to first roll out foundational aspects of improved transport and digital connectivity in DRC and progressively accelerate connectivity between Western and Eastern DRC along the RN2. This will be the first reliable land connection between the Eastern and the Western parts of the country. It is intended to specifically improve domestic and regional connectivity to help DRC leverage its vast natural resource base for its development needs. Improved safe and sustainable connectivity will facilitate the export of 'green minerals', support electricity transmission generated under the Inga 3 Hydropower Project (INGA 3 Development Project [I3DP], P506438) and DRC Energy COMPACT, promote digital connectivity, enable the movement of agricultural commodities, and connect proposed special economic zones (SEZs). The first project of the SOP (PACT1, P161877) was approved in June 2022 and became effective in March 2023. It will pave 440 km of roads from the identified missing road links

between Western and Eastern DRC. All related road contracts, which accounts for 77.2 percent of the total project proceeds, have been signed and the contractors and supervision consultants mobilized. Works have effectively started in November 2024 and is progressing as planned. Other planned activities to enhance sectoral governance and improved environmental and social measures and being implemented sequentially.

4. **PACT2, building on PACT1 aims to enhance key value chains, promote private investments, connect agricultural production to markets, and create economic opportunities to create jobs, reduce food insecurity and conflicts.** It will complement the regional connectivity objective along the East-West corridor by specifically paving additional 200 km of road section, including the construction of a major bridge of 700 meters span over the Lualaba River as a continuation of the PACT1 road section. PACT2 will equally finance critical activities identified to complement PACT1 to mobilize private capital, enhance road safety, planning and management capacity of public and private institutions as well as increase the efficiency and sustainability of road maintenance. These planned investments have been identified as critical in achieving the program development objectives of the PACT SOP.

5. **The project is aligned with national and regional development strategies as well as the Government's corridor development concept, for which the PACT SOP corridor has been selected as pilot.** The continuation of the 'dig-once' approach[1] (implemented under PACT1 from Mbuji-Mayi via Kabinda to Mbanga) will be applied to the PACT2 corridor (Mbanga to Lualaba River) to include ducts for digital connectivity and electricity transmission lines. Financing of fiber and electricity transmission lines for those ducts will be under complementary sector interventions, following the successful example of PACT1 with the DRC Digital Transformation Project (P180495).[2]

6. **The project is also aligned with the World Bank Maximizing Finance for Development (MFD) approach and has been tagged as enabling MFD with the following activities:** Sub-component 1.2 (Sectoral Capacity for Improved Connectivity) will develop specialized programs to facilitate access to financing for selected qualified local road industry small and medium enterprises (SMEs), provide Matching Grants for Women and Youths-led SMEs, provide strategic policy support to maximize the development impact of upgraded road corridors, and support the maturation of projects for PPP financing; sub-component 1.3 (Improving the Efficiency and Sustainability of Road Maintenance) will strengthen institutional capacity and the mobilization of financing for climate-resilient road maintenance including output and performance-based road contracts; and sub-component 2.2 (Diagnostics on Agricultural Value Chains and Market Connectivity) will finance feasibility studies for irrigation, support services for selected value chains along the corridor and design integrated multimodal rural transport infrastructure, which will be translated into a future agricultural project led by AFGP and IFC with a specific focus on private capital mobilization.

7. Project financing comprises US$340.2 million of regular Performance-based Allocation (PBA) and a Crisis Response Window (CRW) allocation of US$100 million for DRC.

Sectoral and Institutional Context

8. **DRC's dilapidated transport infrastructure leads to poor internal and regional connectivity.** There is no reliable connection between the national road corridors that run East-West (from the Kasai provinces to the Atlantic) and North-South (along the Great Lakes region). This severely affects mobility, trade, and development. Yet, the transport sector in DRC has great potential on account of the extensive, albeit dilapidated, multimodal transport system which includes nine international corridors, combining road, rail, lake, river, and air modes that could link DRC to domestic and regional markets, and augment the Trans-African Highway Network. The transport grid nominally includes 16,000 km of waterways (of which 11,000 km are rivers with an average anchorage level of 1.5 meters), 5,000 km of rail lines and

[1] The 'dig-once' approach entails integrating multiple infrastructures provisions within the road right of way.
[2] It is planned that the ongoing DRC Digital Transformation Project will finance the fiber connection for the ducts financed under PACT2.

152,400 km of a road network. The railways are in a state of disrepair, suffering from broken-down infrastructure and weak governance. With Congo River access from the sea being prevented by a large waterfall, DRC has only one access to the sea by a mere 37 km coastline. DRC's transport network is ranked among the least dense globally. This raises the costs of doing business and impedes job creation.

9. **Road transport accounts for more than 90 percent of passenger and freight traffic in DRC.** Due to limited access to the sea and a dilapidated rail and inland waterway network, connection to domestic and international markets is mainly by road. The PACT SOP is intended to connect Mbuji-Mayi with Eastern DRC and is a critical element for DRC's domestic market integration and regional connectivity. PACT2 investments which includes provision of transport services along the RN2 corridor, fit well within the national and regional strategic context as well as the Government's broader economic and sector vision. DRC has access to the Indian Ocean via three of the nine Trans-African road corridors: (a) the Central Corridor with Dar-es-Salaam as an export and import port in Tanzania, (b) the Northern Corridor with the port of Mombasa in Kenya, and (c) the Southern Corridor with the ports of Mozambique and South Africa.

10. **Paved roads make up only 3 percent of the 58,000 km of the national priority road network.** Barely 35 percent of the national trunk road network is in good or fair condition. Some 97 percent of the current road network is unpaved, with almost no drainage system. This makes it highly vulnerable to climate change, especially in the Southeastern part of the country and in Kinshasa. The average annual economic losses from damaged roads due to climate change is estimated at US$450 million, with added transit delays of 6 million hours nationally. The Government's strategy has been to restore year-round road connectivity in DRC. This strategy identified 14,771 km of high priority roads for rehabilitation and maintenance until 2008, which included 9,000 km of unpaved roads that were to be upgraded to improve their technical standards. Over one-third of these national roads (3,200 km in total) were rehabilitated and maintained under World Bank financing by then. Similarly, a low-cost design was adopted for the rehabilitation and maintenance of most unpaved roads to extend network coverage. This plan proved unsustainable due to deficiencies in the design standard, road management schemes, and financing and thus resulted in the rapid deterioration of the improved roads under this scheme, including those financed by the World Bank in 2008.

11. **Transport sector reforms date back to 20 years.** Multiple agencies are involved in transport infrastructure and an obsolete road classification system has led to overlapping responsibilities. For example, the Ministry of Infrastructure and Public Works (MIPW) manages national roads through its Road Agency (Office des Routes, OdR) and urban roads through the Urban Roads and Drainage Office (Office des Voiries et Drainages, OVD). The Ministry of Rural Development and its Rural Roads Agency (Office des Voies de Desserte Agricole, OVDA) are responsible for feeder roads. The Congolese Agency for Major Works (Agence Congolaise des Grands Travaux, ACGT) and the Infrastructure Implementation Unit (*Cellule Infrastructure*, CI) are also involved in the implementation of road projects. There is a need for an appropriate institutional framework with streamlined allocation of mandates to which PACT2 will be contributing.

12. **Road maintenance is an urgent priority.** The establishment of the Road Maintenance Fund (Fonds National d'Entretien Routier, FONER) in 2008 was an important step toward sustainable road maintenance. FONER's resources are primarily collected from fuel levies, which increased from US$60 million in 2009 to US$158 million in 2024. Nevertheless, FONER's resources cover only about 45 percent of its total annual maintenance needs of approximately US$380 million. The minimum annual budget required to maintain national, provincial, urban, and rural roads under FONER's responsibility is US$200 million. Efforts are under way to increase FONER's resources to address the US$222 million deficit. PACT1 is contributing to strengthening transparency in the allocation and use of funds, such as the disclosure of annual financial audits, periodic technical audits, and annual reports as well as implementation of their

recommendations. Similarly, PACT2 will complement PACT1 with activities aimed at ensuring a sustainable road maintenance system.

13. **DRC has one of the highest road safety risks in SSA.** Annual fatalities are estimated at 15,615. This is due to poor road infrastructure, inadequate road safety policies, and fragmented institutional arrangements. A significant increase in motorbike taxi transport, lack of facilities for vulnerable road users, and poor vehicle inspection systems are contributing factors. The country loses around US$2.8 billion annually due to road fatalities and injuries, equivalent to 4.8 percent of the country's gross domestic product. Without strategic interventions, DRC is unlikely to meet the 2021–2030 Decade of Action for Road Safety target of the United Nations (UN), which aims to halve road traffic deaths and injuries by 2030 under Sustainable Development Goals 3.6 and 11.2.

14. **DRC is highly vulnerable to the impacts of climate change.** It ranks 184 out of 187 on the 2022 Notre Dame Global Adaptation Index. A climate and disaster risk screening and climate hazard assessment conducted for the PACT2 road section identified several natural hazards that will intensify with climate change. The highest risk stems from pluvial flooding (54 percent of expected total annual risk) and fluvial flooding (36 percent), followed by extreme heat (10 percent). Other hazards identified in DRC include wildfires, water scarcity, and geophysical hazards such as earthquakes and volcano eruptions. These natural hazards have a damaging impact on infrastructure. Natural hazards increase infrastructure maintenance costs, disrupt connectivity, and limit access to markets and services.

15. **The Government's 5-Year Infrastructure Plan (2024–2028) will focus on road corridor development.** It is intended to build or upgrade 12,000 km of roads within the next 10 years, compared to the current 3,000 km of paved road network. Of this, about 1,000 km will be rehabilitated under the PACT SOP. PACT2 aims to upgrade 200 km of the RN2 (from Mbanga in the province of Lomami to Lualaba River in the province of Maniema) to climate-resilient standards and to strengthen DRC's institutional capacity in the transport sector. The PACT2 road section was selected due to its susceptibility to climate impacts; its importance for enhancing connectivity; and its role in providing remote communities access to essential social services, jobs, and markets. A national-level climate risk assessment was conducted for DRC with the support from the Global Center on Adaptation (GCA) to identify roads highly vulnerable to floods, extreme heat, and drought hazards and requiring improvement to establish year-round connectivity. The RN2 crosses an area with some of the highest levels of precipitation in the country, near Bukavu, while Kasongo and Lubao experience extreme temperatures averaging around 36°C. These findings will help prioritize vulnerable segments for targeted climate-resilience measures. The project will also invest in climate-resilient socioeconomic infrastructure and strengthen institutional capacity in climate risk assessment, climate-informed transport planning, and climate-resilient asset management.

16. **Climate-smart investments in rail, waterways, and airports should complement road transport.** The Congo River and its tributaries form the backbone of inland transportation. DRC moves more passengers and freight by boat than any other country in SSA, but its waterways infrastructure and vessels are poorly maintained. Droughts and flooding events present risks for inland waterways infrastructure and operations. Much of the rail network is currently in poor condition and is vulnerable to flooding and landslides. Major effort is required to improve railway transport performance. Air transport is widely used to move critical freight and passengers across the country given the capacity shortfalls in road, rail, and river transport. There are 53 airports and airstrips in DRC, 5 of which are international airports. However, air transport is limited by deteriorating infrastructure (buildings, tracks, access roads, and passenger movement areas) and obsolete equipment that do not meet the requirements of the International Civil Aviation Organization. Air terminals, airport safety, and security have inadequate standards.

17. **Improved multimodal transport is indispensable for DRC's economic growth and stabilization.** It will strengthen national integration, investment and job creation, and reduce fragility. A recent study financed by the World Bank concluded that the completion of a road project in DRC reduces violence by around 5–10 percentage points. The study also confirmed that the lack of road maintenance in DRC drastically reduced the life span of paved roads within three years and that the positive impact on reducing violence receded with deteriorating road infrastructure.

18. **The PACT SOP project area has potential for agro-pastoral development.** This is on account of the vast areas of arable land, grazing areas, and a favorable hydrographic network for aquaculture. The region's four agroecological zones support diverse agricultural opportunities. The PACT SOP road infrastructure will enhance agricultural productivity and outputs through improved connectivity and laying the groundwork for a future standalone agriculture project.

19. **Poor broadband connectivity hampers access to digital services.** Broadband penetration currently stands at just 17.1 percent,[3] with wide gender access gaps. DRC's retail prices for broadband are currently among the highest in Africa. To ensure high-speed internet capacity across DRC, it needs an extensive national fiber optic backbone network and more access points. The vast and challenging terrain make network infrastructure deployment costly. Over 45,000 km of fiber are required to meet DRC's national priority needs, with just over 10,000 km built. The PACT SOP includes ducting for fiber deployment as well as strengthening the country's digital sector policy and regulatory framework, contributing to national connectivity goals.

C. Proposed Development Objective(s)

Development Objective(s) (From PAD)

20. The project development objectives (PDO) of PACT2, the second operation in the PACT SOP, are to (i) provide climate-resilient, safe and sustainable connectivity along the 200 km section of RN2 from Mbanga to Lualaba River; and (ii) enhance institutional and regulatory capacity in the DRC transport sector.

Key Results

21. **The achievement of the PDO will be monitored and measured through the following PDO-level indicators:**

i. Provide climate-resilient, safe, and sustainable transport and digital connectivity between the Kasai region and the Eastern part of DRC.
   - Direct users that benefit from improved access to sustainable transport infrastructure and services (Number of people)
   - Share of project roads designed with at least 3-star IRAP rating (Percentage)
   - A new road classification system to prioritize investments developed (Yes/No)

ii. Enhance institutional and regulatory capacity in the DRC transport sector.
   - Legal and institutional frameworks for the creation of streamlined strategic sector institutions to enhance efficiency, reduce overlapping mandates developed (Yes/No) and
   - Number of public and private sector staff trained in climate risk assessment and mitigation; transport planning and management; and project implementation (Number)

[3] GSMA 2025.

D. Project Description

22. **The PACT2 project has four components**:

Component 1: Sectoral Capacity for Improved Connectivity (US$35.5 million)

23. This component supports (a) road safety improvements; (b) strengthened planning and management capacity for the public sector and private stakeholders; and (iii) improved Efficiency and Sustainability of Road Maintenance.

Subcomponent 1.1: Road Safety Improvements (US$8.3 million)

24. This subcomponent seeks to improve safety of vulnerable road users and non-motorized transport. Activities will contribute to (a) improved road safety management, (b) safer roads and mobility, and (c) a post-trauma care pilot.

25. Road safety management. PACT1 included a road safety management capacity review to evaluate ongoing in-country road safety improvement options. Based on this, PACT2 will (a) develop a 5-year National Road Safety Action Plan; (b) carry out road safety interventions for pedestrians and non-motorized road users; (c) update road safety legislation and set up a functional Lead Road Safety Agency equipped with a fully operating road safety database and road safety performance monitoring models that are capable of collecting, analyzing and displaying data on all key road safety indicators; (d) strengthen the capacity of the police and road safety agencies, including the expansion of the ongoing biometric driving licenses initiative and the enforcement of penalties on road use violations; (e) foster advocacy for road safety by engaging targeted policy makers; (f) support baseline data collection; and (g) institutionalized research promotion in academia on road safety.

26. Safer roads and mobility. This involves a road safety assessment of the road network. This exercise will roll out the PACT1 recommendations and include the following four activities: (a) road safety assessment on key road corridors to establish baseline data on high-risk locations and prepare a Safer Roads Investment Plan (SRIP); the review will employ network assessment tools developed by the International Road Assessment Program (iRAP) and will factor natural hazard hotspots, landslide occurrences, and flooding trends; (b) define guidelines for school zone safety; (c) pilot an active mobility corridor[4] in an urban area along the project road, including dedicated cycling and pedestrian paths and crossings and implementation guidelines to help expand the initiative to build an active mobility transport network; and (d) establish an accreditation system for road safety auditors to certify compliance within road and transportation agencies.

27. Post-trauma care pilot program. A pilot post-crash response system will be introduced on roads upgraded under PACT2. This will involve (a) a national toll-free emergency number with requisite legal authorization; (b) enhanced trauma centers and first aid training for bus drivers, first responders, police, and health workers; (c) an injury surveillance system; and (d) rehabilitation support to victims on roads upgraded under PACT2.

Subcomponent 1.2: Planning and Management Capacity improvement of Public institutions and Private Stakeholders (US$24 million)

28. This subcomponent will strengthen the capacity of private and public institutions responsible for transport planning and management. It will (a) build capacity in civil engineering, transport planning, climate and natural hazards risk assessments, and project management; (b) enhance the adaptive capacity and efficiency of the public and private sectors; (c) develop planning tools to strengthen climate-resilient multimodal transport planning[5]; (d) conduct feasibility studies of identified priority transport infrastructure projects integrating climate-resilience considerations; and (e)

[4] This includes dedicated bicycle and pedestrian pathways and crossings in areas of high demand, street lighting and signage.
[5] including digital platforms/solutions to improve processes and efficiency.

prepare a Climate Adaptation and Mitigation Strategy and Master Plan for Land Transport. Emphasis will be on climate resilience, road safety, gender, participation of local SMEs in road tenders, and output and performance-based road contracts.

Sub-Subcomponent 1.2.1: Capacity Building in Climate Risk Assessment and Mitigation, Transport Planning and Project Management (US$1.5 million)

29. This sub-subcomponent includes provisions to train private and public sector officials, local private firms, road contractors, and transport operators. Training programs, workshops, and seminars will be provided under three pillars: (a) climate risk assessment and mitigation; (b) transport planning and management; and (c) project implementation; (i) Pillar one will include consultant services, training, and equipment to prepare a climate risk assessment and mitigation plan of climate-resilience measures. Training will cover civil engineering, transport planning, financial assessment, prioritization of investments, procurement processes, civil works and maintenance, and contingency programming. (ii) Pillar two will cover consultant services, training, and equipment to strengthen strategic planning in transport infrastructure and corridor development. This includes transport asset management to enhance climate resilience and the identification of low-carbon energy solutions. A special focus will be given to sustainable road maintenance in DRC. (iii) Pillar three will include consultant services, training, and equipment to strengthen project implementation in fragile and conflict contexts, covering procurement, contract management, financial management, auditing, E&S assessments, economic analysis incorporating climate resilience, and project implementation in fragile contexts.

30. Technical assistance will be provided to evaluate the requirements and capacities of designated stakeholders, develop a curriculum based on the strategic planning instruments created under Sub-Subcomponent 1.2.3, and implement short-term certification courses for in-service public and private sectors personnel and managers at various levels of transport project planning and management.

31. PACT2 will build the capacity of sector specialists to address E&S considerations. This will include (a) E&S risks associated with land and river transport projects; (b) sexual exploitation and abuse/sexual harassment (SEA/SH) prevention and response; (c) occupational health and safety (OHS) risk management in road projects; and (d) post-E&S Impact Assessment Monitoring and Audit. The objective is to ensure long-term capacity in the public and private sectors. The participants of the training program will be selected from staff of transport sector institutions, project management units, and institutions hosting transport modeling and databases. Quotas for women to be trained will be established within each institution, based on analysis of existing gender gaps in terms of skills and current distribution of technical-level jobs. Throughout the duration of PACT2, each unit will be required to submit yearly training programs along with targets for women's participation backed by a specific line in the annual budget of their respective institutions.

32. The project will also establish an internship program for women engineers. The internship will be part of the road safety auditors' certification program with focus on career development, facilitation of employment opportunities through job mapping, and mentoring and negotiation skills.

Sub-Subcomponent 1.2.2: Enhancing Public and Private Sector Institutional Efficiency and Adaptive Capacity (US$8 million)

33. The transport sector in DRC is governed by institutions with overlapping mandates. The institutional governance is inadequate to promote an efficient, integrated, multimodal transport system. Regulatory and institutional reforms are needed to promote mode integration, improve efficiency, capacity, and climate resilience of public transport and promote a shift to lower carbon modes, including railways and inland waterways.

34. PACT2 will include legal and operational support for transport regulation and management. PACT2, building on PACT1, will include technical assistance to evaluate transport sector management and establish, streamline or restructure

institutions in charge of public transport and corridor development. The objective is to improve land, inland waterways and railways, enhance climate-adaptive capacity of transport at the systems level and improve road safety. Based on the evaluation, PACT2 will develop legal and institutional frameworks for the creation of streamlined strategic sector institutions to enhance efficiency, reduce overlapping mandates and redundancy which are currently experienced in the sector. PACT2 will equally review and help update legal and operational statutes and if validated by the government, support the establishment of a (a) Transport Regulatory Agency, (b) Lead Road Safety Agency, (c) National Road Corridor Management Agency, and (d) National Railway Development Agency. PACT2 will also provide support to existing agencies, including the National Civil Aviation Authority (Autorite de l'Aviation Civile, AAC), the aviation and the inland waterways regulatory authorities (Régie des Voies Aeriennes [RVA] and Régie des Voies Fluviales [RVF]), the Public-Private Partnerships Coordination Unit (Unité de Conseil et de Coordination du Partenariat Public-Privé, UC-PPP), the National Follow-up Coordination Unit for Project Preparation (Cellule de Suivi des Projets et Programmes, CSPP), and the General Directorate for the Development of Industrial Corridors (Direction Générale des Corridors de Développment Industriel, DGCDI). The project will include the purchase of equipment and staff training for these beneficiary agencies.

35. The project will enhance the capacity of local engineering firms and road industry SMEs in partnership with foreign international firms, technical institutes and universities. The training will cover contracting, road works construction and supervision, the use of local material in construction, and transport operations, integrating climate-resilience considerations throughout these activities. Beneficiaries of this program will be selected to reflect the geographical vastness and diversity of DRC. The objective is to promote decentralized climate-informed road maintenance, road works and supervision, engineering studies, Environmental and Social Impact Assessments (ESIAs), Climate Risk Assessments, traffic data collection and economic evaluation of projects, and training of local communities in labor-intensive activities. In collaboration with the International Finance Corporation (IFC) and the World Bank Prosperity Global Practice, the project will develop special schemes to facilitate access to finance for selected qualified local road industry SME's, with special focus on young entrepreneurs and women-led road industry SMEs. This component will equally provide matching grants for women and youth-led SMEs for eligible capital investments in targeted productive sector activities. A diagnostic will be carried out to help define a framework for the creation of a National Investment Bank. This aims at developing a standard practice on the One World Bank Group approach.

Sub-Subcomponent 1.2.3: Training of the Next Generation of Climate-Resilient Civil Engineering and Transport Specialists (US$8 million)

36. This sub-subcomponent will build sustainable capacity within selected institutions in DRC for civil engineering and transport planning, emphasizing practical implementation and multimodal transport management. The project will support the design and implementation of a master's course based on an initial needs assessment of DRC's academic and professional capacity and will be offered at one of DRC's universities. The deliverables include: (a) assessment of the local context and capacity for a sustainable civil engineering/transport planning master's program; (b) consultations with key stakeholders; (c) design and testing of a curriculum on international standards; (d) criteria for selecting one or several local universities to host the program; and (e) implementation of a master's degree program in climate-resilient transport planning and civil engineering, with at least 20 percent women enrolled, in partnership with external universities.

Sub-Subcomponent 1.2.4: Strengthening Climate-Resilient Multimodal Transport Planning (US$3.75 million)

37. PACT2 is designed to strengthen Multimodal Transport Planning (MTP), ensure coherence with national and sector plans, and integrate climate adaptation and mitigation considerations in such plans. This will involve updating the National Integrated Transport Master Plan (NITMP) to align it with the government's National Strategic Development Plan 2022-2026 (PNSD). The updated NITMP will be informed by the climate risk and vulnerability assessment supported

by the GCA and incorporate the recommended climate-resilience measures. The NITMP promotes modal shift toward lower-carbon modes such as non-motorized transport, inland waterway transport, railways, and public transport besides enhancing climate resilience at the transport network and systems level and preparing a climate-resilient Multimodal Transport Infrastructure Strategy (MTIS) to prioritize investments from the updated NITMP and aligned with the Climate Adaptation and Mitigation Strategy for Land Transport. The MTIS will support rail and inland waterways transport—low-carbon alternatives for long-distance transport—and explore the potential for electric mobility and preparation of a short- to medium-term integrated climate-resilient Multimodal Transport Priority Investment Program (MTPIP) comprising high-impact projects selected from the updated NITMP.

38. PACT2 will provide strategic policy support to fully utilize the development impact of upgraded road corridors as well as the I3DP. It will provide technical assistance to identify critical missing transport and trade infrastructure links using a value chain lens and applying a development corridor approach. This will be critical to enable private investment in the management of an integrated, multimodal transport infrastructure, for which IFC will play a critical role.

39. The MTPIP will be a 'rolling' program covering high-impact road corridors, regional rail links, waterways, and strategic airports. For each of the selected high-impact transport infrastructure projects, PACT2 will (a) define the preliminary scope; (b) update traffic data and projections; (c) prepare prefeasibility assessments; (d) conduct economic feasibility studies; (e) undertake E&S impact studies; (f) carry out preliminary and detailed engineering studies including climate vulnerability and risk assessments; and (g) prioritize projects according to economic, financial, climate-resilience, and strategic impacts.

Sub-Subcomponent 1.2.5: Preparation of Priority Transport Infrastructure Projects (US$1.5 million)

40. PACT2 includes provision for the preparation of a pipeline of high-impact projects included in the MTPIP to strengthen climate resilience of the transport network and deliver integrated intermodal year-round connectivity. Projects will be prioritized considering their climate vulnerability and criticality within the transport network. For high-impact projects that have passed the initial screening process, this sub-subcomponent, in cooperation with IFC and Multilateral Investment Guarantee Agency (MIGA), will support the preparation of detailed feasibility studies, including financial, economic analyses, climate vulnerability and risk assessments, and the identification and evaluation of climate-resilience measures. This will involve (a) identifying and structuring high-yield projects using different models, including PPP ventures for optimal risk sharing; (b) preparing bid documents for non-PPP projects; (c) equipping the Government with material and technical expertise for effective participation in investor roundtables on market sampling; (d) finalizing the conception of PPP projects and bidding documents; and (e) assisting the Government in recruiting transaction advisors who can help in preparation of procurement packages and the procurement process of selected pilot PPP projects.

Sub-Subcomponent 1.2.6: Development of a Climate Adaptation and Mitigation Strategy for Land Transport (US$1.25 million)

41. DRC is a signatory of the Paris Agreement within the United Nations Framework Convention on Climate Change (UNFCCC). The Government is committed to its Nationally Determined Contributions (NDCs) in reducing greenhouse gas (GHG) emissions by 21 percent by 2030. PACT2 will support the preparation of a Climate Adaptation and Mitigation Strategy for Land Transport (rail and road). The strategy will define the mitigation and adaptation actions to be implemented in the land transport sector to deliver on the objectives and targets defined in DRC's NDC. To ensure ownership, the line ministries and other state agencies responsible for land transport, energy, and environmental

protection will contribute to and validate the strategy. Technical assistance and workshops will be organized to prepare action plans to support implementation.

Subcomponent 1.3: Improving the Efficiency and Sustainability of Road Maintenance (US$3.2 million)

42. The project will also strengthen institutional capacity and the mobilization of financing for climate-resilient road maintenance. The high-level exposure of the road network to climate-change-related impacts increases the frequency of maintenance activities and road maintenance costs. Conversely, the limited financing available for road maintenance activities results in rapid deterioration of the road network, affecting connectivity to remote areas.

43. To enhance efficiency, climate resilience, and sustainability of road maintenance in DRC, this subcomponent will finance several activities. These include (a) a new road classification system to prioritize investments addressing climate risk hotspots and elevate the entire transport network to climate-resilient standards; this new system will replace the existing obsolete one which dates back four decades; (b) a diagnostic study for the creation of a Road Agency; (c) technical assistance to implement innovative solutions to increase resource mobilization, the efficient allocation of resources for road maintenance and piloting of such solutions; (d) technical assistance for developing local road industry SMEs on construction and maintenance and ensuring the availability of technical expertise on climate risk assessment, climate-resilience measures, and climate-resilience maintenance practices and protocols; and (e) piloting the use of local material in road construction.

Component 2: Resilient Infrastructure Connectivity (US$385 million)

44. This component (a) supports year-round climate-resilient road connectivity, (b) assesses the feasibility of improved farm to market connectivity, and (c) provides for climate-resilient socioeconomic infrastructure and services.

Subcomponent 2.1: Climate-Resilient and Integrated Safe Road Connectivity, with Provision for Digital and Energy Infrastructure (US$352.6 million)

45. Building on Component 2 of PACT1, this subcomponent will rehabilitate and upgrade an additional 200 km of RN2 (from Mbanga in Lomami Province to Lualaba River in Maniema Province) including the construction of 2 critical bridges spanning 200 meters and 700 meters respectively to climate-resilient standards. The deterioration of the current RN2 has been driven by climate-change-exacerbated floods. Current and future extreme climate events such as intensified rainfall, flooding, and associated landslides and mudslides disrupt connectivity of RN2, affecting the entire transport network, freight transport, and accessibility of communities. The dilapidated ferry crossing the Lualaba River often breaks down or floods. Building a 700 meters bridge is critical for reliable connectivity. The annual disruption costs for RN2 in the absence of climate adaptation are estimated at US$600,000 for RCP8.5 by 2050. The project will include road sections that have been determined by the GCA analytical work to be the most vulnerable to climate-related hazards. Hence, the project will enhance the climate resilience of the entire RN2 corridor and transport network.

46. The road will be a highway with 2 × 2 lanes of 7 meters each. The lanes will be separated by a 1-meter central median, equipped with speed management facilities including speed humps, vulnerable road user facilities and 2-meter-wide shoulders on either side to enhance road safety and climate resilience, with accommodation for anticipated future traffic and economic growth. At places where this configuration is not possible, the design will limit the road width to 2 x 1 lanes at such sections. The design speed of the road is 100 km per hour outside cities and villages and 40 km per hour within. Innovative solutions will be introduced to adapt to the increasing climate change-related hazards, particularly heavy rainfall, floods, landslides and erosion by rolling out cost-effective climate-resilient standards to ensure all-weather traffic along the RN2 with an adequate level of service. All road pavements will entail weather-resistant materials to withstand extreme climatic events. Drainage and culverts will be constructed with designs to widen the structure to

accommodate intense precipitation and rainwater runoffs. For mountainous areas, embankment slope stabilization measures, including tree and vegetation planting, will be introduced to enhance resilience against erosion and landslides. For the areas identified as flood risk hotspots, specific measures will be introduced such as enhanced hydraulic structures, designed to accommodate higher rainwater runoff, through reinforcement of longitudinal and transversal drainage structures, and the introduction of diverging ditches, guard ditches, and protective earth dikes. To minimize road accidents, the design will include segregated sections, emergency stops, and bus and truck stop points at regular intervals. This subcomponent will cover all necessary studies and consultations, civil works, and supervision. It will equally finance resettlement costs for the 200 km of road works, currently estimated at US$11 million, to be updated once the Resettlement Action Plan is reviewed and approved by the World Bank.

47. By applying a 'dig-once' approach, the road works will include the deployment of climate-resilient ducts (for rolling out optic fiber for digital connectivity and electricity transmission) within the right-of-way of the road. This will catalyze private capital investment to support the Government's drive to unlock economic value chains along the corridor. The component will finance consultancy services to supervise related infrastructure works. The project will ensure complementarity with the DRC Digital Transformation Project, which will finance the deployment of end-to-end optic fiber in the ducts financed under PACT1 and PACT2. The deployment of multiple ducts permits a government-owned fiber cable while also mobilizing private capital to blow fiber-optic cables in parallel ducts. PACT1 already supports the Government with a transaction advisor to explore models for fiber deployment and exploitation across the entire PACT SOP corridor. Where feasible, last-mile access to the internet will be supported through the DRC Digital Transformation Project to surrounding communities.

Subcomponent 2.2: Diagnostics on Agricultural Value Chains and Market Connectivity (US$19 million)

48. This subcomponent will entail partnership with the World Bank Agriculture and Food Global Practice (AFGP) and will include studies to facilitate the preparation of a future agriculture project. Weak internal connectivity results in a fragmented domestic food market in DRC with different parts of the country often trading more with adjacent countries than with other provinces. Improving internal transport links could bridge these gaps, enhancing national food security and increasing resilience of an agricultural sector heavily affected by climate-change-induced rising temperature, increased water scarcity and drought.

49. The diagnostics under this subcomponent will focus on enhancing selected agricultural value chains and addressing food insecurity. Activities will include feasibility studies for (a) preparation of irrigation based on internal waterways and drainage infrastructure; (b) support services for climate-resilient agriculture value chains in maize, rice, soya, palm oil, poultry, cattle, and aquaculture along the PACT SOP corridor; and (c) diagnostics to design integrated multimodal rural infrastructure to connect agricultural basins to markets with support services and last-mile public infrastructure in selected value chains to reduce post-harvest and livestock losses. These studies will feed into the design of future agricultural projects led by the AFGP and IFC premised on private capital mobilization.

50. The irrigation schemes that will be developed under a separate stand-alone agriculture project will be dedicated to smallholder farming and agro-industry. It will prioritize rainwater runoff channeled by drainage and stored in ponds and be complemented by the preparation of necessary E&S instruments to ensure compensation and environmental services such as tree and vegetation planting to mitigate erosion and climate impacts.

Sub-Subcomponent 2.2.1: Ancillary Infrastructure for Agriculture (US$6 million)

51. This subcomponent will finance the consultations, design, construction, and equipment of agriculture-related climate-resilient infrastructure for communities living along the PACT SOP corridor. This subcomponent will promote

climate-smart agriculture premised on energy and water efficiency, introduce resilience measures such as planting of drought-resilient trees for shade and erosion protection, and construct embankments for flood protection. In the selection of infrastructure investments, particular attention will be paid to the needs of people most hit by poverty, floods, extreme heat, and water scarcity and groups in a situation of vulnerability, especially women, youth, and people with disabilities. Needs assessments will be conducted through meaningful engagement, especially with women, youth, and vulnerable groups, and the project will seek to provide the greatest benefits of these social infrastructures to these groups. The consultations and surveys will be designed with a gender and youth lens, considering the barriers that women and young people face to fulfill their potential and provide solutions to improve their economic opportunities. Infrastructure financed under this subcomponent will use climate-friendly materials and energy sources, such as renewable energy, where possible and train people on energy-efficient operations of such infrastructure.

Sub-Subcomponent 2.2.2: Diagnostics on Integrated Multimodal Rural Transport Infrastructure Connectivity (US$13 million)

52. This sub-subcomponent has two main objectives:

(a) Explore an integrated, climate-resilient multimodal transport system around the upgraded PACT SOP corridor to link agricultural basins and other value chains with provincial and national markets. It will finance studies for the preparation of strategic investments in last-mile transport infrastructure such as agriculture service (domestic) waterways and modular ports and climate-resilient feeder roads, strengthening low-carbon transport modes and climate resilience at the transport network level, boosting private sector investment, improving market access, and linking producers to urban markets. Based on the availability of project resources, financing of such last-mile transport infrastructure could be considered.

(b) Explore integrated, multimodal urban-rural market links to support local area development in Kongo-Central. This will complement planned investments around the I3DP multi-phase programmatic approach (MPA) to promote the 'Inga Growth Corridor' (from the Banana port in the West to Kolwezi in the East, via the port of Matadi and Kinshasa) and attract private investments to unlock value chains across multiple sectors. This sub-subcomponent will finance diagnostics for the improvement of rural transport infrastructure with a view to create a climate-resilient, integrated multimodal rural transport system, including the preparation of necessary technical and E&S studies.

The identified investments for the respective studies of (a) and (b) above will be considered for financing through another project or the I3DP MPA.

Subcomponent 2.3: Climate-resilient Socioeconomic Infrastructure and Services (US$13.4 million)

53. This subcomponent will invest in climate-resilient socioeconomic infrastructure in support of communities living in the project area. This will include consultations, design, construction, and provision of equipment to communities. The choice of infrastructure investments will consider the needs of people with high exposure to poverty, floods, and natural hazards; people with disabilities; women, youth, and communities affected by conflict. The project will support local SMEs and apply, where appropriate, climate-resilience local solutions/NBS in road works/maintenance. Investments under this subcomponent will be informed by the climate vulnerability assessment supported by the GCA and will factor in natural hazards to ensure appropriate location of infrastructures. NBS will be introduced in the catchment area of the intervening roads and appropriate protection and resilience measures employed. This will be complemented with financing from other projects where feasible, including the CRW.

54. The project will finance a needs assessment of vulnerable groups and youth to help identify proposed investments in social infrastructure. The consultations and surveys will be designed with a gender, youth, and fragility lens. This will

include support for conflict-affected communities. The implementation of this subcomponent will benefit from the community-driven development approach of PACT1 and complement other ongoing World Bank-financed projects, in which communities are engaged throughout the process in a transparent and inclusive way, from planning to construction monitoring and post-construction maintenance.

55. As part of the socioeconomic infrastructure and services under this subcomponent, PACT2 will include interventions to improve women's mobility to access health services. Improving access to health facilities will contribute to increased care for women, especially survivors of GBV, and for women in need of prenatal and postnatal care. Options will be identified to bring services closer to women through communities being trained, for example, on psychosocial first aid and referrals, and training women groups in the community to support pregnant women as well as to identify and refer high-risk cases to healthcare facilities. In addition, the project will support diagnostics on gender differences in mobility and barriers including identification of constraints to use active mobility. A pilot will be commissioned to design community-based transport services. Priority will be given to women and children/youths for the selection of activities to improve access to social services.

56. Rural roadside residents indicated their priorities during project preparation. This included (a) construction of climate-resilient school infrastructure and equipment for elementary schools; (b) a range of development activities to strengthen the livelihoods of local communities to face climate-related risks, that is, farming tools and agricultural inputs; (c) solutions to reduce post-harvest losses; (d) community adult education; and (e) reconstruction/rehabilitation of affected community infrastructure. Solutions will also contribute to reduce women's time poverty by constructing storage facilities/market spots in locations defined by women. This social infrastructure will be complemented by other initiatives to strengthen female decision-making in the household, such as financial literacy and business skills, together with community dialogue. Considering that more than 52 percent of the corridor population are below 19 years of age and the need to reduce the recruitment pool for armed actors to prevent conflict, additional activities will be specifically designed to promote jobs and economic opportunities for them. The subcomponent will be costed at the time of updating the design studies or implementing the identified infrastructures with the preparation of all the necessary E&S instruments.

Component 3: Project Implementation and Management Support (US$19.7 million)

57. This component will strengthen the recipient's project management and coordination capacity, including procurement, FM, monitoring and evaluation (M&E), and E&S management measures.

Subcomponent 3.1. Environmental and Social Management Measures (US$10.7 million)

58. This subcomponent will support (a) the implementation of E&S safeguard measures, (b) sustainable forest management practices to prevent road-led deforestation on account of road works, (c) gender commitments, and (d) efforts to address FCV risks. These include the following:

(a) Monitoring of compliance with the project's Environmental and Social Framework (ESF) and Contractors' Environmental and Social Management Plan (C-ESMP). Third-party monitoring (TPM) will be put in place where necessary for the implementation of E&S measures, including the Biodiversity Management Plan (BMP) and the SEA/SH Prevention and Response Action Plan (SEA/SH Action Plan).

(b) Sustainable forest management and preservation. This will include financing measures to enhance sustainable forest management activities that prevent road-led deforestation along the targeted road areas. To prevent illegal logging, natural resources smuggling, and large-scale poaching that could follow improved road access, this sub-component will finance a series of activities to improve sustainable forest management.

(c) Developing E&S tools and guidelines. This will include financing (i) the development of ESIAs/ Environmental and Social Management Plans (ESMPs) for road projects, (ii) the development of the BMP, (iii) the development of ESIA guidelines for highway projects, procedures for E&S management for transport infrastructure, and ESIA/ ESMPs for rural road rehabilitation projects in coordination with the Congolese Environmental Agency. The project will require robust E&S risk mitigation measures to prevent abuse, including those related to SEA/SH. The project will also finance the training and monitoring of security personnel involved in project implementation. Selection criteria for such personnel will be guided by World Bank's procedures and proprescriptions.

(d) Two-tier grievance redress mechanism (GRM). The project will rely on civil society and other community-based entities to manage complaints, including SEA/SH-related incidents, and implement periodic communication and outreach activities to detect concerns and communicate on project progress, financed by this subcomponent.

(e) Community engagement to support the planned two-tier grievance mechanism. The project will finance and strengthen awareness and relationships with service delivery nongovernmental organizations (NGOs), religious and traditional leaders, and community groups who can channel information on the project including its GRMs.

(f) Managing SEA/SH risks and supporting SEA/SH survivors. Specialized organizations in the area of GBV prevention and response will be contracted to support the project during the implementation of the SEA/SH Action Plan. Potential NGOs, including faith-based organizations, will be contracted to help manage the risks.

(g) Mitigation of risks and threats of road-related hazards on the environment. The project will support measures to address potential road-led deforestation arising from enhanced accessibility to forest areas and potential threats to biodiversity, notably through (i) the optimal location of ancillary investments and (ii) the promotion of appropriate use of biodiversity offsets from large-scale infrastructure works, small civil works, and goods.

(h) Gender empowerment activities. This subcomponent will address the gender gaps identified in the gender analysis under PACT1. The project will finance the diagnostic, action plan, and its implementation.

(i) Security management strategy and communications framework. This subcomponent will finance the development and implementation of a security management strategy and communications framework for the PACT SOP. Two experienced security specialists have been recruited to strengthen the Government capacity to carry out a Security Risk Assessment (SRA) and develop an SMP.

Subcomponent 3.2. Project Management and Implementation Support (US$9 million)

59. This subcomponent will finance operational costs for coordination and management, including staff costs of the CI and logistics costs for CI, CSPP and Ministry of Interior (for eligible expenditures prescribed). The subcomponent will equally support "Performance Incentives" for Project focal points/Civil Servants, the CI and other beneficiary agencies with technical assistance and equipment for project supervision. It will deploy innovative supervision tools (that is, Geo-Enabled Initiative for Monitoring and Supervision [GEMS]), communication activities, and remote supervision, particularly in hard-to-reach areas and zones affected by conflict or unrest. Finally, it will finance in-time analysis and information on conflict and insecurity dynamics in the project-targeted areas to be sensitive to possible security challenges and potentially harmful actions and ensure dynamic adjustments to the operating context.

Component 4: Contingent Emergency Response (US$0 million)

60. **A Contingent Emergency Response Component (CERC) is included.** This will allow for rapid reallocation of uncommitted funds in an eligible emergency.

Legal Operational Policies	Triggered?
Projects on International Waterways OP 7.50	Yes
Projects in Disputed Area OP 7.60	No

Summary of Screening of Environmental and Social Risks and Impacts

61. **Environmental and social risks are rated as High** at this stage based on (i) the magnitude and size of planned physical works under component 2 that include the construction/rehabilitation of highway connectivity to the Eastern DRC, specifically the road section RN2 from Mbanga – Rivière Lualaba (200 km); construction and operation of crusher, concrete batch and asphalt plants; extraction of raw materials needed for the construction; (ii) potential impacts on natural resources and biodiversity in project areas, including on endangered species (flora and fauna) and protected areas, (iii) potential road safety issues and, (iv) client's capacity to identify and manage E&S risk during construction and operations at national and local level.

62. Main anticipated E&S risks and impacts are expected to include increasing pressure on native environment; deforestation and interference with habitats and biodiversity resulting from illegal logging and poaching potentiated by the increased access to wildlife sites; OHS risks for workers; community health and safety risks for communities along the road and around works sites; waste generation; soil erosion and runoff; fugitive dust; moderate to significant physical and economic displacement; significant labor influx impacts such as sexual exploitation and abuse and sexual harassment (SEA/SH); social conflict; labor issues; potential project-related risks brought by the fragility and security concerns in the targeted provinces, like on the health and physical integrity of contractor and project workers, and potential intensification of local conflicts; and iv) impacts on indigenous people and social exclusion of other vulnerable groups present in the project's area of influence. The ESMF and ESIAs and/or ESMPs addressing these risks, including cumulative impacts and those generated from ancillary works will be prepared during implementation, before the commencement of works on the ground. In addition, the borrower shall prepare a Biodiversity Management Plan (BMP) to identify, assess and manage impacts on the habitats along the road section where KBA is identified to ensure their conservation and sustainable use. The BMP should apply the mitigation hierarchy to avoid, minimize, mitigate, and, where residual impacts remain, offset adverse impacts on biodiversity and ecosystems. Project alternatives will be examined to minimize adverse impacts.

63. A preliminary SEA/SH risk screening has rated the SEA/SH risk level for the project as high. Based on the level of assessed risk, the project will develop a SEA/SH Prevention and Response Action Plan (SEA/SH AP), annexed to the ESMF.

E. Implementation

Institutional and Implementation Arrangements

64. **This project will maintain the same implementation arrangements as in PACT1.** The Strategic Project Steering Committee (PSC), established under PACT1, will monitor and supervise the project. The PSC is led by the Ministry of Finance and will have representatives from all line ministries and provincial authorities involved in the project. The PSC will coordinate between the central and provincial governments. The terms of reference for the PSC will be updated to cover PACT2 and included in the Project Implementation Manual (PIM) to be updated by the borrower before

effectiveness. As a lesson learned from PACT1, the representative of beneficiary ministries in the PSC will preferably be permanent secretaries, acting on behalf of their respective ministers.

65. **The Project Implementing Unit (PIU) will be the CI, under the Ministry of Infrastructure and Public Works.** It will be responsible for procurement, contract management, FM, M&E, and ESF implementation. Technical assistance will be provided to strengthen its capacity in strategic management, PPP sourcing, and sector performance assessments. The CI has shown good mastery of project technical approaches and has been able to build substantial expertise in project management. In addition, the CI has handled an inspection panel case, regarding ESF and GBV management. A comprehensive organizational and skills audit of the CI under PACT1 is expected to be completed by August 2025.

66. **"Performance Incentives", as a lumpsum defined in the PIM, will be provided out of the project proceeds to technical focal points of the relevant Recipient's ministry/entity (including civil servants serving as technical focal points) in connection with the carrying out of their respective responsibilities in the implementation of project activities.** This is in response to enhancing operational efficiency and effectiveness within the portfolio. It has been identified that one of the key bottlenecks in ensuring good governance, project ownership and implementation efficiency is lacking incentive to Focal points/Civil servants involved in projects implementation. This incentive is meant to address these risks.

67. **The CI is present in project areas outside Kinshasa and works with specialized agencies.** The CI will work with public and private partner agencies on different subcomponents and will sign a collaboration agreement with each as needed and before the implementation of the specific activity. These include transport agencies for the road sector (FONER, OdR, RSNC, OVD), aviation sector (AAC, RVA), inland waterways and ports (RVF, ONATRA), and railways (SNCC) as well as the DGCDI, UC-PPP, Ministry of Agriculture, SOCOF and Liquid Telecom.

68. **A platform for sector dialogue will be institutionalized at the Ministry of Finance.** This will be a consolidation into an institutionalized agenda of the extensive sector dialogue that has characterized PACT 2 preparation, with special focus on (i) transport sector policy and strategic dialogue and, as (ii) sector-wide project portfolio performance oversight and orientation. The platform will include representatives of the DRC authorities, the World Bank Group, and other development partners. Representatives from line ministries involved in specific activities financed by development partners will be part of the platform. This platform will be managed and facilitated by CSPP with support from specific technical assistance to be financed by the project.

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