

Document of  
The World Bank

Report No: PAD1244

INTERNATIONAL DEVELOPMENT ASSOCIATION

PROJECT APPRAISAL DOCUMENT

ON

PROPOSED GRANTS

IN THE AMOUNT OF

SDR 10.9 MILLION

(US\$15 MILLION EQUIVALENT)

FROM THE INTERNATIONAL DEVELOPMENT ASSOCIATION

AND

US\$6.5 MILLION

FROM THE TRANSITIONAL DEMOBILIZATION AND REINTEGRATION PROGRAM  
(TDRP)

TO THE

DEMOCRATIC REPUBLIC OF CONGO

FOR THE

REINSERTION AND REINTEGRATION PROJECT

May 04, 2015

Social, Urban, Rural and Resilience Global Practice  
Africa Region

This document is being made publicly available prior to Board consideration. This does not imply a presumed outcome. This document may be updated following Board consideration and the updated document will be made publicly available in accordance with the Bank's policy on Access to Information.

## CURRENCY EQUIVALENTS

(Exchange Rate Effective March 31, 2015)

Currency Unit = Congolese Franc (CDF)

CDF 916 = US\$1

US\$1 = SDR 0.72490558

## FISCAL YEAR

January 1 – December 31

## ABBREVIATIONS AND ACRONYMS

CAAF	: Children Associated with Armed Forces or Groups
CAS	: Country Assistance Strategy
CCJO	: Coordination Cell for Joint Operations
CIDDR	: Inter-ministerial Committee for Disarmament, Demobilization and Reintegration
CQ	: Consultant Qualification
CTA	: <i>Centre de Triage</i> (Demobilization Center)
DA	: Designated Account
DDR / RR	: Disarmament, Demobilization, Reintegration / Repatriation and Resettlement
DDR	: Disarmament, Demobilization and Reintegration
DL	: Disbursement Letter
DRC	: Democratic Republic of Congo
ESAP	: Environmental and Social Action Plan
ESMF	: Environmental and Social Management Framework
FARDC	: Armed Forces of the Democratic Republic of Congo
FM	: Financial Management
FPA	: Fiduciary Principles Accord
GLI	: Great Lakes Initiative
GPN	: General Procurement Notice
IAS	: International Accounting Standards
IBRD	: International Bank for Reconstruction and Development
IC	: Individual Consultant
ICB	: International Competitive Bidding
ICR	: Implementation Completion Report
IDA	: International Development Association
IDP	: Internally Displaced Persons
IEG	: Independent Evaluation Group
IFR	: Unaudited Interim Financial Reporting
IGA	: Income Generating Activities
IP	: Implementing Partner
ISM	: Implementation Support Missions
ISR	: Implementation Status and Results Report
IT	: Information Technology
LOGiCA	: Learning on Gender and Conflict in Africa
M23	: March 23 Movement
MDTF	: Multi Donor Trust Fund
MIS	: Management Information System

MONUSCO	: United Nations Mission for the Democratic Republic of Congo
MTR	: Mid Term Review
NCB	: National Competitive Bidding
PDO	: Project Development Objective
PEFA	: Public Expenditures and Financial Accountability
PFM	: Public Financial Management
PIM	: Project Implementation Manual
PIU	: Project Implementation Unit
PNDDR	: National Program for Disarmament, Demobilization and Reintegration
RC	: Regrouping Center
RPC	: Reintegration Preparation Center
RRP	: Reinsertion and Reintegration Project
SGBV	: Sexual and Gender-based Violence
SOE	: Statement of Expenditure
SORT	: Systematic Operations Risk-Rating Tool
SPN	: Specific Procurement Notices
SSS	: Single Source Selection
TDRP	: Transitional Demobilization and Reintegration Program
TF	: Trust Fund
ToR	: Terms of Reference
TTL	: Task Team Leader
UCS	: Use of Country System
UEPNDDR	: Unité d'Exécution du Programme National de Désarmement, Démobilisation et Réintégration
UN FIB	: United Nations Force Intervention Brigade
UN	: United Nations
UNICEF	: United Nations Children's Fund
UNOPS	: The United Nations Office for Project Services
UNSC	: United Nations Security Council
WB	: World Bank

Regional Vice President:	Makhtar Diop
Country Director:	Moustapha Ndiaye
Senior Global Practice Director:	Ede Jorge Ijjasz-Vasquez
Practice Manager:	Markus Kostner
Task Team Leader:	Abderrahim Fraiji

## TABLE OF CONTENTS

<b>I.</b>	<b>STRATEGIC CONTEXT .....</b>	<b>1</b>
	A. Country Context.....	1
	B. Situation of Urgent Need of Assistance or Capacity Constraints .....	2
	C. Sectoral and Institutional Context.....	2
	D. Higher Level Objectives to which the Project Contributes.....	3
<b>II.</b>	<b>Project development objectives .....</b>	<b>4</b>
	A. PDO.....	4
	B. Project Beneficiaries .....	4
	C. PDO-level Results Indicators .....	5
<b>III.</b>	<b>PROJECT DESCRIPTION .....</b>	<b>5</b>
	A. Project Components .....	5
	B. Project Financing.....	10
	C. Lessons Learned and Reflected in the Project Design.....	11
<b>IV.</b>	<b>IMPLEMENTATION .....</b>	<b>12</b>
	A. Institutional and Implementation Arrangements.....	12
	B. Results Monitoring and Evaluation.....	13
	C. Sustainability .....	14
	D. Synergies.....	14
<b>V.</b>	<b>KEY RISKS AND MITIGATION MEASURES .....</b>	<b>15</b>
	Overall Risk Rating and Explanation of Key Risks.....	15
<b>VI.</b>	<b>APPRAISAL SUMMARY .....</b>	<b>16</b>
	A. Economic Analysis .....	16
	B. Technical .....	19
	C. Financial Management .....	19
	D. Procurement .....	20
	E. Social (including Safeguards).....	20
	F. Environment (including safeguards).....	21
	<b>G. World Bank Grievance Redress .....</b>	<b>22</b>
	<b>Annex 1: Results Framework and Monitoring and Evaluation .....</b>	<b>23</b>
	<b>Annex 2: Detailed Project Description.....</b>	<b>27</b>
	I. The Global Plan on DDR III.....	27
	II. Project Description.....	32

<b>Annex 3: Implementation Arrangements .....</b>	<b>48</b>
<b>Annex 4: Implementation Support Plan .....</b>	<b>74</b>
<b>Annex 5: Environmental and Social Action Plan .....</b>	<b>77</b>

**PAD DATA SHEET**  
*Congo, Democratic Republic of*  
*Reinsertion and Reintegration Project (P152903)*  
**PROJECT APPRAISAL DOCUMENT**

*AFRICA*  
*Social, Urban, Rural and Resilience Global Practice*

Report No.: PAD1244

<b>Basic Information</b>			
Project ID P152903	EA Category B - Partial Assessment	Team Leader(s) Abderrahim Fraiji	
Lending Instrument Investment Project Financing	Fragile and/or Capacity Constraints [ <input checked="" type="checkbox"/> ]		
	- Fragile States		- Post-Conflict
	Financial Intermediaries [ <input type="checkbox"/> ]		
	Series of Projects [ <input type="checkbox"/> ]		
Project Implementation Start Date 15-May- 2015	Project Implementation End Date 30-Jun-2019		
Expected Effectiveness Date 15-Aug-2015	Expected Closing Date 31-Dec-2019		
Joint IFC No			
Practice Manager/Manager Markus Kostner	Senior Global Practice Director Ede Jorge Ijjasz-Vasquez	Country Director Ahmadou Moustapha Ndiaye	Regional Vice President Makhtar Diop
<b>Borrower: Democratic Republic of Congo, Represented by the Ministry of Finance</b>			
Responsible Agency: UEPN-DDR			
Contact: Telephone No.: 2430991473305	Grevisse Ditend		Title: Director Email: admprojet@yahoo.fr
<b>Safeguards Deferral (from Decision Review Decision Note)</b>			
Will the review of Safeguards be deferred? [ <input checked="" type="checkbox"/> ] Yes [ <input type="checkbox"/> ] No			
<b>Project Financing Data(in US\$ Million)</b>			
[ <input type="checkbox"/> ] Loan	[ <input checked="" type="checkbox"/> ] IDA Grant	[ <input type="checkbox"/> ] Guarantee	
[ <input type="checkbox"/> ] Credit	[ <input checked="" type="checkbox"/> ] Grant	[ <input type="checkbox"/> ] Other	

Total Project Cost:	21.50	Total Bank Financing:	15.00		
Financing Gap:	0.00				
<b>Financing Source</b>					
			<b>Amount</b>		
BORROWER/RECIPIENT			0.00		
IDA Grant			15.00		
Transitional Demobilization and Reintegration Program Trust Fund			6.50		
Total			21.50		
<b>Expected Disbursements (in US\$ Million)</b>					
Fiscal Year	2015	2016	2017	2018	2019
Annual	4.60	11.20	3.60	1.30	0.80
Cumulative	4.60	15.80	19.40	20.70	21.50
<b>Institutional Data</b>					
<b>Practice Area (Lead)</b>					
Social, Urban, Rural and Resilience Global Practice					
<b>Contributing Practice Areas</b>					
<b>Cross Cutting Areas</b>					
[ ] Climate Change					
[ X ] Fragile, Conflict & Violence					
[ ] Gender					
[ ] Jobs					
[ ] Public Private Partnership					
<b>Sectors / Climate Change</b>					
Sector (Maximum 5 and total % must equal 100)					
Major Sector	Sector	%	Adaptation Co-benefits %	Mitigation Co-benefits %	
Health and other social services	Other social services	100			
Total		100			
<input checked="" type="checkbox"/> I certify that there is no Adaptation and Mitigation Climate Change Co-benefits information applicable to this project.					
<b>Themes</b>					
Theme (Maximum 5 and total % must equal 100)					
Major theme	Theme	%			

Social dev/gender/inclusion	Conflict prevention and post-conflict reconstruction	100
Total		100
<b>Proposed Development Objective(s)</b>		
The Project Development Objective (PDO) is to support the socio-economic reintegration of demobilized ex-combatants.		
<b>Components</b>		
<b>Component Name</b>	<b>Cost (US\$ Millions)</b>	
Component 1: Reinsertion	5,352,000	
Component 2: Reintegration	8,642,000	
Component 3: Support to Demobilized Ex-combatants' Households	3,242,000	
Component 4: Support to Vulnerable Groups	1,173,000	
Component 5: Project Management, Sensitization Monitoring & Evaluation	3,091,000	
<b>Systematic Operations Risk- Rating Tool (SORT)</b>		
<b>Risk Category</b>	<b>Rating</b>	
1. Political and Governance	High	
2. Macroeconomic	Moderate	
3. Sector Strategies and Policies	Substantial	
4. Technical Design of Project or Program	Substantial	
5. Institutional Capacity for Implementation and Sustainability	Substantial	
6. Fiduciary	Substantial	
7. Environment and Social	Substantial	
8. Stakeholders	Substantial	
9. Other	High	
<b>OVERALL</b>	Substantial	
<b>Compliance</b>		
<b>Policy</b>		
Does the project depart from the CAS in content or in other significant respects?	Yes [ ]	No [ X ]
Does the project require any waivers of Bank policies?	Yes [ ]	No [ X ]
Have these been approved by Bank management?	Yes [ ]	No [ ]
Is approval for any policy waiver sought from the Board?	Yes [ ]	No [ X ]
Does the project meet the Regional criteria for readiness for implementation?	Yes [ X ]	No [ ]



<b>Safeguard Policies Triggered by the Project</b>		<b>Yes</b>	<b>No</b>
Environmental Assessment OP/BP 4.01		<b>X</b>	
Natural Habitats OP/BP 4.04			<b>X</b>
Forests OP/BP 4.36			<b>X</b>
Pest Management OP 4.09			<b>X</b>
Physical Cultural Resources OP/BP 4.11			<b>X</b>
Indigenous Peoples OP/BP 4.10			<b>X</b>
Involuntary Resettlement OP/BP 4.12			<b>X</b>
Safety of Dams OP/BP 4.37			<b>X</b>
Projects on International Waterways OP/BP 7.50			<b>X</b>
Projects in Disputed Areas OP/BP 7.60			<b>X</b>
<b>Legal Covenants</b>			
<b>Name</b>	<b>Recurrent</b>	<b>Due Date</b>	<b>Frequency</b>
Project Implementation Manual		Sep 15, 2015	
<b>Description of Covenant</b>			
A Project Implementation Manual shall be prepared, in accordance with terms of reference acceptable to the World Bank containing detailed implementation, administrative, fiduciary, and monitoring and evaluation procedures and arrangements for the Project.			
<b>Conditions</b>			
<b>Source Of Fund</b>	<b>Name</b>	<b>Type</b>	
TDRP	Transitional Demobilization and Reintegration Program	Trust Fund	
<b>Description of Condition</b>			
The execution and delivery of this Agreement on behalf of the Recipient have been duly authorized or ratified by all necessary governmental action.			
The Financing Agreement has been executed and delivered and all conditions precedent to its effectiveness or to the right of the Recipient to make withdrawals under it (other than the effectiveness of this Agreement) have been fulfilled.			
<b>Team Composition</b>			
<b>Bank Staff</b>			
<b>Name</b>	<b>Title</b>	<b>Specialization</b>	<b>Unit</b>
Abderrahim Fraiji	Senior Operations Officer	Task Team Leader	GSURR
Lanssina Traore	Procurement Specialist	Procurement	GGODR

Bella Lelouma Diallo	Senior Financial Management Specialist	Financial Management	GGODR		
Alexandra Burrall Jung	E T Consultant	Operations Officer	GSURR		
Benjamin Burckhart	Social Development Specialist	Social Development	GSURR		
Bernard Harborne	Lead Social Development Specialist	Social Development	GSURR		
Daksha Shakya	E T Consultant	Operations Officer	GSURR		
Delphin Musampa Tshimena	Consultant	DDR Specialist	GSURR		
Elisabeth Maier	Consultant	Operations Officer	GSURR		
Faly Diallo	Financial Officer	Finance and Accounting	WFALA		
Michel de Marigny	Finance Analyst	Finance and Accounting	WFALA		
Isabella Micali Drossos	Senior Counsel	Legal	LEGAM		
Joseph-Antoine Ellong	Senior Program Assistant	Operations	GSURR		
Leya Malaika Gisele Tabu	Consultant	DDR Specialist	GSURR		
Murat Fatin Onur	Consultant	Operations Officer	GSURR		
Paivi Koskinen-Lewis	Social Development Specialist	Social Safeguards	GSURR		
Stavros George Stavrou	Senior Social Development Specialist	Social Development	GSURR		
Wolfhart Pohl	Adviser	Environmental Safeguards	GCFDR		
<b>Extended Team</b>					
<b>Name</b>	<b>Title</b>	<b>Office Phone</b>	<b>Location</b>		
<b>Locations</b>					
<b>Country</b>	<b>First Administrative Division</b>	<b>Location</b>	<b>Planned</b>	<b>Actual</b>	<b>Comments</b>
Congo, Democratic Republic of	Eastern Province	Orientale Province	X		



## **I. STRATEGIC CONTEXT**

### **A. Country Context**

1. With a land surface area of 2.3 million square kilometers, the Democratic Republic of Congo (DRC) is the largest country in Sub-Saharan Africa and shares borders with nine countries. The country is endowed with rich natural resources—mineral deposits, forests, water, and arable land—a strategic location, and a young population. Despite this wealth, DRC remains one of the poorest countries in the world. The country has yet to emerge from decades of conflicts and mismanagement during 1960-2000 that have devastated its economy and people.

2. DRC was able to make significant progress in stabilizing its economy after decades of political instability. Implementation of sound macroeconomic policies has enabled DRC to weather the global crisis reasonably well. Since 2010, DRC's economic growth has exceeded the average for Sub-Saharan Africa by two percentage points, growing at an annual average of 7.4 percent between 2010 and 2013. Inflation declined to a single digit in 2012, down from 15.4 percent at end-2011 and from over 50 percent at end-2009. DRC's economy, however, faces substantial downside risks because of its continued reliance on mining exports with no local content or significant in-country transformation. Additionally, the rapid growth of the economy over the past years has not contributed to private sector employment.

3. The government of DRC does not have adequate resources, human capacity and physical infrastructure required to deliver basic services and handle the challenging security situation in the East. The ensuing lack of effective infrastructure has caused a breakdown in the social contract and reinforced the isolation of many parts of the Eastern provinces, creating a haven for armed groups to operate and holding back the economic and social development that are crucial for long-term stability of DRC and the Great Lakes region as a whole. The invasion of Goma, capital city of North Kivu on DRC's eastern border with Rwanda, in November 2012 by the March 23 Movement (M23) rebellion was the cornerstone of the instability that continues to negatively affect large swaths of population. The cumulative impact of the civil strife has been catastrophic from a humanitarian point of view. It has been estimated that since 1998 about 5.4 million people have died as direct and indirect consequence of the civil strife, while millions of others have been plunged into a state of acute and chronic vulnerability due to displacement, dispossession, the breakdown of communal and social bonds, and the loss of livelihoods.

4. In support of regional peace, stability, and development the World Bank announced the Great Lakes Initiative (GLI) in May 2013. It includes a prioritized portfolio of regional projects valued at approximately US\$1.3 billion. These regional projects focus on reducing vulnerability and building resilience (improving resilience of displaced people, supporting the fight against sexual violence) and on economic cooperation and regional integration (through agriculture, trade, hydro-electricity, roads, and Information Technology (IT) connectivity).

5. Demobilization and reintegration of ex-combatants is strategically interconnected with the objectives of GLI and DRC. The defeat and surrender of M23 prompted several armed groups to announce their intention to disarm and pursue peaceful dialogue. Following this development, United Nations Security Council (UNSC) extended United Nations Mission for the Democratic Republic of Congo's (MONUSCO) mandate until March 2015 and called for the development of

a single, comprehensive Disarmament Demobilization and Reintegration (DDR) plan for Congolese and foreign fighters not suspected of genocide, war crimes, crimes against humanity, or gross violations of human rights. This sets a strong international foundation for a new round of DDR<sup>1</sup> that can build on results achieved and national DDR capacities build in the previous decade.

6. The project constitutes the World Bank contribution to the overall DDR process. The Government of DRC receives support for the disarmament and demobilization of armed groups on which the project is premised from other partners, and in particular through MONUSCO.

### **B. Situation of Urgent Need of Assistance or Capacity Constraints**

7. The justification for processing this operation under paragraph 12 of OP10.00 stems from the need to provide urgent assistance to an estimated 4,700 ex-combatants.<sup>2</sup> As underlined in the Government's letter requesting World Bank assistance dated September 29, 2014, the new phase of DDR in the country is considered as a "security priority" by the Government, and thus represents a situation of urgent World Bank assistance.

8. A new phase of DDR in DRC is needed to normalize the security environment by neutralizing remaining armed groups presenting a threat to long-term peace and stability. As underscored in the UNSC Resolutions and regional agreements, DDR III is a crucial step in addressing the multiple armed groups operating in Eastern DRC. Failing to implement a nationally-led DDR process may lead to renewed mobilization and conflict resurgence.

9. 4,633 former combatants and 414 family members are already in demobilization camps, requiring urgent assistance.<sup>3</sup> The urgent needs of this initial group of people have been addressed through the Emergency Phase financed by funds made available by the Government and MONUSCO. This initial assistance needs to be followed urgently by reinsertion and sensitization activities preparing the group of 4,700 people and their dependents for reintegration in their communities.

### **C. Sectoral and Institutional Context**

10. **In 2004, the National Program for Disarmament, Demobilization and Reintegration (PNDDR) was established and has to-date processed 209,605<sup>4</sup> ex-combatants of which 31,738 were children.**<sup>5</sup> In support of PNDDR, the Government established institutions to coordinate and implement demobilization and reintegration activities, including the *Unité d'Exécution du Programme National de Désarmement, Démobilisation et Réintégration* (UEPNDDR) which is

---

<sup>1</sup> UNSC Resolution 2147 further expands on UNSC Resolution 2098, detailing MONUSCO's DDR mandate to (i) Provide good offices, advice and support the Government of DRC in the design and implementation of DDR and Disarmament, Demobilization, Repatriation, Reintegration and Resettlement (DDRRR) plans for foreign and Congolese combatants not suspected of genocide; and (ii) In synergy with the United Nations Force Intervention Brigade (UN FIB) operations, support operations to disarm, demobilize, and repatriate foreign combatants and their dependents on Congolese soil those who are able to escape the control of armed groups.

<sup>2</sup> The estimate numbers of beneficiary groups were provided by the Government. The figures were validated by MONUSCO.

<sup>3</sup> Source : Operations Cell pre-DDR January, 12 2015 – Disarmament, Demobilization Adviser UEPNDDR

<sup>4</sup> 209,605 ex-combatants were verified through the process, with 66,814 opting for integration into the Armed Forces of the Democratic Republic of Congo (FARDC).

<sup>5</sup> Figures extracted from the Implementation Completion Report, World Bank, March 30, 2012, Report No: ICR2168

the implementation unit of the national DDR program.<sup>6</sup> In addition, an inter-ministerial technical committee was formed to coordinate the national DDR program and interim emergency activities. While responsibility for demobilization rests with the Ministry of Defense, responsibility for reintegration lies with the Ministry of Social Affairs, Humanitarian Action and Solidarity.

**11. In spite of M23's defeat in November 2013, a number of armed groups continue to pose a threat to stability, particularly in Eastern DRC.** While the Government has made progress over the past few years by signing several peace agreements, improving economic management and attaining debt relief, the situation remains precarious. Despite important achievements made in previous DDR phases, the persistence of fighting in the country has led to the current demand by the Government of DRC and the international community stakeholders for a DDR III. Following the signing of the Framework Agreement, the Government of DRC through UEPNDDR and with input from the international community developed a DDR Strategy. The strategy incorporated lessons learned from previous DDR programs both in DRC and in other countries with relevant experiences. In addition, important topics such as the management of funds, budget, duration, and implementation arrangements were addressed through this dialogue. Following a high-level Partners meeting with ambassadors on April 24, 2013 in Kinshasa, it was agreed that a team of MONUSCO and World Bank experts would assist UEPNDDR to draft a project document and present it to donors for endorsement. The World Bank and MONUSCO teams assisted UEPNDDR in developing the Global Plan on DDR III which was endorsed by the International Community on July 24, 2014.<sup>7</sup> This Global Plan was the foundational document for the development of the Reinsertion and Reintegration Project (RRP), which is the World Bank Group contribution to the DDR III Global Plan.

#### **D. Higher Level Objectives to which the Project Contributes**

12. The proposed project is aligned with and complementary to the World Bank's Country Assistance Strategy (CAS 2013-2016) for DRC which aims to: (i) increase the efficiency of the State at the central and decentralized levels and improve good governance; (ii) enhance the competitiveness of the economy by accelerating growth spearheaded by private sector job creation; (iii) upgrade the delivery of social services in order to improve human development indicators (HDI); and (iv) respond to problems of fragility and conflict in the eastern provinces of DRC.

13. The project is closely linked to the objective of supporting the country in responding to the problems of fragility and conflict in DRC's eastern provinces with a focus on addressing development deficits that help perpetuate violence and conflict. In addition, it would contribute towards the CAS outcomes to increase socio-economic opportunities in targeted conflict-affected areas, as the project activities involve targeted assistance to ex-combatants and their dependents, communities, and vulnerable groups. Project activities focus on community-based approaches that engage both demobilized ex-combatants and community members to ensure sustainable impact.

14. The project's strategic objective is to contribute towards the consolidation of peace and stability in eastern DRC by supporting the Government's Global Plan on DDR III. It is in this

---

<sup>6</sup> The UEPNDDR has implemented the Project P078658 – Emergency Demobilization and Reintegration Project (\$150 million IDA and \$100 million MDTF) from 2004 to 2011.

<sup>7</sup> The Global Plan on DDR III is the framework document that details the new DDR Strategy, planned activities, and estimated number of beneficiaries and estimated costs.

context that the project will contribute towards improving stability, food security, and access to goods and basic services by the civilian population in conflict-affected areas. In addition, the Government's DDR III Program supports the objectives of the Framework Agreement for Peace, Security and Cooperation in DRC and the Great Lakes Region which outlines national, regional, and international actions to build stability by addressing the conflict's root causes and fostering trust between neighbors. This ties in with the World Bank's overall strategy to help end extreme poverty and boost shared prosperity, as well as the World Bank's Africa strategy that prioritizes Fragile and Conflict-affected States, with a focus on state rebuilding and supporting the transition out of fragility. Furthermore, given the spatial focus of the project, it also ties in with the regional integration work in Africa which remains a critical piece of the World Bank's strategy to improve connectivity, leverage economies of scale, and enhance productivity.

## II. PROJECT DEVELOPMENT OBJECTIVES

### A. PDO

15. The Project Development Objective (PDO) is to support the socio-economic reintegration of demobilized ex-combatants.

### B. Project Beneficiaries

16. The Project will target an estimated 4,700 demobilized ex-combatants. The estimates for the target adult ex-combatants are derived from the Government's reporting on the individuals currently in the demobilization centers (Data is as of January 12, 2015<sup>8</sup>).

No	Site	CTA/RC (Regrouping Centers)	Ex-Combatants	Dependents
01	Kamina	CTA	1,667	32
02	Kitona	CTA	1,637	10
03	Kotakoli	CTA	830	372
<b>CTA Sub-Total</b>			<b>4,134</b>	<b>414</b>
04	Mubambiro/Goma	RC	300	
05	Nyamunyoni/Bukavu	RC	87	
06	Rwampara/Bunia	RC	75	
07	Walikle	RC	37	
<b>RC Sub-Total</b>			<b>499</b>	
<b>TOTAL</b>			<b>4,633</b>	<b>414</b>

17. In addition, support will be provided to households of ex-combatants to ensure long-term impact. Further, the project will offer specialized services to vulnerable groups including female, children, and chronically ill/disabled ex-combatants through targeted interventions designed to best meet their specific needs, and the Government will create and maintain operational and technical capacity to implement the demobilization and reintegration of ex-combatants.

18. The Government's Global Plan on DDR (June 2014), a framework document that was developed in close coordination with international partners including the United Nations and the

<sup>8</sup> Source : Operations Cell pre-DDR January, 12 2015 – Disarmament, Demobilization Adviser UEPNDDR

World Bank, recognizes the importance of community-based approaches that engage both former combatants and community members to best achieve long-term impact and, therefore, adult community members will have the opportunity to collaborate with ex-combatants in economic associations.

### **C. PDO-level Results Indicators**

19. The following are the PDO-level results indicators:

- (i) Direct project beneficiaries (disaggregated by gender, armed group)
- (ii) Adult individual beneficiaries participating in an economic activity 6 months after first reintegration outreach training completion (disaggregated by gender, individual or economic association, agrarian/non-agrarian)
- (iii) Beneficiaries able to meet their monthly household food consumption needs after 6 months at the reintegration location (disaggregated by gender, individual or economic association, agrarian/non-agrarian)
- (iv) Demobilized beneficiaries feel socially accepted by their communities after 6 months at the reintegration location (disaggregated by gender, individual or economic association, agrarian/non-agrarian)

## **III. PROJECT DESCRIPTION**

### **A. Project Components**

20. This project will finance the socio-economic reinsertion and reintegration of the current “emergency phase” caseload of approximately 4,700. The Government and MONUSCO will fund and complete all disarmament and demobilization (D&D) activities and a portion of the sensitization activities. In addition, the construction and management of the DDR centers, medical support, and transportation of ex-combatants and dependents of ex-combatants to and from the DDR centers will be financed by Government and MONUSCO funds.<sup>9</sup>

21. In this context, the project would achieve the PDO through five (5) components: Reinsertion; Reintegration; Support to Demobilized Ex-combatants’ Households; Support to Vulnerable Groups; and Project Management, Sensitization, and Monitoring and Evaluation.

#### **Component 1: Reinsertion (IDA US\$5.352 million)**

22. *Reinsertion activities* will follow disarmament and demobilization and will be provided for all demobilized ex-combatants at the Reintegration Preparation Centers (RPCs) over a six-month period to allow sufficient time for the various trainings.<sup>10</sup> Reinsertion activities provided through this project will include:

- Livelihoods/career guidance, counselling, information and referral.
- Holistic Combination of Trainings:

---

<sup>9</sup> The Global Plan defines two types of DDR centers: Demobilization Center (known as *Centre du Triage* or CTAs) and Reintegration Preparation Center (*Centre de Préparation à la Réintégration* or RPCs).

<sup>10</sup> The Government and MONUSCO will be responsible for the transportation of project beneficiaries from the CTAs to RPCs and from the RPCs to their selected communities of reintegration.



- Literacy and numeracy training.
- Relevant and targeted life skills training.
- Entrepreneurship, small business, and financial literacy training.
- Economic association creation training.
- Vocational training – agrarian and non-agrarian.
- Targeted psycho-social support.
- Targeted medical referral.
- Sports and recreational activities.

23. Reinsertion activities will focus on providing a foundational set of skills to ex-combatants as they begin the transition to civilian life. These trainings will provide critical information to facilitate this transition. An ex-combatant representative council will be formed at the camp through which camp management and lead training staff will hear concerns and suggestions and work together with the ex-combatants to determine functional adjustments on a frequent basis. Additionally, the council will provide input on programming preparations for the reintegration phase in such areas as toolkit contents.

## **Component 2: Reintegration (IDA US\$5.384 million – TDRP US\$3.258 million)**

24. The reintegration period will encompass two years after the ex-combatants' return to their communities. This will be supported by the ongoing sensitization activities detailed in Component 5. The Government and MONUSCO will organize transportation for beneficiaries from reintegration preparation centers (RPCs) to their areas of return. The project will provide the following main services to all participating demobilized during the reintegration period:

- Provision of start-up kits (one time event)<sup>11</sup>;
- Outreach Services and Support: community-based follow-up training, including training on initiation of income generating activities (IGA) by individual/small groups or economic associations, advisory and referral services for month 1 to 12 of reintegration; and
- Drop-in Services and Support: information, advisory, and referral services from month 13 to 24.

25. Ex-combatants may opt to either (i) join economic associations with other ex-combatants and community members or (ii) engage in individual or partnership<sup>12</sup> IGAs. The inclusion of community members in associations will not only strengthen the individual ex-combatant's reintegration through building community connections and economic relationships, but will also promote successful reconciliation with communities. Community members of the economic associations will benefit from joining the economic associations, which will receive support through the project including supplementary training for the joining community members on the basics of association formation and operation and start-up in-kind support to the economic association, as well as follow-up visits for the association as a whole.

---

<sup>11</sup> Start-up kits vary according to the vocational livelihoods option that ex-combatants choose to take up on reinserting into their communities. Following appropriate vocational skills training, ex-combatants will be provided with tools (eg. farm equipment for those going into agriculture, woodworking tools for those choosing that option, etc.) and supplies (seeds, batteries, etc.)

<sup>12</sup> For ex-combatants who are unable to reach the membership levels required for the formation of economic associations.

26. Direct in community follow-up training, advisory and referral services will be offered to ex-combatants. The implementing partners using the Management Information System (MIS) case file system will initiate a follow-up program whereby each ex-combatant or his or her economic association will be visited at least once every three months over a 12 month period. Female ex-combatants will be visited once every two months. These follow-up meetings will be designed to assist the ex-combatant or his or her economic association with their economic and livelihood process as well as to monitor how well ex-combatants are integrating socially.

27. Drop-in Reintegration Services, including information, advisory and referral services will be made available during the second year of the ex-combatants reintegration journey. Herein, ex-combatants, regardless of whether they are in economic associations, partnerships or working individually, will have the opportunity to drop into the implementing partners' permanent or mobile offices and discuss any issues relevant to their reintegration process, receive advice and be referred, if necessary, to where services are available. In the case of economic associations, ex-combatants could be accompanied by members of their association.

### **Component 3: Support to Demobilized Ex-combatants' Households<sup>13</sup> (TDRP US\$3.242 million)**

28. The project will assist households of ex-combatants via primary support to the spouse and some additional support to other household members. In the aftermath of conflict and displacement, families are not necessarily cohesive, functional units, and frequently lack the resources, capacity, and skills to manage the re-establishment of their own lives, much less to accommodate the special needs and demands to assist returning ex-combatants to reintegrate socially and economically.<sup>14</sup> Additionally, psycho-social trauma confronts not only ex-combatants, thereby impairing their ability to resume their roles and functioning in the home, but also frequently affects spouses and children who have similarly been subjected or witness to violence and conflict. Further, in the ex-combatant's absence, key household roles may have been assumed by others in the household including non-traditional gender roles.

29. Ex-combatant households will receive assistance through a support package that will include reinsertion sensitization, life skills training, and basic livelihoods training to the spouse or a household member selected by the ex-combatant in the absence of a spouse as well as psycho-social counseling to members of the ex-combatants' household. This support is designed to increase the likelihood of the ex-combatants' successful reintegration by complementing the individual training received with training for the household, increased livelihood capacity of the household, and reduction in the immediate financial demands on the ex-combatant.

### **Component 4: Support to Vulnerable Groups (IDA US\$1.173 million)**

30. While the United Nations Children's Fund (UNICEF) will serve the Children Associated with Armed Forces or Groups (CAAF) who are another critical vulnerable group, the project will support some cultural and sport activities for children to promote their social reintegration and

---

<sup>13</sup> Ex-combatant Household Support Component activities are planned to take place when the ex-combatants are at the RPCs. However, household support activities can only start after the project has access to resources, and therefore there may be delays in household programming in the event that ex-combatants arrive RPCs before the World Bank project becomes effective.

<sup>14</sup> "Role of the Family in the Reintegration of Ex-Combatants". LOGICA/World Bank (forthcoming).

conduct analytical work on the CAAF. Furthermore, TDRP/World Bank (WB) will provide technical support to the UEPNDDR in terms of M&E of CAAF. While UNICEF will be responsible for the overall family tracing, reunification and socio-economic reintegration, the project will seek synergies with the forthcoming World Bank project on Quality and Relevance of Secondary and Tertiary Education (P149233) which will target Katanga, Province Orientale, Kinshasa, Bandundu, Equateur and Kasai Occidental.

31. Female ex-combatants will be offered an identical base package as male beneficiaries. A gender sensitive lens, however, will be applied throughout the implementation of all project components to ensure differentiated needs of male and female ex-combatants are taken into account. UEPNDDR officers will be trained to work with female ex-combatants for whom separate facilities will be provided in all demobilization centers and at least one of the reintegration centers. Specialized medical practitioners and caregivers as well as additional facilities for their children will be made available. All training and benefits granted to men will be offered to women as well. Vocational training will be sensitive to potential female interest and needs. In order to ensure that differentiated needs of women are addressed, dedicated facilities will be provided and targeted activities undertaken. These will include, but will not be limited to, physical and medical needs in camps (e.g., reproductive health, psycho-social needs, unwanted pregnancy), physical security, separate accommodation, life skills training (e.g., careers, training and support on issues related to Sexual and Gender Based Violence (SGBV)), child care support during activities, and support to care for child dependents (e.g., pediatric medical screening). On return of ex-combatants to their communities those who suffered from SGBV, can be referred to services provided by a parallel World Bank SGBV and Women's Health project in areas where the project is being implemented. The SGBV project, which targets men as well, will provide mental health services, trainings to develop the capacity at the community and health system level to treat mental health issues, at the community level as well as health system level.

32. *Chronically-ill and disabled ex-combatants:* The project will provide specialized support to chronically ill and disabled ex-combatants for a period of 6 months at the RPCs. UEPNDDR will not set-up dedicated centers but will have medical doctors present at the demobilization centers. The project will not hire a separate implementing agency to support this caseload but will supplement the activities being undertaken by MONUSCO.

33. The World Bank will provide UEPNDDR with technical assistance early on to develop a clear strategy for support to the chronically ill/disabled ex-combatants during the demobilization, reinsertion, and reintegration phases. This technical assistance will include support in establishing the process and final criteria for screening and categorization of the chronically ill/disabled/traumatized caseload (including formal classification of disability). This technical assistance will encompass both the chronically-ill, disabled and psycho-social support sub-components.

34. *Psycho-social support for traumatized ex-combatants:* This group of ex-combatants will receive all of the same benefits as able-bodied ex-combatants. The objective of the support to traumatized ex-combatants is to provide psychological treatment and social support to enhance their psycho-social wellbeing, strengthen positive coping mechanisms, and overall social and economic reintegration success while at the same time decreasing tendencies to violent behavior of ex-combatants toward themselves and others. The project will provide specialized support to

traumatized ex-combatants for a period of 6 months at the RPCs. Along with the screening process for chronic illnesses and disability, during the demobilization process, medical personnel<sup>15</sup> will screen all ex-combatants for psychological trauma and socially challenging behaviors. The following psycho-social support will be provided in the RPCs:

- a. Provision of counseling while assessment and diagnosis are being confirmed
- b. Full treatment package in the RPCs (8–10 sessions spread over 3 months/ average of 2 hours per session)
- c. Assessment at discharge and individual recommendation for follow-up.

35. Follow-up monitoring and psycho-social support will be provided to those who are still in need when returning to their communities. In addition, referral options will be explored, including linkages with other projects in the areas of return. This community-based support would be contingent on existing capacity for the provision of such support which will be determined through an assessment of capacity.<sup>16</sup>

36. Advocacy work on behalf of the adult vulnerable groups will be undertaken through sensitization campaigns which will actively encourage family support, seek synergies with World Bank or other projects to develop networks, community protection mechanisms, and medical, disability and psycho-social support. Technical support will be provided to develop a strategy from the outset for work beyond the project on the provision of support through mainstream services, facilitating ongoing support after the DDR process.

#### **Component 5: Project Management, Sensitization, Monitoring and Evaluation (IDA US\$3.091 million)**

37. *Sensitization* activities will begin before the start of the demobilization process, and thus World Bank-supported sensitization work will build on the preceding communications activities of the Government and will continue throughout the project life cycle. Sensitization through the DDR process involves a robust communications and public information strategy to restore a climate of trust regarding the new phase of DDR. Sensitization activities will help beneficiaries and their communities to better understand the DDR process, its advantages and components, and help to manage expectations. Communication activities will not be limited to disseminating information but will provide a voice to the project beneficiaries and, therefore, involve bottom-up communication approaches, such as community meetings and beneficiary outreach. This is a critical piece of ensuring citizen engagement in the overall project.

38. Communication activities will:

- Emphasize general reconciliation and peace messages to prevent conflicts specifically with regards to the reintegration of ex-combatants into local communities.

---

<sup>15</sup> The medical screening is provided by MONUSCO and the Government of DRC during the demobilization phase.

<sup>16</sup> Should the project move to a second phase, with further funding, the project will assess whether to train a network of psycho-social focal points (composed of ex-combatants and community members) or use existing capacity to monitor the field and counsel, provide advice to the concerned, provide referral services, and alert implementing partners on potential problems.

- Inform ex-combatants, families and community members on the project overall, including the overall objective and project benefits. This will be done, among other media, through radio programs and sensitization meetings.
- Inform and sensitize communities on: (i) the arrival of ex-combatants and the need to facilitate their inclusion; (ii) the opportunity to participate in economic associations with returning ex-combatants in their communities; and (iii) make referral to available community projects in the area. To facilitate the social reintegration of ex-combatants in their new communities of settlement, it will be necessary to prepare communities about the arrival of new members, and to sensitize them on the special needs and challenges faced by ex-combatants, and specifically on vulnerable groups, and their ability to participate in community life.

39. *Project Management* will include activities that would cover overall administration and management of project activities. Activities that will be financed through this component would help ensure the coordination, implementation, and management of the project.

40. *Monitoring and Evaluation (M&E) and Management Information System (MIS)*. A strong M&E system including a robust MIS will ensure that project progress is measured. It is essential that information on all beneficiaries is captured during the initial demobilization process, securely stored, and subsequently utilized to inform project implementation. In this context, beneficiaries and project implementation progress and effectiveness will be monitored through a well-functioning MIS. The MIS will provide monitoring data on beneficiaries and activities that would serve as an important input into the planning of subsequent activities following demobilization. Apart from continuous monitoring of project activities, the M&E would contain a baseline survey and community survey, annual evaluation, mid-term review, sporadic evaluations if the need arises, and a final evaluation.

## **B. Project Financing**

41. The Project will be co-financed by the following resources: IDA grant (US\$15 million) and the existing Transitional Demobilization and Reintegration Program (TDRP) Trust Fund (US\$6.5 million).

**Project Cost and Financing (US\$ million)**

<b>Project Component</b>	<b>Project Costs</b>	<b>IDA Financing</b>	<b>TDRP Financing</b>
Component 1: Reinsertion	5,352,000	5,352,000	0
Component 2: Reintegration	8,642,000	5,384,000	3,258,000
Component 3: Ex-combatant Household Support	3,242,000	0	3,242,000
Component 4: Support to Vulnerable Groups	1,173,000	1,173,000	0
Component 5: Project Management, Sensitization, M&E	3,091,000	3,091,000	0
<b>Total</b>	<b>21,500,000</b>	<b>15,000,000</b>	<b>6,500,000</b>

### C. Lessons Learned and Reflected in the Project Design

47. Independent Evaluation Group (IEG) reports<sup>17</sup> and previous DDR Phases in the DRC, as well as DDR programs in a broad range of countries<sup>18</sup> provide a number of lessons learned that have informed the design of this project. These lessons are summarized below.

- **DDR projects respond to local level dynamics as many of the challenges around DDR are often at the community level and not at the national level.** As highlighted in the Implementation Completion Report (ICR) of the previous World Bank-supported DDR project in DRC, the conflict dynamics in Eastern Congo require a flexible approach that can respond to the challenges at the local level.
- **Rapid response and efficient performance can be enhanced by the outsourcing of implementation and fiduciary control.** The ICR of the previous World Bank-supported DDR project in DRC finds that the World Bank team could have opted for a legal framework which included an international agency as the recipient responsible for demobilization, and the establishment from the outset of an external Fiduciary Agent to ensure the necessary control that funds are used for their intended purpose. For DDR III, the Government will undertake disarmament and demobilization processes along with MONUSCO and there will be an external Fiduciary Agent supporting UEPNDDR.
- **Addressing issues of victims of conflict, including women and girls and vulnerable groups, is to be considered in broader post-conflict programming.** DDR projects should focus on assisting the governments in mainstreaming of activities for vulnerable groups while ensuring that adequate measures and special attention are in place during DDR operations.
- **Sensitization must be an ongoing and constant activity.** It is crucial to a peaceful and successful DDR process to influence behavior change, not just amongst the ex-combatants but also within communities of return and the general population.
- **DDR projects providing medical and mental health support are designed based on a clear assessment of national capacities.** Identification of potential risks associated with limited in-country capacity for provision of medical and mental health support can allow designing adequate mitigation measures from the onset.
- **A small implementation structure with activities outsourced to local organizations can help mitigate limited institutional capacity and risks of political interference.** In contexts with high risks of political interference, such an implementation arrangement can ensure that technical activities are implemented by technical agencies, competitively recruited, and somewhat sheltered from political interference.
- **Livelihoods start-up kits are an essential component of reintegration programming requiring significant resources and attention to ensure full and timely distribution.**

---

<sup>17</sup> IEG, World Bank Group Assistance to Low-Income Fragile and Conflict-Affected States, December 2013.

<sup>18</sup> Implementation Completion and Results Report of the Emergency Demobilization and Reintegration Project, 30 March 2012, Report for the DRC, No: ICR2168; Implementation Completion and Results Report of the Burundi Emergency Demobilization and Transitional Reintegration Project, Report No: ICR00003344, forthcoming; Barron, Patrick. Chapter 8: The limits of DDR: Reintegration Lessons from Aceh in *The Small Arms Survey 2009: Shadows of War*, Graduate Institute of International and Development Studies in Geneva, Switzerland, 2009; United States Institute of Peace, Consolidating Disarmament: Lessons from Colombia's Reintegration Program for Demobilized Paramilitaries, Special Report # 217, November 2008; Implementation Completion and Results Report ((IDA-36340 IDA-3634A TF-52159) of The Republic of Rwanda Demobilization, Reinsertion and Reintegration Project, 30 August 2009, Report No: ICR00001169; Republic of South Sudan National DDR Program: Pilot Reintegration Project Management Documentation (2014). November 2014; Uganda Demobilization and Reintegration Project Beneficiary Assessment (2011).

Alignment of start-up kits with vocational training is critical and should include the same items used during training with distribution immediately upon completion of the vocational training.

#### **IV. IMPLEMENTATION**

##### **A. Institutional and Implementation Arrangements**

48. The *Unité d'Exécution du Programme National de Désarmement, Démobilisation et Réintégration* (UEPNDDR) will be the Executing Agency for the national DDR program. The UEPNDDR is an independent government institution, created in July 2007 by Presidential Decree no. 07/056, and has significant experience in executing and implementing DDR and related programs. Its responsibilities include the following: (i) preparation and costing of detailed annual implementation plans; (ii) implementation and coordination of the individual Project components. To this end, UEPNDDR will establish close links with relevant government departments, local organizations and associations, and the private sector; (iii) monitoring and evaluation of implementation progress and impacts; and (iv) ensuring the coordination of international partners in accordance with the needs of the project.

49. The institutional structure includes three committees, each with specific responsibilities. The Inter-ministerial Committee on Disarmament, Demobilization and Reintegration (CIDDR) has been formed to provide oversight to the project. CIDDR is established to translate the objectives and guiding principles of DDR III into policy guidance and indicate key modalities necessary to carry this out. In addition, CIDDR has the following responsibilities: (i) determining Government policy for the demobilization, reinsertion and reintegration of ex-combatants; (ii) monitoring and guiding implementation of DDR III; (iii) providing strategic and policy-level program coordination; (iv) ensuring coordination of policy between DDR and Security Sector Reform; (v) approving annual work plan and budget; and (vi) oversight functions to ensure that UEPNDDR carries out its mandated tasks efficiently and in a transparent manner. The senior leadership within UEPNDDR will interface with CIDDR to receive guidance and then oversee policy formulation and the implementation thereof, including the setting of goals, determining actions to achieve the goals, and mobilizing resources to execute the actions.

50. UEPNDDR will form two additional committees to coordinate planning and implementation. First, the Coordination Cell for Joint Operations (CCJO) in DDR will (i) plan and coordinate the disarmament process, and (ii) support UEPNDDR in planning of transportation of demobilized groups from the Demobilization Center and then to the Reintegration Preparation Center. The CCJO will be comprised of: UEPNDDR, Armed Forces of the Democratic Republic of Congo (FARDC), MONUSCO, and other specialized services of the Government. Second, the DDR Advisory Committee will be formed to coordinate and provide guidance on the DDR activities. This group will be comprised of UEPNDDR, World Bank, UN Agencies, donor representatives, national and international NGOs, and civil society. As the full DDR program represents a continuum of services, the committees are a critical element for coordination and planning among government and partners to maximize the overall program result.

51. The Implementation will be conducted by Implementing Partners (IPs) as contracted by UEPNDDR or in selected cases by government entities

52. *Project Implementation Schedule.* The tentative date for project effectiveness is August 15, 2015, with a proposed project closing date of December 31, 2019.

53. *Partnership Arrangements.* The project will be implemented in coordination with partners financing and/or contributing to the activities of the emergency phase, namely disarmament and demobilization processes. The Government has identified MONUSCO and some United Nations technical agencies, such as UNICEF as technical implementing partners of specific activities (construction of DDR centers, transportation of ex-combatants and families, administration of DDR sites, CAAFs etc.). The World Bank will support UEPNDDR to ensure close coordination and synergies among partners and achievement of the PDO through supervision of activities throughout the project.

54. Further, the World Bank is setting up a Multi-Donor Trust Fund (MDTF) through which development partner funding will support the DDRIII program activities. It is expected that the Trust Fund will finance activities that will provide reinsertion and reintegration assistance to an estimated additional 3,800 beneficiaries. A small portion of the trust fund will be executed by the World Bank and will finance supervision of recipient-executed activities (implementation support will also be provided by the World Bank office in Kinshasa), enhanced technical assistance, and trust fund program management.<sup>19</sup>

55. *Supervision.* The World Bank supervision team will include various technical staff as needed (operations, procurement, finance, etc.). Given the project risk, specific support will be provided by the World Bank office in Kinshasa to carry out day-to-day project supervision. In addition, technical officers will undertake periodic field missions throughout project implementation. Also, joint World Bank, Donor, and MONUSCO Monitoring and Evaluation supervision missions will be organized twice a year.

## **B. Results Monitoring and Evaluation**

56. Overall M&E responsibility rests with UEPNDDR complemented by close World Bank supervision. A results framework and monitoring matrix to track inputs, outputs, and outcomes has been developed for the project with intermediate and key performance indicators (See Annex 1). Project implementation progress will be monitored continuously and outputs and outcomes reviewed during project supervision to evaluate progress using data compiled by UEPNDDR.

57. M&E will have the following objectives: (i) improve project management; (ii) ensure transparency in data sharing of the project with various stakeholders; (iii) ensure efficiency of activities; (iv) provide accurate and timely information to adjust or modify activities in relation to the evolution of the context during implementation; and (v) provide accurate and timely information to help management take the right decisions. The M&E Specialist will be responsible

---

<sup>19</sup> For the planned trust fund, the European Commission has approved EUR 6.2 million (US\$6.9 million), while the Government of United Kingdom has provided a comfort letter indicating its intention to provide GBP 3 million (US\$4.5 million), with the possibility of further contributions. In addition, the governments of Switzerland, Japan, Belgium, and the Kingdom of the Netherlands have indicated their interest in contributing to the planned MDTF to finance Project activities in the second phase. World Bank-executed activities including enhanced supervision and technical assistance will also support the first caseload of 4700 ex-combatants and continue during the additional financing for the estimated 3,800 beneficiaries.



for overall M&E while Regional Offices and implementing partners will provide the necessary information, data, and reports.

58. The M&E team will produce monthly, quarterly, and annual project activity reports through the establishment of a strong Management Information System (MIS). The MIS will consist of one robust database that will allow monitoring the demobilized from demobilization to the end of their reintegration as well as follow the various implementing partners providing the various support. These reports will be available directly on the project website to facilitate access by the various government partners and donors. In addition, ad hoc assessments will be conducted as well as studies based on identified needs. This will include formal assessments on the demobilization, reinsertion and reintegration process and regular tracer beneficiary surveys combining qualitative and quantitative data. Specific studies on the inclusion of gender in the reintegration of adults and children will also be conducted. A mid-term review and final implementation report will be conducted in collaboration with donors and government. During the project Mid-Term Review, progress towards reaching the project objectives will be evaluated and remedial action will be taken as needed. While the World Bank will not finance the current caseload of CAAFs, the World Bank will however provide technical support to the UEPNDDR in terms of M&E of activities implemented by UNICEF.

### **C. Sustainability**

59. The project is designed to create sustainable livelihoods, community connections for the demobilized, and to connect ex-combatants and community beneficiaries with ongoing local services. Services under the project will be implemented only within the defined implementation period and will set the ex-combatants on a path of their own sustainable livelihoods rather than requiring long term support. The establishment of active and synergistic partnerships with local providers of development services will also be pursued to improve the sustainability of the reintegration process.

60. A detailed exit strategy will be incorporated within the Project Implementation Manual (PIM) as a technical annex. An important aspect of the exit strategy will be to establish clear links with existing social and economic development programs. Particular attention will be given to continued sensitization to ensure that the beneficiaries and the stakeholders involved in the DDR process are well informed about the duration of the project and planned exit strategy.

### **D. Synergies**

61. On the socio-economic reintegration, the project will collaborate and thus leverage funds to the extent possible with the World Bank's DRC Emergency Recovery Project (ERP), the Regional Great Lakes Integrated Agriculture Development Program (RGLADP),<sup>20</sup> the Quality and Relevance of Secondary and Tertiary Education Project (QRSTEP), and the Great Lakes Emergency Sexual and Gender-based Violence and Women's Health Project (SGVBP). Establishing synergies would promote both social and economic reintegration since the project will not have sufficient funds in its initial phase to finance activities that promote social

---

<sup>20</sup> Currently a project in the pipeline.

reintegration in all those areas and communities in which the ex-combatants will return to. More detail is provided in Annex 2.

62. Furthermore, the project will closely collaborate with the Stabilization and Recovery Funding Facility in Eastern DRC (SRFF) which has been established to ensure that stabilization and recovery activities in Eastern provinces of the DRC are implemented in the most coordinated, coherent, effective, and efficient manner. Also, the project will collaborate closely with other bilateral and multilateral organizations in the field of stabilization, recovery, and long-term development.

## V. KEY RISKS AND MITIGATION MEASURES

### Overall Risk Rating and Explanation of Key Risks

Risk categories	Rating
1. Political and governance	High
2. Macroeconomic	Moderate
3. Sector strategies and policies	Substantial
4. Technical design of project or program	Substantial
5. Institutional capacity for implementation and sustainability	Substantial
6. Fiduciary	Substantial
7. Environment and social	Substantial
8. Stakeholders	Substantial
9. Other (Security Situation)	High
<b>Overall</b>	<b>Substantial</b>

63. Overall project risk rating is *Substantial*. However, given the key risk management measures in place to address the potential risks it is likely that the PDO will be achieved and that benefits of the proposed activities outweigh the risks identified.

- Political and governance risks are *high*, particularly given the presidential elections in 2016. While DRC has achieved some level of political stability, previous election cycles witnessed cases of mismanagement, fraud, and violence. Anti-corruption and public sector regulations exist, but corruption and transparency issues are still commonly reported.<sup>21</sup> In this context, mitigating measures for governance issues have been built in the project design in the form of strict fiduciary control mechanisms and application of World Bank fiduciary rules.
- The macroeconomic risk is *moderate*. DRC has made progress with regards to macroeconomic management, but risks persist because of the economy’s continued reliance on mining exports with no local content or significant in-country transformation. Macroeconomic policies and institutions are generally considered adequate. The Government has already approved the availability of funding for the Demobilization and Disarmament operations. As such, the macroeconomic environment has limited effect on individual operations and macroeconomic risks would only moderately affect the achievement of the PDO, if they materialize.

<sup>21</sup> DRC ranks 154 out of 175 countries on the Transparency International Corruption Perception Index of 2014. DRC’s country index is 22 (with 0 being “highly corrupt” and 100 being “very clean”). Source: <http://www.transparency.org/cpi2014/results>

- Technical design risk is *substantial*. Technically, the operation is moderately complex; however, it was informed by adequate analytical work and builds on existing client and World Bank experience with demobilization, reinsertion and reintegration operations. Also, despite the complex nature of DDR processes in general, the design of this Project has been kept as simple as possible, taking into consideration the existing capacity constraints in DRC.
- The institutional capacity risk is *substantial*. While the risk is substantial, the implementing agency, UEPNDDR, and the World Bank have sufficient experience with similar reinsertion and reintegration operations. To mitigate this risk, there will be continuous supervision of the Project and technical assistance and advice provided to UEPNDDR.
- Fiduciary risks have a *substantial* probability of impacting the PDO. These risks are detailed in Annex 3. Overall, the financial management and procurement environment in DRC remains weak. The project shall: (i) recruit a dedicated procurement specialist with minimum experience in World Bank policies and the ability to provide capacity building; (ii) include in the operational manual a well-described procurement process; and (iii) undertake an annual procurement audit by an external auditor.
- Stakeholders' risk is *substantial*. A major risk to the achievement of the PDO is related to the potential delays in the completion of demobilization being financed by Government and MONUSCO resources. The primary beneficiaries of the proposed World Bank operation are demobilized ex-combatants following the completion of disarmament and demobilization phases, albeit some level of support will start during the demobilization phase as per the recipient's requests. As a mitigation measure, the project has established strong coordination mechanisms with the Government and MONUSCO that will ensure that demobilization phase is completed as planned.
- *Security situation*. Despite recent improvements in security, the situation in the eastern parts of the country remains volatile with pockets under the influence of armed groups. Several districts in the region are considered relatively insecure, and the situation is continuously evolving as members of armed groups move around. To mitigate these risks, project implementers will be particularly mindful of security matters and operate within the mechanisms established by MONUSCO. Also, UEPNDDR has extensive experience operating in Eastern DRC and has demonstrated flexibility adapting to changing circumstances. The potential implementing partners identified by the government are used to operating in volatile environments and have good relationships with both government and international actors.

## VI. APPRAISAL SUMMARY

### A. Economic Analysis

64. **The developmental and economic impacts of conflict are extremely high.**<sup>22</sup> This is evident in direct economic costs of conflicts including the widespread destruction and degradation of physical capital and infrastructure, lost employment opportunities and livelihoods options,

---

<sup>22</sup> The World Bank, 2011. *World Development Report, Conflict, Security, and Development*. Pages 59-65.

capital flight, and indirect costs including reduced levels of human capital, weakened institutions, prevention cost, and a decline of social capital as well as trust.<sup>23</sup> In particular, such economic risks are proven to be considerably higher in low-income countries such as DRC.<sup>24</sup> Therefore, there is an urgent need for the Government to enhance stability in order to better focus on economic recovery and development.<sup>25</sup> Although DRC has seen a comparatively good track record in macroeconomic management during the past five years and the annual GDP growth rate reached 8.5% in 2013<sup>26</sup>, this economic growth has not yet generated the large impacts on poverty reduction required in the country, as 63% of the population continues to live below the national poverty threshold.<sup>27</sup>

65. The DRC, although a country with vast resources and potential is still a fragile country; infrastructure has also been badly damaged by the conflicts and thus results in tremendous needs in terms of reconstruction and economic growth, and weak institutions. Despite an impressive economic growth rate, the DRC's poverty rate remains high, even though it fell from 71% in 2005 to 63% in 2012. Following a slowdown in 2009 to 2.8% the DRC registered a growth rate of 8.5% in 2013, which was driven by the robust extractive industries and favorable trends in commodity prices. Public investments have also helped spur growth. Inflation, which stood at a staggering 53% in 2009, fell to 1% in 2013 as a result of the implementation of prudent fiscal and monetary policies. The DRC's medium-term economic outlook still seems positive even though its political and security situation remains fragile. In 2010, the Government undertook a systematic process to improve economic governance in close collaboration with the World Bank. A governance matrix is now in place which aims to strengthen governance and transparency in the extractive industries (forestry, mining, and oil sectors) and improve the business climate. These measures are designed to consolidate the reforms launched under the HIPC Initiative, and restore confidence among private investors and development partners. Over the past two years, significant progress in the implementation of these measures has been observed.

66. **The need to consolidate peace and stability in the country through a new DDR project is buttressed by this economic rationale.** Partly as a result of World Bank involvement, the economy is expected to grow steadily in the medium term at around 7% to 8%, following increased investment and growth in the extractive industries and owing to the contribution of the civil engineering and service sectors. A successful reinsertion and reintegration project is one measure that directly targets peace and stability in the eastern DRC, without which continued conflict will at best result in economic growth and progress bypassing that part of the country or at worst be stifled elsewhere as well. Based on the experience in Burundi and Rwanda, a successful DDR process can effectively prevent ex-combatants from re-enlisting in armed forces/groups and further participating in violent conflict. In addition, the “national ownership” emphasis of the reinsertion and reintegration project provides the opportunity for the Government to strengthen its institutional capacity and existing mechanisms at all levels so as to respond effectively to the needs of the overall development of the country. As outlined above, the reinsertion and reintegration project may be seen as a cost-effective conflict prevention mechanism in this context, as it will generate

---

<sup>23</sup> UNDP, 2008. *Post-Conflict Economic Recovery: Enabling Local Ingenuity*. Pages 22-24.

<sup>24</sup> Paul Collier, Anke Hoeffler and Mans Soderbom, August 17th, 2006. “Post-Conflict Risks”, in collaboration with the United Nations Department of Peace Keeping Operations and the World Bank.

<sup>25</sup> The World Bank, 2011. *World Development Report, Conflict, Security, and Development*. Pages 59-65.

<sup>26</sup> World DataBank. World Development Indicators. Accessed on Feb. 2, 2015.

<sup>27</sup> World DataBank. Poverty and Inequality Database. Accessed on Feb. 2, 2015.

long-term positive impacts and benefit a broad range of direct and indirect beneficiaries at a fixed cost per direct beneficiary. The World Bank with experience in such programming both previously in the DRC, in the Great Lakes region and elsewhere in Africa, has a comparative advantage in conducting this work.

67. **Investments in trainings are beneficial for DRC to strengthen the labor supply and sustain its long-term economic development.** In the aftermath of conflict, individuals, families and communities are not necessarily fully functional. Frequently, they lack the capacity and skills to manage the re-establishment of their own lives. Besides, there is a growing body of empirical evidence showing that unemployed youth without professional skills are one of the major drivers of crime and violence, which can potentially trigger conflict and instability.<sup>28</sup> Data reveals that during the past ten years, the youth unemployment rate rests well above 14% (modeled ILO estimate) of total labor force between the ages of 15 and 24 in the country.<sup>29</sup> Providing livelihood empowerment trainings can effectively boost the employment opportunities and livelihoods options for individuals.

68. **Involving families in household decision-making has significant positive impacts on the overall living conditions and economic stabilization.** The ex-combatants' household support component of the DDR III project draws on economic studies demonstrating the positive shifts in household income usage when involving household members in economic decision-making. In terms of the inclusion of ex-combatant households in the DDR project, studies show that the frequency of communication between the spouse and the ex-combatant regarding the latter's return home, use of the reinsertion package, and choice of vocational training assistance through official DDR programming appears to positively correlate with more successful economic reintegration. Therefore, it is worth considering how to best standardize the involvement of families in household decision-making in order to maximize the economic conditions of the household.<sup>30</sup>

69. **Strong rationale for the public provision of services is found for both demobilized ex-combatants and communities of return.** The project provides both the World Bank and the Government of DRC the opportunity to invest in livelihood vocational trainings to strengthen the labor supply in the country. Providing livelihood empowerment trainings can thus effectively boost the employment opportunities and livelihoods options for individuals in the communities. Investment in trainings also enables the Government of DRC to strengthen the capacity of the public sector in order to sustain long-term development, as its current capacity is very limited and highly dependent on external agencies. The World Bank is ready to provide necessary technical assistance to enhance government ownership of the project. Furthermore, the proposed reinsertion and reintegration project encourages the Government to improve service delivery for vulnerable groups – such as families of ex-combatants and women associated with armed forces/groups (WAAF/G) – and to strengthen the existing mechanism at the community level to respond effectively to the needs of vulnerable groups in the long term.

---

<sup>28</sup> *Ibid.* Pages 73-79.

<sup>29</sup> World DataBank. Poverty and Inequality Database. Accessed on Feb. 2, 2015.

<sup>30</sup> TDRP. "The Family of Ex-Combatants Reinsertion and Reintegration Modules". Forthcoming publication

## B. Technical

**70. The design of this project builds on two decades of World Bank engagement in DDR operations in DRC and the Great Lakes Region as well as the experience of development partners.** The project's technical quality is based on specific studies and the Global Plan on DDR III, as well as the knowledge of the situation in DRC gleaned from studies and the World Bank's learning. Project components were developed through a consultative process that started with the design proposed by the Recipient and was complemented by inputs from national and international partners.

**71. Findings from operational and analytical research and pilot operations by TDRP have been used to strengthen the project design and implementation.** The TDRP-commissioned analytical research in DRC and other areas where DDR was implemented has been used to inform specific programming on reinsertion and reintegration components of this project.<sup>31</sup> As such, community-based programming and ex-combatant household dynamic aspects of DDR are integral parts of the project design, which has a strong emphasis on information management (e.g., identification, verification, recording of personal data, mapping of livelihood opportunities) based on the learning and experiences gained from the Information, Counseling and Referral System (ICRS) utilized during the Pilot Reintegration Project as part of South Sudan National DDR Program. Similarly, the learning from the World Bank-administered Learning on Gender and Conflict in Africa (LOGiCA) program helped strengthen the gender aspects and the gender-specific needs of male and female ex-combatants in the design of the reintegration and sensitization activities.

**72. The project design draws on lessons generated from interventions in DRC and similar environments.** A number of countries in Africa and elsewhere have started to implement community-centric DDR operations that take into account the needs of ex-combatants' families. Similarly, the project has benefitted from the experience to date in implementing reintegration assistance in DRC, Rwanda, Uganda, Burundi, and South Sudan. The World Bank's experience and that of its partners in Africa and elsewhere were also leveraged for the project design.

## C. Financial Management

**73.** A financial management assessment was carried out as part of project preparation by UEPNDDR. The assessment's objective was to determine whether: (i) UEPNDDR has adequate financial management arrangements to ensure that project funds will be used for purposes intended in an efficient and economical way; (ii) the required financial reports will be prepared in an accurate, reliable, and timely manner; and (iii) the assets available under the Project will be safeguarded. The Financial Management (FM) assessment was conducted in accordance with the Financial Management Practices Manual issued by the Financial Management Sector Board on November 3, 2005 (revised March 2010). In this regard, a review of the existing FM system (budgeting, staffing, financial accounting, financial reporting, funds flow and disbursements, internal and external audit arrangements) has been carried out.

---

<sup>31</sup> These include Associations of Demobilized Combatants in DRC: Local Dynamics and Internal Synergies (2011), Rumors of Peace, Whispers of War (2012), Empowerment of Socio-economic Associations in LRA-affected areas (2013); Making Vocational Training Work in DDR (2013).

74. The assessment concluded that the overall residual FM risk is *substantial*. The review revealed that the following actions will need to be completed by the effectiveness of the Project: (i) update the operational manual and upgrade the software to take into consideration project specificity; (ii) recruit an independent external auditor based on acceptable terms of reference to the World Bank; (iii) reach an agreement on the format and content of Unaudited Interim Financial Reporting; and (iv) organize a launch workshop for all beneficiaries including a discussion of the operational manual.

75. FM arrangements are described in detail in Annex 3.

#### **D. Procurement**

76. Procurement for the proposed project would be carried out in accordance with the World Bank guidelines including: (i) Procurement of Goods, Works, and Non-Consulting Services under International Bank for Reconstruction and Development (IBRD) Loans and IDA Credits (dated January 2011 and revised July 2014); (ii) Selection and Employment of Consultants under IBRD Loans and IDA Credits and Grants by World Bank Borrowers (dated January 2011 and revised July 2014); (iii) Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants (October 15, 2006 and revised in January 2011); and (iv) the provisions stipulated in the Financing Agreement.

77. Project procurement activities will be carried out by the procurement unit within the UEPNDDR. This procurement unit is staffed by two procurement specialists who are skilled and experienced to implement the procurement activities of this project. However given the country context and associated risk the procurement risk is rated Substantial.

The project procurement arrangements are described in detail in Annex 3.

#### **E. Social (including Safeguards)**

78. The project is not directly financing any civil works that might require land acquisition or lead to resettlement, loss of assets or livelihood resources, or restrictions of access to resources and, therefore, the Involuntary Resettlement Policy (OP 4.12) is not triggered. The limited, small-scale construction activities for the establishment of RPCs will be financed by MONUSCO and executed by UNOPS. These works are associated with the overall project and will take place on government-owned land at a short distance from main roads and areas where there are no visible signs of human settlements or structures or livelihood activities. Therefore, the anticipated negative social impacts are negligible. Prior to commencing any constructions, UNOPS will implement its own safeguards-related instruments which include an environmental and social screening process, a gender assessment as well as an environmental and social management plan. The two RPC centers will be built in the Katanga and Bas-Congo provinces, in close proximity to the existing CTA centers. Katanga province has an Indigenous Peoples (IPs) population, but the Indigenous Peoples Policy (OP 4.10) is not triggered here. This is because the center in Kamina, Katanga province will be next to the existing CTA center, at a relatively short distance from towns and main roads and IPs have not previously been found to be present there. The potential location in the Bas-Congo province is around 5 kilometers from the town of Kitona. The province of Bas-Congo is generally considered not to have IPs and the center proposed there would be 5 kilometers

from the main Kinshasa-Matadi road. Nevertheless, the environmental and social screening process of UNOPS includes screening mechanism for negative impacts on vulnerable groups, such as indigenous peoples, including their access to resources and land ownership issues. The screening process requires an Environmental Review if any impacts are identified. In case IPs were found to be present in the area and/or be impacted by the project, UNOPS would conduct a review.

#### **F. Environment (including safeguards)**

79. In terms of environmental relevance, the project will finance the development of economic activities and livelihoods by ex-combatants. Separately, while not financed by the project, small scale construction activities for the RPCs, financed by MONUSCO and planned to be executed by UNOPS, are functionally associated with the project. Both activities have the potential to cause limited and minor negative environmental impacts that will require some form of environmental management instrument. The foreseen instruments to manage impacts are (i) a negative list for activities, equipment, and goods *not* to be financed for livelihood development, as well as (ii) on the UNOPS-executed activities, an environmental screening assessment, gender assessment, and an environmental management plan for the RPC construction. The latter will be produced under UNOPS' responsibility.

80. The project is expected to have only limited, localized, and generic environmental and social impacts that can easily be mitigated with standard, available measures and would mostly be resolved by adhering to good housekeeping practices in the envisaged small scale construction activities. No acquisition of privately owned land, involuntary resettlement, or impacts on livelihoods is anticipated. All small scale construction will take place on publicly owned land. The areas earmarked for the establishment of the RPCs, small scale infrastructure for reintegration and training of ex-combatants, are in Kamina, Katanga Province and Kitona, Bas-Congo Province. The RPC in the province of Bas-Congo would be 5 kilometers from the main Kinshasa-Matadi road. UNOPS will build the two planned RPCs. The plots identified for project-financed activities lies in a remote rangeland, vegetated with grass and low shrubbery, which is characterized by secondary growth and of low ecological value. No protected areas or sensitive habitats are expected to be affected. The sites are flat, with no particular risk of erosion, landslides or other geo-hazards. The sites are not inhabited and there are no signs of localized livelihoods such as fields, gardens or plantations.

81. As the project is prepared under the provisions of paragraph 12 of OP10 for projects in situations of urgent need for assistance or capacity constraints, the preparation of safeguards instruments has been deferred into the implementation period, and an environmental and social action plan (ESAP) was developed (Annex 5). During the implementation period and before the relevant project activities are commenced for the post reintegration activities, the Recipient will prepare a negative list of activities, equipment, and goods that will not be financed by the project due to their potential, negative environmental impacts. For the RPC construction works, UNOPS will implement its own safeguards management process and instruments, which - given that UNOPS is a signatory to the fiduciary principles accord (FPA) - are considered equivalent to the World Bank's.

82. Owing to the project's design, the project is unlikely to have climate change disaster risks. To raise awareness of the demobilized and other community beneficiaries of possible impact on



their livelihoods by disaster, the project will incorporate a module within the training activities on climate change and extreme events.

### **G. World Bank Grievance Redress**

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

## Annex 1: Results Framework and Monitoring and Evaluation

### Democratic Republic of Congo: Reinsertion and Reintegration Project (P152903)

	C o r e	U O M <sup>32</sup>	Baseline Original Project Start (2015)	Cumulative Target Values <sup>33</sup>				Frequency	Data Source/ Methodology	Responsibility for Data Collection	Comments
				Year 1	Year 2	Year 3	Year 4 <sup>34</sup>				
<b><i>PDO: To support the socio-economic reintegration of demobilized ex-combatants</i></b>											
1. Direct project beneficiaries (disaggregated by gender)	x	#	0	2,000	4,000	4,300	4,500	Annual/ quarterly/ monthly	Quarterly reports, monthly reports - MIS, annual report	UEPNDDR, IPs	
2. Adult individual beneficiaries participating in an economic activity 6 months after training completion (disaggregated by gender, individual or economic association, agrarian/non-agrarian)		%	0	40%	50%	60%	70%	Annual	Annual evaluation, final external evaluation	UEPNDDR	Economic activities that involve production, distribution, marketing of goods in agriculture, fishery, small trade etc.)
3. Beneficiaries able to meet their monthly household food consumption needs after 6 months at the		%	tbd <sup>35</sup>	30%	40%	65%	70%	Annual	Beneficiary survey, Annual evaluation,	UEPNDDR	

<sup>32</sup> UOM = Unit of Measurement.

<sup>33</sup> Calendar year

<sup>34</sup> Assuming that all beneficiaries meet verification requirements

<sup>35</sup> Baseline data will be included once baseline survey is conducted.

	C o r e	U O M 32	Baseline Original Project Start (2015)	Cumulative Target Values <sup>33</sup>				Frequency	Data Source/ Methodology	Responsibility for Data Collection	Comments
				Year 1	Year 2	Year 3	Year 4 <sup>34</sup>				
reintegration location (disaggregated by gender, individual or economic association, agrarian/non-agrarian)									final external evaluation		
4. Demobilized beneficiaries feel socially accepted by their communities after 6 months at the reintegration location (disaggregated by gender, individual or economic association, agrarian/non-agrarian)		%	0	30%	35%	40%	45%	Annual	Beneficiary survey, Annual evaluation/ beneficiary assessment	UEPNDDR	
<b>Intermediate Result 1: Reinsertion and Reintegration Support to Ex-Combatants</b>											
1a. Demobilized adults completed reinsertion phase (disaggregated by gender)		%	0	50%	70%	90%	95%	Annual/ quarterly/ monthly	Quarterly reports, monthly reports - MIS, annual report	UEPNDDR, IPs	
1b. Economic associations established by individual beneficiaries (disaggregated by gender, agrarian/non-agrarian)		#	0	50	250	280	300	Annual	Annual evaluation, final external evaluation	UEPNDDR	Association formation will only commence once ex- combatants have completed their reinsertion training, thus the majority of formation is estimated to be in year 2.
1c. Beneficiaries satisfied with reintegration support (disaggregated by gender, individual or economic		%	0	30%	50%	60%	65%	Annual	Annual evaluation, beneficiary assessment,	UEPNDDR	The project emphasis in the 1 <sup>st</sup> year will be on reinsertion and ex-

	C o r e	U O M 32	Baseline Original Project Start (2015)	Cumulative Target Values <sup>33</sup>				Frequency	Data Source/ Methodology	Responsibility for Data Collection	Comments
				Year 1	Year 2	Year 3	Year 4 <sup>34</sup>				
association, agrarian/non-agrarian)									final external evaluation		combatants will receive reintegration for only a short time in year 1.
1d. Beneficiaries consuming at least 2 meals a day after 6 months at the reintegration location (disaggregated by gender, individual or economic association, agrarian/non-agrarian)		#	1	40%	60%	65%	70%	Annual	Beneficiary assessment	UEPNDDR	Baseline and target values were identified based on national DRC survey <sup>36</sup> though baseline value may be revised after project baseline survey results.
<b>Intermediate Result 2: Project support to ex-combatant households</b>											
2a. Ex-combatant spouse or nominated household member report perceiving demobilized as socially reintegrated in the community (disaggregated by gender, agrarian/non-agrarian)		%	0	40%	60%	65%	70%	Annual	Annual evaluation, beneficiary assessment, final external evaluation	UEPNDDR	
2b. Ex-combatant spouse or nominated household member participating in community activities (disaggregated by gender, agrarian/non-agrarian)		%	tbd	30%	40%	50%	60%	Annual	Annual evaluation, final external evaluation	UEPNDDR	Cultural, sports, social, political, etc. activities
<b>Intermediate Result 3: Project support to vulnerable groups</b>											
3a. Psycho-social support provided to those identified		%	0	60%	65%	70%	80%				

<sup>36</sup> Democratic Republic of Congo – Global analysis of food security and vulnerability ; data from July 2007 to February 2008; World Food Program; Ministry of Planning; National Institute of Statistics

	C o r e	U O M <sup>32</sup>	Baseline Original Project Start (2015)	Cumulative Target Values <sup>33</sup>				Frequency	Data Source/ Methodology	Responsibility for Data Collection	Comments
				Year 1	Year 2	Year 3	Year 4 <sup>34</sup>				
as traumatized through screening											
3b. Individual beneficiaries who received psycho-social support reporting improved mental health (disaggregated by gender, individual or economic association, agrarian/non-agrarian)		%	0	50%	55%	60%	65%	Annual	Annual evaluation, beneficiary assessment, final external evaluation	UEPNDDR	Beneficiaries perception of their mental health will be tracked annually, i.e. improvement would be measured over the past year
3c. Women ex-combatants report they were treated the same or better than male ex-combatants by the project.		%	0	50%	55%	60%	65%	Annual	Annual evaluation, beneficiary assessment, final external evaluation	UEPNDDR	

## **Annex 2: Detailed Project Description**

### **DRC: Reinsertion and Reintegration Project**

#### **I. THE GLOBAL PLAN ON DDR III**

1. The Government of DRC's Global Plan on DDR III is a framework document that was developed in close coordination with international partners including the United Nations and the World Bank. By incorporating lessons learned from previous DDR projects in DRC, the Global Plan outlines the process for disarmament and demobilization (D&D) while also including up-to-date approaches to sustainable socio-economic reintegration

2. To achieve this goal, the Global Plan includes the following core activities:

- Disarm remaining armed groups in Eastern DRC and ensure appropriate processing of all weapons recovered.
- Demobilize members of remaining armed groups.
- Prepare ex-combatants for socio-economic reintegration into their chosen communities as well as provide them with socio-economic assistance to help their transition to civilian life and the establishment of new livelihoods.
- Facilitate the release, reunification, and socio-economic reintegration of Children Associated with Armed Forces (CAAF) into their families and communities of return through community-based programming.
- Support socio-economic reintegration of female ex-combatants.
- Provide targeted support to vulnerable groups including the disabled, psycho-socially traumatized ex-combatants, and the wider conflict affected population.
- Integrate reintegration into wider peace building and development efforts.

3. Through the recent peace negotiations, the government has identified and coalesced into demobilization centers a group of 4,700<sup>37</sup> former combatants to participate in DDR III's first phase. The Global Plan identified the programming for this first phase as the "emergency phase" due to the pressing need to process and provide DDR services to these individuals.

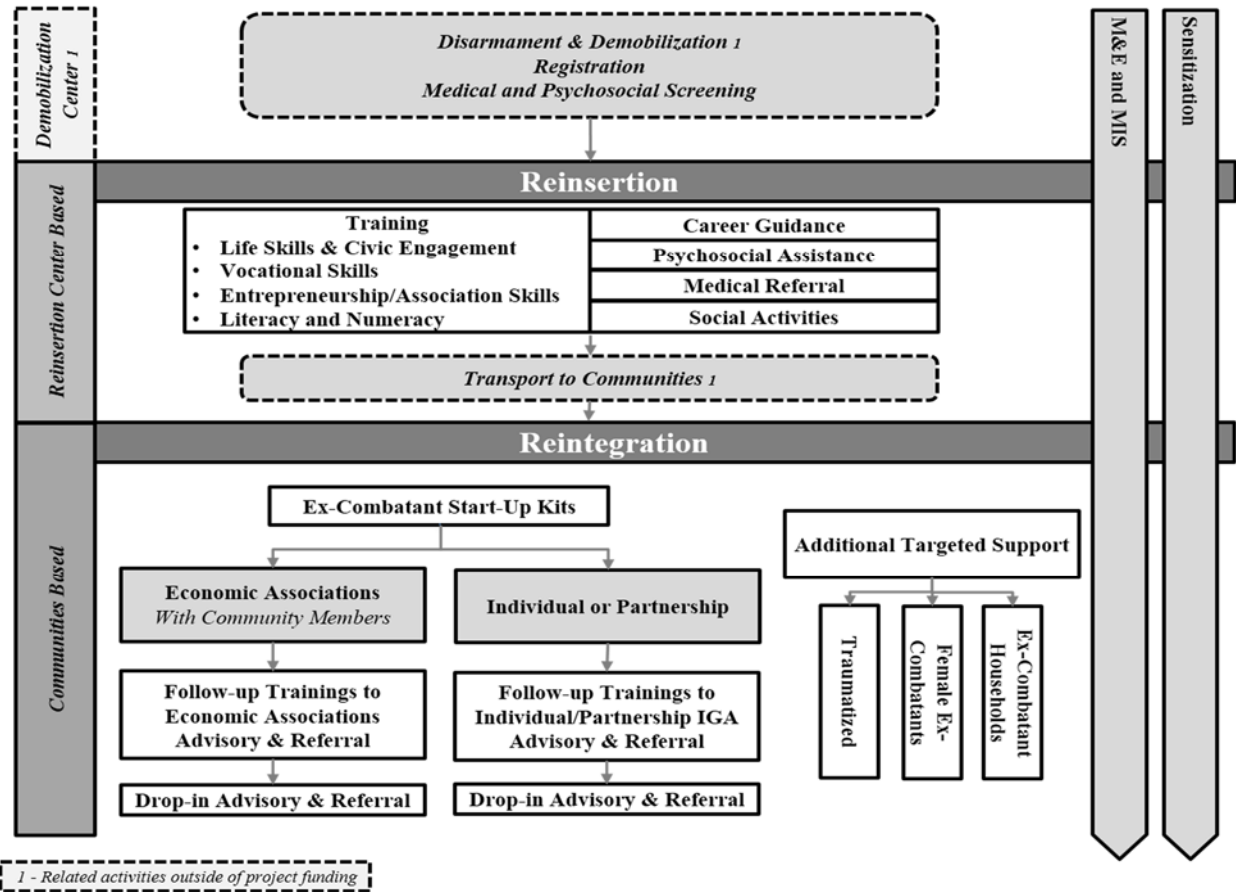
4. This project will fund the socio-economic reinsertion and reintegration of this current "emergency phase" caseload of approximately 4,700. The Government and MONUSCO will fund and complete all disarmament and demobilization (D&D) activities and a portion of the sensitization activities. In addition, the construction and management of the DDR centers, medical support, and transportation of ex-combatants and dependents of ex-combatants to and from the DDR centers will be financed by Government and MONUSCO funds.<sup>38</sup>

---

<sup>37</sup> Operations Cell pre-DDR January, 12 2015 – Disarmament, Demobilization Adviser UEPNDDR; 4,663 as of January 2015.

<sup>38</sup> The Global Plan defines two types of DDR centers: Demobilization Center (known as *Centre du Triage* or CTAs) and Reintegration Preparation Center (*Centre de Préparation à la Réintégration* or RPCs).

## Project Overview



5. It is the Government’s intention to serve an additional 3,800 totaling 8,500 through the full DDR III program. With donor contributions channeled through an MDTF, additional financing will be made available to provide reinsertion and reintegration support to the additional caseload. In this case, the Government and MONUSCO will continue to be responsible for D&D, operations and management of the DDR centers, and medical support.<sup>39</sup>

**Table 1: Summary of Full DDR III Program Activities**

Funding Source	Activity	Location	Timeline
Government & MONUSCO	Disarmament		1 - 2 weeks
	Demobilization	CTAs <sup>40</sup>	1 - 2 weeks
	Center Management and Operations	CTAs & RPCs <sup>41</sup>	Project component duration
IDA/TDRP	Set-up of M&E Systems (MIS)	CTAs & RPCs	4 weeks

<sup>39</sup> Medical support includes providing diagnostic and treatment for basic medical ailments and conditions, through medical staff provided by the GoDRC.

<sup>40</sup> Demobilization Center (known as *Centre du Triage* or CTAs)

<sup>41</sup> Reintegration Preparation Center (*Centre de Préparation à la Réintégration* or RPCs)

<b>UNICEF</b>	Support to CAAF	Centers & Communities	2 years
<b>IDA/TDRP</b>	Reinsertion	RPCs	6 months
	Reintegration	Communities	2 years
	Support to ex-combatant households	Communities	6 months
	Support to vulnerable groups	CTAs, RPCs, Communities	30 months
	Sensitization		Project duration
	M&E (MIS)		Project duration
	Project Management		Project duration

***Related Pre-Project Work: Disarmament, Demobilization & MIS Development***

6. Although outside the scope of this project, the following outlines work that the Government and MONUSCO will be conducting in advance of the project which is a necessary pre-requisite for the reinsertion work to begin. Disarmament is the first step of the DDR process.

7. Disarmament is essential in any DDR program to ensure the re-establishment of security conditions. It aims to recover weapons in circulation as a result of armed conflicts and includes the collection of small arms, light and heavy weapons, ammunition, and mines. Disarmament will take place at the Disarmament Center located in eastern DRC which is managed by FARDC and MONUSCO. The disarmament process will be conducted as joint operations with the following stakeholders:

- FARDC through the relevant structures;
- MONUSCO: Force Intervention Brigade (FIB) - Company Operating Base / Temporary Operating Base (COB / TOB);
- Other specialized services of the Government.

8. All weapons collected during this phase will be systematically destroyed in accordance with established procedures by FARDC and MONUSCO. The two institutions will send a detailed report to the Government.

9. Demobilization involves the official reassignment of fighters to civilian status. This process will include all individuals who go through the disarmament process and are formally enlisted for demobilization. Activities during demobilization will include:

- Welcome
- Vetting
- Identification and verification
- Individual data collection including collection of biometric identification
- Verification on CAAF status when applicable and documentation by Child Protection Agencies
- Medical and psycho-social screening



- Professional Orientation
- Registration and issuance of a demobilization card to confirm adult ex-combatants' status as demobilized and their entitlement to DDR benefits
- Issuance of a civilian kit of clothing and camp necessities.

10. *Vetting* will be done under observation of the international community following international standards. Ex-combatants alleged to be guilty of war crimes and human rights offenses will be referred to a detention center under the responsibility of military justice and processed according to the DRC criminal code.

11. *Verification*. Screening and registration of DDR candidates aim to establish the DDR candidate's eligibility for the process, gather background information on the candidate to design a tailored reintegration process, identify DDR candidates with special needs, and learn which armed group/force he/she belongs to. To participate and receive benefits through DDR III, the combatants will be declared eligible based on a number of criteria:

**Table 2: Eligibility Verification Criteria by Category (DRC Global Plan on DDRIII)**

Category	Verification	Comments
<b>For combatants from various unstructured armed groups</b>	<ul style="list-style-type: none"> <li>• Compliance ratio "one fighter - one weapon."</li> <li>• In some cases, particularly those of ex-combatants without weapons, the commission may have to assess and decide on the basis of:               <ul style="list-style-type: none"> <li>○ Verification of military concepts from the candidate.</li> <li>○ Verification that the fighter did not conceal a weapon.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Disarmament certificates will be issued only to ex-combatants who hand over a weapon.</li> <li>• For ex-combatants without a weapon, taking into account the specificities of each armed group, the weapons collection teams (WCTs) will analyze the different cases and may issue certificates of eligibility in case of a favorable opinion.</li> </ul>
<b>For combatants from structured armed groups</b>	<ul style="list-style-type: none"> <li>• Compliance ratio : "one combatant - one weapon"</li> <li>• Presentation of the Order of Battle.</li> <li>• Presentation of light and heavy weapons.</li> <li>• Presentation of the ammunition, AP-AC mines, and explosives.</li> </ul>	
<b>For lone/isolated combatants (men and women)</b>	<ul style="list-style-type: none"> <li>• Proof of belonging to an identified armed group</li> <li>• Demonstration of a weapon and ammunition.</li> </ul>	

12. *Verification on CAAF status when applicable and documentation by Child Protection Agencies*. The term CAAF refers to any person below 18 years of age who is or has been recruited or used by an armed force or armed group in any capacity. This includes children, both boys and girls, used by armed forces or groups as fighters, cooks, messengers, or for sexual or any other purposes. Demobilizing and reintegrating children as soon as possible is crucial. All CAAF will

be identified through the verification process and released immediately to the identified CAAF program agency (UNICEF) and child protection agencies without delay and as soon as the formal disarmament and demobilization processes are completed at the demobilization centers.

13. *Data collection.* Candidates who meet the verification criteria will have basic individual information collected by DDR project staff and entered in the MIS. The profiling will collect basic data needed to plan for camp management requirements and will serve as a second filter to ensure eligibility. Once the data is consolidated, key data analysis will be run to generate the overall picture of the caseload's profile. For example, disaggregation of DDR candidates by sex and geographical location, age, rank, marital status as well as aspirations for reintegration can be carried out.

14. *Medical and psycho-social screening.* The project will offer medical and psycho-social screening including voluntary counseling and testing for HIV/AIDS upon arrival at the demobilization center. All incoming participants will be screened for communicable diseases to minimize risk within the camp. To the extent possible, some basic medical support may be provided at the demobilization stage. Those in need of short-term medical support will be referred to health care facilities and once they are treated they continue with the reinsertion and reintegration phase. Those in need of long term medical support (severely disabled) will be referred to national health services. Separate facilities will be made available for the medical and psycho-social screening of women. The Project will advocate for disabled ex-combatants mainstreamed to the national health services, but will provide any direct treatment.

15. *Registration and DDR identification.* All eligible candidates will be officially registered as DDR participants and issued a Demobilization ID card (certification of demobilization). This will be done through the centralized Management Information System (MIS).

### **The Management Information System (MIS)**

16. At the request of the Government, the World Bank's Transitional Demobilization and Reintegration Program (TDRP) will tailor-make an enhanced management information system (MIS). This will house data collected throughout the DDR program and facilitates M&E as well as improved project implementation. The MIS will be used to capture biometrics (photographs and fingerprints), as well as the individual's biographical data and aspirations for reintegration support amongst others. Information gathered from and provided to ex-combatants at this stage will include information required to verify and confirm their identity and status as well as to enable a comprehensive and ongoing assessment process during which the individual's needs, expectations, and potential options are explored with them.

17. Additionally, the MIS will include a case file system to be utilized by all implementing partners, allowing UEPNDDR to easily track progress and service delivery, ensuring an enhanced quality control of implementing partners. At verification, all ex-combatants will be assigned a case file. Later, the implementing partners' case workers will record all aspects of the reinsertion and reintegration interventions in the ex-combatant's case file. Each case file will contain the ex-combatant's medical and psycho-social assessment and any treatment that the ex-combatant receives. Such information will be accessible only to authorized staff and will be protected at all

times. Each ex-combatant and their household will, therefore, have a detailed record allowing for a proper personalized assessment.

18. The World Bank/TDRP Information Technology expert will work with the UEPNDDR MIS team to assist with the creation of the necessary software architecture to achieve the project objectives. World Bank/TDRP will provide support in setting up the MIS and training UEPNDDR's MIS staff. A detailed MIS Manual will be developed to ensure maximum customization for the project.

## **II. PROJECT DESCRIPTION**

19. The Project Development Objective (PDO) is to support the socio-economic reintegration of demobilized ex-combatants.

20. The project aims to achieve the PDO through five components:

- 1) Reinsertion
- 2) Reintegration
- 3) Support to Demobilized Ex-combatants' Households
- 4) Support to Vulnerable Groups
- 5) Project Management, Sensitization, Monitoring and Evaluation

21. Reinsertion is the assistance offered to ex-combatants and other beneficiaries following the demobilization process and before longer-term reintegration. This is a form of shorter-term assistance to meet basic needs and initiate the learning process of ex-combatants. Reinsertion support generally includes transitional allowances, food, clothing, shelter, medical services, psycho-social care, and short-term vocational training.

22. Reintegration is defined as the multi-faceted process through which an ex-combatant regains a civilian life. Further, social reintegration is defined as the process through which the ex-combatant and his or her family feel part of, and are accepted by, the community. Reintegration is not a single event but a complex process which individuals, groups, and the wider community move through as an ex-combatant returns to civilian life.

### **Component 1: Reinsertion (IDA US\$5.352 million)**

23. Reinsertion activities will follow disarmament and demobilization and will be provided for all demobilized ex-combatants at the RPCs over a six month period.<sup>42</sup> The Government with MONUSCO support will establish two RPCs in Kamina, Katanga Province and Kitona, Bas-Congo Province, with a capacity of 1,000 ex-combatants each. Next to each RPC, there will be space for agricultural learning facilities, i.e. grounds for demonstration gardens and animal husbandry. These agriculture learning facilities are necessary because it is expected that the majority of demobilized will opt for multiple agricultural activities as their reintegration choice. Since there are currently 4,700 ex-combatants in the CTA, the project will implement the

---

<sup>42</sup> Regarding transportation to and from DDR centers: The Government and MONUSCO will be responsible for the transportation of project beneficiaries from the CTAs to RPCs and from the RPCs to their selected communities of reintegration.

reinsertion phase in 3 tranches: (i) first tranche will include 2,000 ex-combatants; (ii) second tranche will include 2,000; and (iii) third tranche will include 700 ex-combatants.

24. Reinsertion activities provided through this project will include:

- Livelihoods/career guidance, counselling, information and referral
- Holistic Combination of Trainings:
  - Literacy and numeracy training
  - Relevant and targeted life skills training
  - Entrepreneurship, small business, and financial literacy training
  - Economic association creation training
  - Vocational training – agrarian and non-agrarian
- Targeted psycho-social support
- Targeted medical support
- Sports and recreational activities

25. *Livelihoods/Career Counselling.* In addition to acquiring a civilian mindset, ex-combatants will need to generate a sustainable income by the end of the DDR process. Each ex-combatant will receive livelihood and career guidance and counselling to develop an individual livelihood/career plan on the basis of his/her skills base and experiences. This counselling service will be delivered by trained counselors informed by market opportunity mapping completed in advance of the trainings.<sup>43</sup> The caseworkers will focus these discussions on realistic career options, market-based decision-making, and realistic assessment of market opportunities and market realities in the communities of return. This counseling will complement the entrepreneurship, financial literacy, and economic association formation and management training. The ex-combatants will also be informed about the challenges, potential incomes, skills/aptitude required, and risks of reintegrating into the various sectors. This may include training by specialists or experts in various fields or businesses.

26. *Holistic Combination of Training.* For all trainings, experiential learning models and adult training methodologies will be used, such as case studies, personal testimonies, group discussions, and role play. Lessons learnt from previous programming have shown that while each of the training components are crucial to the skills development of ex-combatants, their value is enhanced when the curriculum is cross-functional. The project will commission the creation and delivery of the training modules.

27. *Literacy and Numeracy.* These are skills that feed directly into the success of any reintegration initiative as they can be expanded to the ex-combatants' livelihoods and business potential. The curriculum will be developed in consultation with the relevant line ministries.

28. *Targeted Life Skills Trainings.* The project will develop and deliver a training curriculum to move the ex-combatants from their previous military mindsets. The demobilized beneficiaries will be taken through topics such as:

---

<sup>43</sup> Recent Market Opportunity Mapping of other projects in eastern DRC will may be used

- Peace, reconciliation and conflict management, human rights, civic education and citizenship, respect for laws and regulations.
- Health, nutrition, hygiene, HIV/AIDS/ Sexually Transmitted Diseases (STD) awareness, sexual and gender based violence.
- Parenting, stress management, and other topics related to resuming family living.
- Livelihood creation, job readiness, and workplace skills.
- Other related social topics.

29. *Introduction to Entrepreneurship, Small Businesses, Economic Associations and Financial Literacy.* The ex-combatants will be provided training on financial literacy, business, and management as part of reinsertion assistance. Given the lack of formal employment in the region, it is critical to provide training on individual entrepreneurship and growth. The training will involve a comprehensive approach covering behavioral qualities in entrepreneurship development as well as steps critical for the start-up and management of an enterprise (e.g., selecting a business idea, identifying key resources required to be in business, location of the business and other partners).

30. *Economic Associations.* Economic associations have been found to have great potential for reintegration of ex-combatants with both economic and social potential benefits in DRC and several surrounding DDR programs. Training in setting up and/or joining an economic association will be offered to all ex-combatants, as it is expected that a significant number will want to either create or join existing economic associations.<sup>44</sup> This training module will include components such as: governance, registration, financial management, and shareholding. As the future formation of such economic associations will also include community members, community members joining such associations will also be assisted with similar training during the latter reintegration outreach phase.

31. *Vocational training.* To encourage high quality training, UEPNDDR will tender for a consultant or an organization/firm to provide overall guidance on the curriculum of trainings to be offered and conduct a training of the selected training delivery service providers. The selected entity will produce the training modules and course materials, and will then train IP-contracted trainers who in turn would train the ex-combatants at the RPCs. One of the training entities<sup>45</sup> will also be selected to manage the overall training schedules of the 4,700 demobilized ex-combatant students and coordinate between training providers.

32. *Vocational training – non-agrarian.* Following livelihoods career counseling at the RPC, ex-combatants who chose non-agrarian career options will attend targeted vocational training. Vocational trainings will be offered in sustainable economic opportunities based on lessons learned from the previous two rounds of DDR and economic opportunity mapping. The level of vocational skills training offered will be targeted at average education levels of ex-combatants and the duration will be for 3 months as a subset of the 6 months of training in the RPC.

---

<sup>44</sup> It should be noted, that an economic association and a cooperative, can be a similar entity, however, cooperatives in the DRC tend to be larger entities whose remit and activities includes social issues, such as acting as lenders to members during times of shocks, etc. Economic associations' primary objective would be to pursue a livelihood or economic goal.

<sup>45</sup> Survey of potential IPs is being conducted to determine the capacity and the envisioned implementation arrangements are outlined in Annex 2.

33. *Vocational training - agrarian.* At least two of the RPCs will have to either be close to or incorporate demonstration farms / gardens to enable training. The majority of Congolese families engage in basic subsistence level gardening to meet their household needs. Demonstration training in these basic areas will provide the ex-combatant with additional tangible skills to bring to their families and communities upon reintegration. Further, many ex-combatants generate income through a combination of endeavors, such as both animal husbandry and small business. The demonstration facilities will give the ex-combatants an opportunity to receive hands-on experience in the basic areas of gardening, animal husbandry, and food and goods processing, while also providing an outlet to practice the business skills and to engage with the concept of cooperation along a value chain. The level of vocational skills training offered will be targeted at average education levels of ex-combatants and the duration will be for 3 months.

34. *Targeted psycho-social and medical support.* This support will be provided at the RPCs. The details of the psycho-social and medical support are outlined under the Vulnerable Groups component below.

35. *Disability and Medical Needs.* Those with non-severe disabilities and medical needs as screened in the demobilization centers will be eligible for the full scope of benefits available to healthy individuals. Medical practitioners will be available at the CTAs and RPCs to care for those with disabilities and medical needs.

### **Operational modalities**

36. *Beneficiary Input and Engagement:* An ex-combatant representative committee will be formed at the camp to provide feedback on suggestions and issues of concern through which camp management and lead training staff will hear concerns and suggestions and work together with ex-combatants to determine functional adjustments on a frequent basis. Additionally, the committee will provide input on programming preparations for the reintegration phase in such areas as toolkit contents. This structure, which will have a gender quota, will provide a mechanism for including ex-combatants' voice into the camp process and management while simultaneously demonstrating the lessons of conflict management, citizenship, and healthy expression of concerns through peaceful means.

37. The Government and MONUSCO will provide food and accommodation to the DDR beneficiaries during their stay in the RPCs as well as basic medical services.

38. *Facilities.* Over the course of the project, it is agreed that the Government and MONUSCO will construct and maintain two RPCs. Each RPC will have a capacity of 1,000 trainees as well as facilities to house trainers and camp management staff. The facilities will have capacity for small classroom size trainings, a minimum of one large assembly area, sports areas, recreational space, grounds for demonstration gardens and animal husbandry, sanitation, medical and food facilities. The demonstration farms at the RPCs will take into account the presence of those with disabilities. Trainings will also be designed to be accessible. Separate facilities for women will be provided in all demobilization centers and at least one of the RPCs. The sites (land) of the RPC will be provided by the DRC Government. UEPNDDR and Government via IPs will build the facilities. UEPNDDR will provide technical and material management of the RPCs. FARDC and MONUSCO will work

alongside UEPNDDR to provide general security as part of implementing activities; the DRC National Police will ensure the internal security.

39. *Transportation to and from the centers.* The Government and MONUSCO will be responsible for the transportation of project beneficiaries from the CTAs to RPCs and from the RPCs to their selected communities of reintegration.

## **Component 2: Reintegration (IDA US\$5.384 million – TDRP US\$3.258 million)**

40. In total the reintegration period will encompass 2 years after the ex-combatants' return to their communities. This will be supported throughout the process by sensitization activities. The project will provide the following main services to all participating ex-combatants during the reintegration period:

- Provision of start-up kits (one time event);
- Outreach Services and Support: community based follow-up training including training on initiation of income generating activities (IGA) by individual/partnership or by economic associations, advisory and referral services (12 months);
- Drop-in Services and Support: information, advisory, and referral services (12 months).

41. *Start-up Kits.* Start-up kits correlated to the vocational skill training received will be selected, procured, and distributed to ex-combatant participants early in the reintegration phase.<sup>46</sup> The start-up kits will be given on an individual basis to ex-combatants opting for the individual or small group IGA. For ex-combatants choosing to form economic associations with other community members, start-up kits will be provided individually to ex-combatants. However, should some ex-combatants who form a partnership or economic associations with other community members wish to receive start-up kits relevant to the joint IGA rather than receive individual start-up kits, the value of the start-up kit owed to the ex-combatants can be pooled and exchanged for other equipment. All ex-combatants will be entitled to the same value of start-up kits regardless of whether they choose the economic association or individual pathway. Community members joining associations will also benefit from an in-kind entry dividend which can be used for start-up equipment or inputs (seeds, fertilizers, etc.) along with supplemental training provided to the economic association.

42. The kits will be procured through a centralized process to ensure uniformity of benefit and to realize economies of scale. This process will include working with the relevant standards authority to ensure that the component parts are suitable to their local environments. Kits will be distributed through regional centers, with locations determined based on density of returning ex-combatants. The start-up kit process includes the following steps:

- Preparation
  - Agreement on design of start-up kits
  - Formation of start-up kits components list
- Procurement

---

<sup>46</sup> Start-up toolkit guidelines will be developed incorporating lessons learned from previous World Bank operations. This guidance will be included as a technical annex in the Project Implementation Manual.

- Search for potential suppliers
- Design of Request for Quotation (RFQ)
- Invitation of potential bidders and bids submission
- Evaluation of bids
- Selection of suppliers
- Logistics
  - Delivery/Warehousing/Transportation of goods
  - Confirmation of Contents of Kits
- Distribution Support
  - Orientation Visits
  - Toolkits Distribution Visits
  - Communications – Ex-combatants and Media
- Distribution of Start-Up Kits

43. *Outreach Reintegration Services:* Direct in community follow-up training, advisory and referral services will be offered to ex-combatants who may choose from two broad pathways for reintegration. Ex-combatants may opt to either: (i) join economic associations with other ex-combatants and community members or (ii) engage in individual or partnership<sup>47</sup> income generation activities (IGA). The implementing partners using the MIS case file system will initiate a follow-up program whereby each ex-combatant or his or her economic association will be visited at least once every three months over a 12 month period. Female ex-combatants will be visited once every two months. These follow-up meetings would be designed to assist the ex-combatant or his or her economic association with their economic and livelihood process as well as to monitor how well ex-combatants are integrating socially. These reintegration case workers will be allocated a quota of ex-combatants and be assigned to them for the 12 months. The reintegration caseworkers will provide services to both agrarian and non-agrarian. The implementing partner's reintegration case workers would also counsel ex-combatants, their partnerships or their economic association members on any issues arising, and if necessary assist them with or refer them to specialized services.

44. *Economic Association Formation:* Economic associations for DDR participants have been found to provide not only economic but also social reintegration benefits as well as providing a cushion from individual economic shocks. Findings from the DRC DDRII demonstrate success with regard to the improvement of governance, micro-finance, banking, incorporation capacity, alongside enhanced social capital, levels of community trust, and safety nets for shocks through the formation of associations.<sup>48</sup> During the reinsertion phase, the ex-combatants will have received training on group formation for economic and social purposes and entrepreneurship at the RPCs. In addition, ex-combatants will have had an opportunity to meet other ex-combatants returning to the same areas and discuss potential partnerships. With support from implementing partners, the ex-combatants will initiate the process of forming economic associations with community members upon their arrival in their chosen communities of reintegration.

---

<sup>47</sup> For ex-combatants who are unable to reach the membership levels required for the formation of economic associations or prefer not to join with others in their work

<sup>48</sup> Lemasle, N. (2012) 'From Conflict to Resilience: Ex-combatants Trade Associations in Post Conflict: Lessons Learnt from the Republic of Congo and the Democratic Republic of Congo' TDRP, World Bank, Washington DC.



45. Implementing partners will support the formation of economic associations to ensure a mix of ex-combatant and community members. This mix of ex-combatants and community members can include more community members than ex-combatants, but not vice-a-versa. Each economic association must have no more than 20 members and no fewer than 12.

46. *Joint ex-combatant and community member economic association support:* The inclusion of community members in the economic associations will not only strengthen the individual ex-combatant's reintegration through building community connections and economic relationships, but will also promote successful reconciliation with communities. Community members of the economic associations will benefit from joining the economic associations, which will receive support through the project, including supplementary training for the joining community members on the basics of association formation and operation and start-up in-kind support to the economic association, as well as follow-up visits for the association as a whole. These follow-up visits, which will be undertaken on at least three occasions during the first 12 months of the return of the ex-combatants, will provide capacity building to each economic association in administration, financial management, leadership, and technical advice and will be followed by drop-in information, counselling, and referral services for the next 12 months.

47. *Individual or partnership IGA.* In the cases where there is no critical mass for economic association formation or individuals have non-group livelihood interests, ex-combatants will use the vocational training they receive at the RPCs to initiate an income generating activity of their choice either individually or with a small group of ex-combatants upon return to the communities and after receiving their start-up kits. Once they receive their toolkit, they will be eligible to receive follow-up, counselling and referral for the first 12 months followed by drop-in information, counselling, and referral services for the next 12 months.

48. *Drop-in Reintegration Services:* information, advisory and referral services will be made available during the second 12 months of the ex-combatants reintegration journey. Herein, ex-combatants, regardless whether they are in economic associations, partnerships or working individually, will have the opportunity to drop into the implementing partners' offices - permanent or mobile and discuss any issues relevant to their reintegration process, receive advice and be referred if necessary and where services are available. In the case of economic associations, ex-combatants could be accompanied by members of their association. The reintegration case worker caseload would be halved, namely each case worker will now deal with twice as many ex-combatants, with those operational providing counselling and referral to ex-combatants.

49. *Potential areas of collaboration and synergies with other World Bank operations to reinforce the community aspect:* Regarding socio-economic reintegration, the project will collaborate and thus leverage funds to the extent possible with the World Bank's DRC Emergency Recovery Project (ERP) and the Regional Great Lakes Integrated Agriculture Development Program (RGLADP). This would promote social reintegration as well as economic reintegration as the project will not have sufficient funds in this initial phase to finance activities that promote social reintegration in all those areas/communities in which the ex-combatants will return to.

50. ERP's target area is in the Eastern provinces, more specifically North Kivu, South Kivu, and the Oriental province and their surroundings. The target beneficiaries are poor and conflict-

affected communities with a focus on Internally Displaced Persons (IDP), women and youth. The potential areas of collaboration identified are:

- Include information in the project's MIS on sectors where there is labor demand from the ERP local market analysis that will be conducted in 5 urban centers: Goma, Beni, Bunia, Bukavu, Butembo. This will facilitate the referral of ex-combatants and other beneficiaries to potential labor and IGA opportunities that match their interest and targeted vocational training received during the reinsertion phase. In addition, the MIS could also capture activities and their locations of the ERP components 1 and 2 as described below.
- Under component 1: (a) improving access to community social and economic infrastructure; (b) facilitating and improving inclusive community participation processes; and (c) strengthening local conflict prevention and resolution mechanisms. ERP will support 310 communities under component 1 and has built in flexible selection criteria to take into account the security situation. The RRP together with the DRC Social Fund (FSRDC)<sup>49</sup> will intensify information campaigns in areas where a lot of ex-combatants would be returning. Emphasis will be also made to those communities where ex-combatants choose to form individual IGAs and where there are no community members benefiting from support provided under the project. As the ERP follows a community demand driven approach, a community identifies a community project to be financed by the ERP. This process will be accompanied by ERP's mediation and conflict management training.
- Under Component 2: The RRP can refer ex-combatants to FSRDC to be accepted for the short-term Labor-intensive public works (LIPW).<sup>50</sup> The Project would finance the training aspect that is provided in conjunction with the LIPW. The MIS will capture information about the place and timing of LIPWs. In terms of agricultural value chains, ex-combatants who belong to a farmers' association<sup>51</sup> can be included if they are in the 6 strategic corridors that will be supported; they will be included as long as they belong to a farmers' group.

51. RGLADP is a project in the pipeline and the envisioned target area is the Bukavu-Uvira-Kalemie corridor and specific intervention areas will be determined during project preparation. The target beneficiaries are farmers' organizations; private investors and Micro, Small and Medium Enterprises (MSME); vulnerable groups, particularly women, youths, IDPs and others at-risk of violent mobilization.

### **Component 3: Support to Demobilized Ex-combatants' Households (TDRP US\$3.242 million)**

52. In addition to the support given directly to the individual ex-combatant, the project will assist ex-combatants' households via primary support to the spouse and additional support to the ex-combatants' household members to both cope with the complexities of the ex-combatants situation following their reinsertion into the household and to assist in their economic and social reintegration in the community. The efforts to build the capacity of individual ex-combatants are

---

<sup>49</sup> RRP to sub-contract the Social Fund to cover RRP's communities

<sup>50</sup> LIPW can only absorb a limited number of people. This should be taken into account when ex-combatants are choosing their reintegration option. Should many ex-combatants choose LIPW, the RRP could consider to subcontract the FSRDC to organize additional LIPW continuing to mix ex-combatants with regular people.

<sup>51</sup> Only farmers' association are eligible.

balanced to ensure human, technical, and financial components in order to assist them to meet the inevitable social and economic reintegration challenges they will face once they return to their communities. During the first few months, when ex-combatants are adapting to the new environment, it is the spouses and caregivers that continue to support the household financially, creating the space and opportunities for ex-combatants to socially reintegrate into their communities, assist with any residual medical or psycho-social care, and continue managing the majority of household tasks.

53. Further, in the aftermath of conflict and displacement, household members are also not necessarily cohesive, functional units, and frequently lack the resources, capacity, and skills to manage the re-establishment of their own lives, much less to accommodate the special needs and demands to assist the returning ex-combatants to reintegrate socially and economically.<sup>52</sup> Additionally, psycho-social trauma confronts not only ex-combatants, thereby impairing their ability to resume their roles and functioning in the home, but also frequently affects spouses and children who have similarly been subjected or witness to violence and conflict. Further, in the ex-combatant's absence key household roles may have been assumed by others in the household including non-traditional gender roles.

54. Understanding these shifting dynamics and recognizing the need to re-establish networks and relationships within the home as much as within communities, is critical to fostering an enabling environment for an ex-combatant's return, and necessitates more systematic consideration and planning within DDR programs. Additionally, the return of ex-combatants after conflict often presents a number of challenges for which spouses and extended families are rarely prepared to manage. These challenges include (i) coping with the ex-combatants physical injuries, illness, and mental distress; (ii) realigning roles and responsibilities in the home (and with extended family) that had shifted during the ex-combatants' absence; (iii) understanding and healing damaged spousal relationships; (iv) re-learning parenting dynamics to deal with children; and (v) dealing with distorted social behaviors both within the nuclear and extended family and also with a possible lack of connection with the community. In the overwhelming number of cases, spouses often shoulder the burden of responding to these challenges with virtually no external or formal support or training.

55. Therefore, this project incorporates support to ex-combatants' spouses.<sup>53</sup> This is designed to increase the likelihood of successful reintegration by the ex-combatant through enhancing the individual training received, increasing the livelihood capacity of the ex-combatant household, and reducing the immediate financial demands on the ex-combatant. In addition, support to the ex-combatant and their household together has the potential to reduce the likelihood of conflict transference to future generations. This support will be provided through an individual Primary Recipient in each ex-combatant household. The type and variation of the training might vary depending whether the households have accompanied their combatants to camps and relocated on their periphery and for those that have remained behind in the combatant's original place of

---

<sup>52</sup> "Role of the Family in the Reintegration of Ex-Combatants". LOGICA/World Bank (forthcoming).

<sup>53</sup> In cases where an ex-combatant has no spouse, the ex-combatant can nominate another household member who can assume economic activities as the beneficiary. In cases where the ex-combatant has multiple spouses, the ex-combatant will nominate a spouse as the beneficiary.

residence or those who have moved to a new place of residence where the ex-combatants will locate to with their family.

56. Support to ex-combatant's households would include:
- i. Reinsertion sensitization to inform families and communities of ex-combatants of what to expect with regards to future reintegration benefits, and warning of the risks of incurring unserviceable debts;
  - ii. Life skills training to the spouse or the beneficiary nominated by the ex-combatant (if no spouse) including such topics as nutrition, health, parenting and spousal counselling, managing manifestations of an overly authoritarian or military approach to the family relations, handling aggression to prepare the spouses and children of ex-combatants to work with the ex-combatants who would be adjusting to civilian life;
  - iii. Livelihood training to the spouse or the beneficiary nominated by the ex-combatant (if no spouse), aimed at enhancing the ability of the household to generate income and to cover the household expenses without having to go into debt. Families in rural areas with access to land will be taught how to improve their agricultural, pastoral or fishing skills, and how to best use any surplus in downstream activities; and
  - iv. Psycho-social counselling to members of the household in order to assist both the household members with their own problems and also enable the household members to understand how best to deal with returning ex-combatants who themselves might be suffering with trauma.

57. The project will commission the creation and delivery of the training modules.<sup>54</sup> Services delivered to the beneficiary households will be tracked through the UEPNDDR management information system for management, reporting, and overall M&E purposes, and will be delivered over a 6 month period to overlap across the reinsertion and reintegration phases.

#### **Component 4: Support to Vulnerable Groups (IDA US\$1.173 million)**

58. *Vulnerable groups* benefitting from this project include adult ex-combatants that are (i) female, (ii) disabled, and/or (iii) psycho-socially traumatized. While UNICEF will serve the CAAF who are another critical vulnerable group, the project will support some cultural and sport activities for children to promote their social reintegration and conduct analytical work on the CAAF. Furthermore, TDRP/WB will provide technical support to the UEPNDDR in terms of M&E of CAAF. While UNICEF will be responsible for the overall family tracing, reunification and socio-economic reintegration, the project will seek synergies with the forthcoming World Bank project on Quality and Relevance of Secondary and Tertiary Education (P149233). This project plans to target Katanga, Province Orientale, Kinshasa, Bandundu, Equateur and Kasai Occidental.

59. Advocacy work on behalf of the adult vulnerable groups will be undertaken through sensitization campaigns which will actively encourage family support, seek synergies with World Bank or other projects to develop networks, community protection mechanisms, and medical, disability and psycho-social support. Technical support will be provided to develop a strategy from

---

<sup>54</sup> To the extent possible, the project will try to refer community members to participate in the training of trainers on SGBV and psycho-social support provided by the Great Lakes Emergency Sexual and Gender Based Violence & Women's Health Project in North and South Kivu. This project will develop methodologies, training modules/manuals and implement Training of Trainers.

the outset for work beyond the project on the provision of support through mainstream services, facilitating ongoing support after the DDR process.

60. *Gender.* Female ex-combatants will be offered an identical base package as male beneficiaries and are included in the reinsertion and reintegration sections above. A gender sensitive lens, however, will be applied throughout the implementation of all project components to ensure differentiated needs of male and female ex-combatants are taken into account. UEPNDDR officers will be trained to work with female ex-combatants for whom separate facilities will be provided in all demobilization centers and at least one of the reintegration centers. Specialized medical practitioners and caregivers as well as additional facilities for their children will be made available. All training and benefits granted to men will be offered to women. Vocational training will be sensitive to potential female interest and needs. In order to ensure that differentiated needs of women are addressed, dedicated facilities and targeted activities will be provided and undertaken. These will include, but will not be limited to, physical and medical needs in camps (e.g. reproductive health, psycho-social needs, unwanted pregnancy), physical security, separate accommodation, life skills training (e.g. careers, training and support on issues related to SGBV), child care support during activities, and support to care for child dependents (e.g. pediatric medical screening).

61. Furthermore, to ensure equal access of women to services/activities and to compensate for additional barriers that women experience in reintegration, additional training, follow-up and referral to support will be provided. The implementing agency will develop a Gender Action Plan to be undertaken through project duration that will address specific vulnerabilities of the female ex-combatant caseload and list a set of activities that will address those vulnerabilities. For example, IPs will provide specific training geared towards female ex-combatants including on sexual and gender based violence (SGBV), organize cultural activities, provide a series of training on women leadership, empowerment, resilience and coping mechanisms, and management of household budget, and provide advocacy related to the formation of associations with other female ex-combatants and community members. The project will also train the IPs on including gender sensitization as an integral part of each reintegration activity. The project would also inform provincial and local health services about the reinsertion and reintegration project and its special caseload of ex-combatants.

62. *Psycho-social support for traumatized ex-combatants:* The objective of the support to traumatized ex-combatants is to provide psychological treatment and social support to enhance their psycho-social wellbeing, strengthen positive coping mechanisms, and overall social and economic reintegration success while at the same time decreasing tendencies to violent behavior of ex-combatants toward themselves and others. The project will provide specialized support to traumatized ex-combatants for a period of 6 months at the RPCs. Along with the screening process for chronic illnesses and disability, during the demobilization process, medical personnel<sup>55</sup> will screen all ex-combatants for psychological trauma and socially challenging behaviors. Psycho-social suffering and mental illness are risk factors for socio-economic reintegration and post-war recovery. Mental health consequences that require attention include: Post Traumatic Stress

---

<sup>55</sup> In case the Ministry of Health (MoH) does not have the capacity to provide medical personnel, training to MoH would be provided.

Disorder (PTSD), Major Depression, Drug Dependence, Suicidal Ideation, and Appetitive Aggression<sup>56</sup> (AA). Based on recent studies on Eastern DRC, the project needs to prepare for 30-45% of PTSD, 20-30% suffering from depression, 40% drug addiction, 25% with suicidal ideations, and 22% suffering from AA, including high rates of co-morbidity<sup>57</sup> (for example 60% drug addiction amongst the PTSD positive).<sup>58</sup> Trauma focused therapies are key in addressing these challenges and in reinstating psycho-social as well as socio-economic functionality and productivity in ex-combatants. Therapeutic approaches such as Cognitive Processing Therapy (CPT) and Narrative Exposure Therapy (NET) have recently been introduced and tested in Eastern DRC.

63. The following psycho-social support will be provided in the RPCs:

- a. Provision of counselling while assessment and diagnosis are being confirmed
- b. Full treatment package in the RPCs (8 – 10 sessions spread over 3 months/ average of 2 hours per session)
- c. Assessment at discharge and individual recommendation for follow-up.

64. Follow-up monitoring and psycho-social support will be provided to those who would still be in need when returning to their communities. This community based support would be contingent on existing capacity for the provision of such support which will be determined through an assessment of capacity.<sup>59</sup>

65. In terms of support to vulnerable women and men who suffered from sexual and gender-based violence who require specialized support, the project will collaborate to the extent possible with the World Bank's Great Lakes Emergency Sexual and Gender-based Violence and Women's Health Project (SGBVP).

66. The SGBVP target area is in Eastern DRC, namely North Kivu and South Kivu, with project activities in 6 health zones for each province. Focus is on areas with high poverty levels, continuing insecurity, high levels of violence, and lower coverage rates of high impact health interventions. The target beneficiaries are male and female survivors of SGBV, as well as women of reproductive age, pregnant and lactating women. The potential areas of collaboration identified are:

- i. Once areas of return of ex-combatants have been identified during the reinsertion phase (or demobilization phase?)<sup>60</sup> female and male ex-combatants who suffered from SGVB, can be referred to services provided by the SGBVP in areas where the project

---

<sup>56</sup> Appetitive aggression is defined as the execution of violence or the infliction of harm with the aim to experience pleasure aroused by stimuli of violence (Reinhart Koselleck project: "Psychobiology of human disposition to violate and murder")

<sup>57</sup> Comorbidity is defined most generally as the co-occurrence of two or more mental health problems (L. Degenhardt, W. Hall and M. Lynskey: "What is comorbidity and why does it occur?" accessed on March 16, 2015 retrieved from: [https://www.health.gov.au/internet/main/publishing.nsf/Content/B42C804645A11AAECA257BF0001E7283/\\$File/ch2.pdf](https://www.health.gov.au/internet/main/publishing.nsf/Content/B42C804645A11AAECA257BF0001E7283/$File/ch2.pdf))

<sup>58</sup> Köbach Anke, Schaal Susanne, Elbert Thomas. 2015 Combat high or traumatic stress: violent offending is associated with appetitive aggression but not with symptoms of traumatic stress. *Frontiers in Psychology*. Vol. 5 Number 01518.

<sup>59</sup> Should the project move to a second phase, with further funding, the project will assess whether to train a network of psycho-social focal points (composed of ex-combatants and community members) or use existing capacity to monitor the field and counsel, provide advice to the concerned, provide referral services, and alert implementing partners on potential problems.

<sup>60</sup> After the profiling of the ex-combatants

- is being implemented.<sup>61</sup> The SGBV project provides support to survivors' physical, mental, social and economic well-being
- ii. The SGBV project will provide mental health services at the community level as well as health system level. During the coming year, the project will provide trainings to develop the capacity at the community and health system level to treat mental health issues. The trainings could be extended to IPs of the RRP project.<sup>62</sup> Ex-combatants with mental health issues might benefit from this increased capacity to provide mental health support in the Kivus.

67. *Chronically-ill and disabled ex-combatants:* The project will provide specialized support to chronically ill and disabled ex-combatants for a period of 6 months at the RPCs. UEPNDDR will not set-up dedicated centers but will have medical doctors present at the demobilization centers. The project will not hire a separate implementing agency to support this caseload but will supplement the activities being undertaken by MONUSCO.

68. The World Bank will provide UEPNDDR with technical assistance early on to develop a clear strategy for support to the chronically ill/disabled ex-combatants during the demobilization, reinsertion, and reintegration phases. This technical assistance will include support in establishing the process and final criteria for screening and categorization of the chronically ill/disabled/traumatized caseload (including formal classification of disability). This Technical Assistance will encompass both the chronically-ill, disabled and psycho-social support sub-components.

69. During the demobilization process, medical personnel from the Ministry of Health will screen all ex-combatants when they present themselves for DDR. On average, an estimated 10% of ex-combatants are likely to suffer from some form of illnesses and physical disability. Those deemed to have a chronic illness or disability but able to participate in activities will be provided with treatment and care while in the RPC. Those with non-severe illness or disability will be able to access similar reinsertion and reintegration opportunities as the able bodied male and female ex-combatants. Modules appropriate for ex-combatants facing non-severe illness or disability that take into consideration the additional challenges they face will be offered. Following the reinsertion phase, the project will conduct referral to mainstream services in the reintegration phase and will provide follow-up community based support for a limited target group. Those deemed severely disabled and unable to participate in reinsertion activities will have the option to refer the socio-economic assistance to a family member. The project will not provide any further support for this group, but will advocate on their behalf to ensure that they receive the same benefits as other citizens.

---

<sup>61</sup> Information to be included in the MIS.

<sup>62</sup> The project would collaborate with the SGBVP in terms of providing trainings to IPs but would make available resources to finance these trainings.

## **Component 5: Project Management, Sensitization, Monitoring and Evaluation (IDA US\$3.091 million)**

### **Project Management**

70. *Project Management* will include activities that cover overall administration and management of project activities. UEPNDDR will be responsible for overall project administration and management, oversight of project activities, and coordination with internal and external partners. This component will finance the national UEPNDDR office and will provide complementary support for the establishment and operationalization of UEPNDDR regional offices (areas to be identified). The regional offices will be responsible for monitoring and evaluation of the activities as well as oversight and supervision of the IPs in their respective areas. The project will support the following:

- DDR Officers
- M&E Officers
- Sensitization Officers
- Project Assistants
- Project Vehicles
- Project Furniture, equipment and supplies

### **Sensitization**

71. *Sensitization* activities will begin before the start of the demobilization process and thus World Bank supported sensitization work within this project will build on the preceding communications activities of the Government and will continue throughout the project life. Sensitization through the DDR process involves a robust communications and public information strategy to restore a climate of trust regarding the new phase of DDR. Sensitization activities will help beneficiaries and their communities to better understand the DDR process, its advantages and components, and help to manage expectations. Communication activities will not be limited to disseminating information but will provide a voice to the project beneficiaries and, therefore, involve bottom-up communication approaches such as community meetings and beneficiary outreach. This is a critical piece of ensuring citizen engagement in the overall project.

72. Communication activities will:

- Emphasize general reconciliation and peace messages to prevent conflicts specifically with regards to the reintegration of ex-combatants into local communities.
- Inform ex-combatants, families and community members on the project overall, including the overall objective and project benefits. This will be done, among other medias, through radio programs and sensitization meetings;
- Inform and sensitize communities on: (i) the arrival of ex-combatants, and on the need to facilitate their inclusion; (ii) the opportunity to participate in economic associations with returning ex-combatants in their communities and (iii) make referral to available community projects in the area. To facilitate the social reintegration of ex-combatants in their new communities of settlement, it will be necessary to prepare communities to the arrival of new members, and to sensitize them on the special needs and challenges faced



by ex-combatants, and specifically on vulnerable groups, and their ability to participate in community life.

73. As outlined in the Global Plan, the overall communication strategy is broadly divided into four streams in order to best reach the targeted groups and is outlined in detail in the sections below:

- (i) Interpersonal awareness of candidates:
  - Congolese combatants
  - Foreign combatants
  - Host communities and communities of origin
  - Administrative, political, military, religious and traditional authorities
  - Civil society
  - International community
- (ii) Family awareness and sensitization:
  - Spouses, children, and relatives of ex-combatants
  - Caregivers of disabled ex-combatants
  - Caregivers of children associated with armed groups
- (iii) Social mobilization of community-based civil society organizations:
  - Churches and religious groups
  - Socio-cultural organizations
  - Youth clubs, sports clubs, women's groups
  - Socio-economic development structures
  - Rural and urban community structures

74. The sensitization activities will support the effective implementation of the DDR operational strategy by informing, guiding, proactively managing expectations of its participants and the receiving communities about DDR, promoting understanding and buy-in of the DDR process, as well as generating and sustaining broad stakeholder interest, buy-in, and support for DDR.

75. Sensitization will also include advocacy work on behalf of the adult vulnerable groups including encouraging family support, the development of networks and community protection mechanisms, the establishment and operationalization of legal frameworks for the protection of children and women protection, and disability support.

76. The sensitization and communication work will aim at raising the transmission of clear and consistent messages to not only ex-combatants but also target population as direct or indirect beneficiaries to encourage their commitment to the goals of DDR III. Owing to the importance of information in the management of expectations of different target groups, it must precede and accompany the DDR process until its completion.

### **Monitoring and Evaluation**

77. Overall responsibility for monitoring and evaluation (M&E) rests with UEPNDDR complemented by close World Bank supervision. A results framework and monitoring matrix to

track inputs, outputs, and outcomes has been developed for the project with intermediate and key performance indicators (Annex 1). Project implementation progress will be monitored continuously and outputs and outcomes reviewed during project supervision to evaluate progress using data compiled by UEPNDDR.

78. The M&E team will have the following objectives: (i) improve project management; (ii) ensure transparency in project data sharing with various stakeholders; (iii) ensure efficiency of the activities; (iv) provide accurate and timely information to adjust or modify the activities in relation to the evolution of the context during implementation; and (v) provide accurate and timely information to help management take the right decisions. The UEPNDDR M&E Specialist will be responsible for M&E while Regional Offices and Implementing Partners will provide the necessary information, data, and reports. UEPNDDR will be supported by the CCJO in monitoring implementation and performance of the DDR Project.

79. The M&E team will produce monthly, quarterly, and annual project activity reports. These reports will be available directly on the project website to facilitate access to the various government partners and donors. In addition, ad hoc assessments will be conducted as well as studies based on identified needs. This will include formal assessments including on the demobilization process and regular tracer beneficiary surveys combining qualitative and quantitative data. Specific studies on the inclusion of gender in the reintegration of adults and children will also be conducted. A mid-term review and final implementation report will be conducted in collaboration with donors and government. During the project Mid-Term Review, progress towards achieving the PDOs will be evaluated and remedial action will be taken as needed.

80. M&E will include the MIS combining several databases to: (i) monitor an ex-combatant from demobilization to reintegration, (ii) follow the implementing partners providing reintegration support, and (iii) monitor financial management. The various regional offices and RPCs will be connected to the MIS via a wireless connection and data will be transmitted on a daily basis, allowing thus to process demobilized simultaneously in various remote DDR sites.

81. At the request of the Government, World Bank/TDRP will tailor-make an adaptation of the MIS that will enable such a case file system to be implemented. TDRP/WB will work with the UEPNDDR MIS team to discuss how best to create the necessary software architecture to achieve the project objectives. In this context, an individual case file system will be developed for all ex-combatants, including CAAF. At verification, all ex-combatants will be assigned a case file, and later, through the implementing partners' case workers will record all aspects of the reintegration interventions in the ex-combatants' case file. Each case file will contain the ex-combatant's medical and psycho-social assessment and any treatment that the ex-combatant receives. Such information will be accessible only to authorized staff and will be protected at all time. Each ex-combatant and their household will, therefore, have a detailed record across the entire program, allowing for a rigorous personalized assessment. Given the ongoing nature of the conflict in Eastern DRC and the express intent to bring this to an end, such a detailed tracking and monitoring of ex-combatants is necessary to ensure that this objective is met.

## **Annex 3: Implementation Arrangements**

### **DRC: Reinsertion and Reintegration Project**

#### **Project Administration Mechanisms**

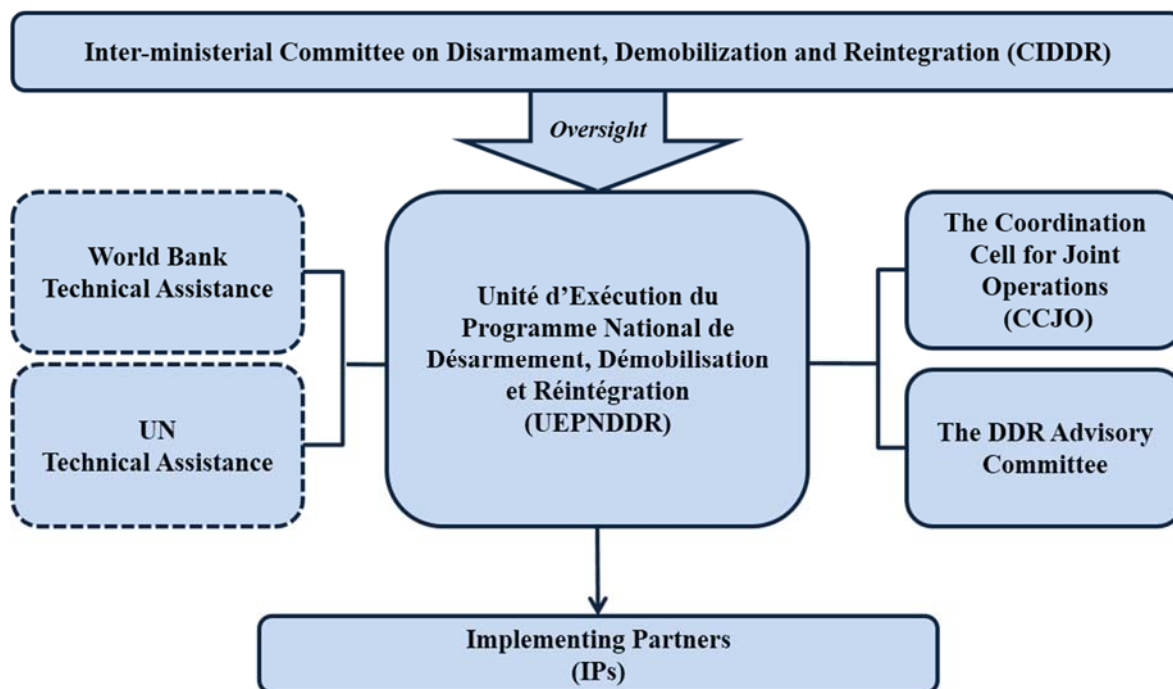
1. Institutional and implementation arrangements have been designed to take into account the complex process of implementing DDR programs.

#### **Institutional Arrangements**

2. UEPNDDR will act as the executing agency. UEPNDDR has significant experience in this role as it has operated in an executing and implementing agency capacity since July 2007. Its responsibilities include the following: (i) preparation and costing of detailed annual implementation plans, and (ii) implementation and coordination of the individual DDR III components. To this end, UEPNDDR will establish close links with relevant government departments, local organizations and associations, and the private sector, (iii) monitoring and evaluation of implementation progress and impacts and; (iv) ensuring the coordination of international partners in accordance with the needs of the project.

3. The institutional structure includes three committees, each with specific responsibilities. The Inter-ministerial Committee on Disarmament, Demobilization and Reintegration (CIDDR) has been formed to provide oversight to DDR III. CIDDR is established to translate the objectives and guiding principles of DDR III into policy guidance and indicate key modalities necessary to carry this out. In addition, CIDDR has the following responsibilities: (i) determining Government policy for the demobilization, reinsertion and reintegration of ex-combatants; (ii) monitoring and guiding implementation of DDR III; (iii) providing strategic and policy-level program coordination; and (iv) ensuring coordination of policy between DDR and Security Sector Reform and (v) oversight functions to ensure that UEPNDDR carries out its mandated tasks efficiently and in a transparent manner. The senior leadership within UEPNDDR will interface with CIDDR to receive guidance and then oversee policy formulation and the implementation thereof, including the setting of goals, determining actions to achieve the goals, and mobilizing resources to execute the actions.

4. UEPNDDR will form two further committees to coordinate planning and implementation. Firstly, the Coordination Cell for Joint Operations (CCJO) in DDR will (i) plan and coordinate the disarmament process and (ii) support UEPNDDR in planning of transportation of demobilized groups from the disarmament center, to the Demobilization Center and then to the Reintegration Preparation Center. The CCJO will be comprised of: UEPNDDR, FARDC, MONUSCO, and other specialized services of the Government. Secondly, the DDR Advisory Committee will be formed to coordinate and provide guidance on the DDR activities. This group will be comprised of UEPNDDR, World Bank, UN Agencies, donor representatives, national and international NGOs, and civil society. As the full DDR program represents a continuum of services, the committees are a critical element for coordination and planning among government and partners to maximize the overall program result.



**Figure 1: UEPNDDR Implementation Arrangement**

### **Implementation Arrangements**

5. Implementation will be conducted by Implementing Partners (IPs) as contracted by the UEPNDDR, or in select cases by government entities<sup>63</sup>.

6. For the Reinsertion activities, which will all be conducted at the camps, IPs will be required for: (i) holistic training and (ii) psycho-social support. The training IP will develop curriculum, building from existing resources but adjusting the materials to ensure complementarity and reinforcing course coursework, and provide training in the reinsertion camp. Trainings will include: (i) vocational training, (ii) entrepreneurship, associations, and financial literacy, (iii) literacy and numeracy, and (iv) life skills and civic engagement. Additionally, the IP will provide career guidance services. This IP is responsible for ensuring that camp trainers have the appropriate language skills to effectively communicate with the ex-combatants and a training of trainers' model is likely to be required for local trainers. The classroom size will not exceed 30 students per class. Both reinsertion IPs will also provide an initial training to the local NGOs which will provide reintegration services. Medical Support and Camp Management (including accommodation, food and social activities) will be provided by government staff and MONUSCO. The project will provide additional support on medical services to the chronically ill and disabled as implemented by the government.

7. For reintegration, follow-up services will be required across a wide geographical area and, therefore, a number of NGOs capable of providing services at the community level will be directly contracted by UEPNDDR. These IPs will each provide staff caseworkers, 1 per 40 ex-combatants for the Reintegration Outreach first 12 months phase, and 1 per 80 ex-combatants for the

<sup>63</sup> Some of the IPs contracted could be UN agencies

Reintegration Drop-In (second 12 month phase) that will provide the follow-up training, advisory, and referral services. The caseworkers will attend a training of trainers so the project can ensure they are qualified to provide follow-up training on entrepreneurship, business and economic associations to ex-combatant individuals and, ex-combatant and community economic associations as applicable. Ex-combatants will be following both agrarian and non-agrarian vocations and IPs will be responsible to provide advisory services to both tracks. The caseworkers will also be required to have an awareness of available local services for referral and guidance. The caseworkers will also be trained on the use of the MIS. Implementing Partners will be paid based on services delivered which will be tracked through the MIS.

8. Additionally for reintegration, the start-up kits will be procured and distributed through a centralized process by an IP. The IP's process for kit procurement and distribution is outlined in detail in Annex 2. The IP will coordinate closely with the IP providing the Reintegration Follow-up and UEPNDDR, specifically the satellite offices and the Sensitization team to ensure coordination and accurate expectation setting.

9. For household support, services will be required in 2 primary modalities: (1) for the dependents around the camps, and (2) for those households that have remained in local communities. This will require IPs to conduct the work. For those served around the camps the project will explore simplifying the delivery by utilizing the training IP to also provide services around the camp. For those remaining in their home locations, NGOs capable of providing services at the community level will be directly contracted.

10. For vulnerable groups the chronically ill and disabled ex-combatants will be mainstreamed to existing services. Traumatized ex-combatants will receive services in the reinsertion camp and then follow-up services in communities of return and will require an Implementing Partner during the reinsertion time as well as during the community based service delivery. Depending on capacity this may be the same or different IPs. The female ex-combatants will receive reinsertion and reintegration services matching to the male ex-combatants. In addition, supplementary services during reintegration which will be provided by NGOs capable of providing services at the community level.

11. Sensitization, Monitoring and Evaluation will be conducted through the UEPNDDR staff as capacity allows and may be supplemented with short term consultant assistance.

12. *Project Implementation Schedule.* The tentative date of project effectiveness is August 15, 2015, with an end date scheduled for December 31, 2019.

13. *Supervision.* The World Bank supervision team will include various technical staff as needed (operations, procurement, finance, etc.). Technical officers will undertake periodic field missions throughout project implementation as required. Experience under previous reintegration operations in DRC and elsewhere have shown that, given the sensitive and challenging nature of such programs, specific World Bank responsibilities require higher than normal supervision and support requirements including the transfer of knowledge that the World Bank has gained over the past decade in similar operations.

Type	Service Elements	
Camp based Holistic Training	Reinsertion Training for Ex-combatants in camp, Ex-combatant Household Support for families residing around the camp	1 IP per camp
Psycho-social Support	Reinsertion Psycho-social Support for Ex-combatants in camps, Ex-combatant Household Support for families residing around the camp	1 IP or more based on capacity to deliver community services
Community based Training and Service Provision	Reintegration Follow-up including IGA and Economic Association Advisory and Referral; Ex-combatant Household Support for families residing in local communities, Vulnerable Female ex-combatant supplementary services	Multiple IPs based on capacity to deliver at the local level
Start-up Kit	Start-up Kit Procurement and Distribution	1 IP

## Financial Management

14. *Country Issues.* The Public Expenditures Review (PER), the Public Expenditures and Financial Accountability (PEFA) as well as the Use of Country System (UCS) studies 2008, 2012 and 2013 have shown an unsatisfactory economic and financial control environment including weak Public Financial Management (PFM) system in DRC. To this end, with the support from donor community, the government of DRC has undertaken a series of PFM reforms in budget preparation and execution, adherence to Treasury forecast, and simplification of the national budget classification system. In that vein, the Public Financial Management and Accountability Program (PFMAP) which has recently been approved by the board will address major weaknesses.

15. UEPNDDR will be the World Bank's main counterpart and focal point for fiduciary aspects. UEPNDDR will oversee the entire fiduciary management including management of the funds and the designated account and will primarily be responsible for: (i) handling financial and administrative management; (ii) disbursement; (iii) procurement; and (iv) auditing. The FM team of UEPNDDR has good experience in using World Bank fiduciary procedures. The use of the UEPNDDR team will enable the establishment of a financial fiduciary management system for UEPNDDR that satisfies the World Bank's minimum requirements under OP/BP 10.00. The key FM actions for the implementation are detailed below, mainly (i) the assignment of an accountant to work exclusively on this project and (ii) selection of external auditors on competitive basis. These actions would be completed in a timely manner to help implement the operations.

16. The financial management system will (i) ensure that funds are used only for their intended purposes in an efficient and economical way while implementing agreed upon activities, (ii) enable the preparation of accurate and timely financial reports, (iii) ensure that funds are properly managed and flow smoothly, rapidly, adequately, regularly and predictably to implementing agencies, (iv) enable Project management to monitor the efficient implementation of the project, and (v) safeguard the project's assets and resources. This is conducted by the implementing agency which will have an adequate number and mix of skilled and experienced staff, the internal control system should ensure the conduct of an efficient payment and procurement process, and proper

recording and safeguarding of assets and resources. The accounting system must be responsive to the project’s reporting obligations to fund providers including (IDA and TDRP Trust Fund (TF)). The system will be capable of providing financial data to measure performance when linked to project outputs.

### Risk Assessment and Mitigation Measures

17. The World Bank’s principal concern is to ensure that project funds are used economically and efficiently for the intended purpose. Assessment of the risks that the project funds will not be used in that manner is an important part of the financial management assessment work. The risk features are determined over two elements: (i) the risk associated to the project as a whole (inherent risk), and (ii) the risk linked to a weak control environment of the project implementation (control risk). The content of these risks is described below.

**Table 1: Risk Assessment and Mitigation Measures**

Risk	Risk Rating	Risk Mitigating Measures Incorporated into Project Design	Conditions for Effectiveness (Y/N)	Residual Risk
<b>Inherent risk</b>	M			M
<b>Country level:</b> According to questions 13 and 16 of the Country Policy and Institutional Assessment (CPIA), DRC is a high risk country from the fiduciary perspective. The UCS and the PEFA reports outlined PFM weaknesses at central and decentralized government levels as well as sector ministries levels in term of governance and public funds management.	H	The government is committed to a reform program that includes the strengthening of the PFM through the Public Financial Management and Accountability Program (P145747) which is jointly financed by Department for International Development (DFID). This project will complement the effort made by the other ongoing IDA-financed enhancing governance capacity (P104041). These projects are being implemented but are unlikely to yield results quickly enough to impact the proposed project. Use of IDA FM procedures is required for this project.	N	H
<b>Entity level:</b> The assessment of selected ministries during the Public Expenditure Management and Financial Accountability Review (PEMFAR), UCS as well as the PEFA	S	The existing PIU reporting to the ministry of defense will be used; relying on a dedicated FM team at this unit and use of IDA FM requirements is critical for the mitigation of fiduciary risk of this project; the adoption of a FM procedures manual by effectiveness will mitigate internal control weaknesses.	N	M

revealed internal control weaknesses and weak fiduciary environment.				
<p><b>Project level:</b> This is a project which will be implemented across different levels that will face coordination challenges. Ensuring funds are used for purposes intended will be a challenge.</p>	S	The PNDDR will strengthen ex-ante and ex-post control of activities implemented/managed by implementing entities. Training on fiduciary procedures will continue to be conducted for all FM staff throughout the life of the project. Clear Terms of Reference (ToR) for each responsibility will be agreed between the parties involved to ensure clear understanding and timeframes for reporting.	N	S
<b>Control Risk</b>	<b>S</b>			<b>S</b>
<p><b>Budgeting:</b> The Annual Work Plans and Budgets (AWPB) will be prepared by PNDDR and approved by the Steering Committee based on the policy guideline. The budgeting process is fairly complex. Inputs are required from all implementing entities. This could result in delays in the preparation of the budget. Weak capacity at the implementing entities to prepare and submit accurate work program and budget; weak budgetary execution and control.</p>	S	The project Financial Procedures Manual will define the arrangements for budgeting, budgetary control and the requirements for budgeting revisions. Annual detailed disbursement forecasts and budget required. Unaudited Interim Financial Reporting (IFR) will provide information on budgetary control and analysis of variances between actual and budget.	N	M
<p><b>Accounting:</b> This project will use the accounting software as for all other World Bank financed project in DRC. It is expected that it continue to use the TOM2PRO. The risks will be the</p>	S	The project will adopt the OHADA accounting system. Accounting procedures will be documented in the manual of procedures (ii) The FM functions will be carried out by qualified financial expert; the existing software will be customized to take into consideration the need for this new project. Staff will be trained on the use the accounting software.	N	S



following: Poor policies and procedures, delay in keeping reliable and auditable accounting records.				
<b>Internal Control:</b> Internal control system may be weak due to weak FM capacity of IA; Insufficient safeguards and controls may result in misuse of funds and impact the implementation of the project.	S	Revision and adoption of a FM Procedures Manual and training on the use of the manual by the financial expert.	N	M
<b>Funds Flow:</b> Two Designated bank Account will be opened in a reliable bank, it will be managed by PNDDR; all project activities will be financed through these bank accounts. Risk of misused funds; and (ii) delays in disbursements of funds to IA and beneficiaries;	S	The following are the mitigating measures: (i) Payment requests will be approved by the FM Manager prior to disbursement of funds. (ii)The ToR of the External Auditors will include physical verification of goods, services acquired. (iii) Frequent in-depth reviews will be conducted to ensure that funds are being used for intended purposes, (iv) the launching workshop will also be conducted.	N	S
Financial Reporting: The PNDDR will provide a quarterly Interim Financial Report (45 days after the end of each quarter; annual Financial Report (within six months after the year-end) to the World Bank in order to monitor the utilization of funds for the project. The risk will be to have inaccurate and delay in submission of IFR to the WB due to delays from International	S	(i) A computerized accounting system namely TOM2PRO will be used. (ii) IFR and financial statements formats have been agreed during negotiations. The project coordinating unit will be in charge of overall reporting. The consolidated IFRs will be submitted to the Bank no later than 45 days after the end of the quarter.	N	M

Accounting Standards (IAS) or weak capacity of the FM team.				
<b>Auditing:</b> The national audit capacity is weak and not reliable. Delay in submission of audit report or qualified opinion and delays in the implementation of audit reports recommendations.	S	(i) The project's institutional arrangements allows for the appointment of adequate external auditors (independent auditors) and the ToRs will include physical verification and specific report on finding of physical controls of goods, and services acquired or delivered. (ii) Annual audit will be carried out during the project implementation period in accordance with Internal Standard Audit (ISA).	N	S
<b>Governance and Accountability</b> Possibility of circumventing the internal control system with colluding practices as bribes, abuse of administrative positions, mis-procurement etc, is a critical issue.	M	(i) The TOR of the external auditor will comprise a specific chapter on corruption auditing (ii) FM procedures manual approved before project effectiveness; (iii) quarterly IFR including budget execution and monitoring; (iv) Measures to improve transparency such as providing information on the project status to the public, and to encourage participation of civil society and other stakeholder are built into the project design.	N	M
<b>OVERALL FM RISK</b>	<b>S</b>			<b>S</b>

18. The overall risk rating at preparation is **Substantial**.

19. *Financial Management Action Plan.* The Financial Management Action Plan described below has been developed to mitigate the overall financial management risks.

**Table 2: Financial Management Action Plan**

Issue	Remedial action recommended	Responsible entity	Completion date	FM Condition
Accounting software	Update the existing computerized system and train the fiduciary staff.	PNDDR	3 months after effectiveness	No
FM procedures manual	Update the existing project FM and accounting manual of procedures.	PNDDR	By effectiveness	No
External auditing	Selection of an external auditor on ToRs (project accounts)	PNDDR	3 months after effectiveness	No

20. *Budgeting and counterpart funding arrangements.* Budget arrangements will be laid out and documented in a revised *Financial Management Manual* to be elaborated based on the previous DDR experience in DRC. With some slight modification of the current design of the project, some revisions will be made to such a manual. These procedures are elaborated and are shared with all staff responsible for budget preparation both at project level and Ministry of Finance.

21. *Accounting and maintenance of accounting records.* The Plan of Accounts consists of three sub-sections: (i) financial accounts by kind of cost (e.g., bank and cash accounts, other assets, liabilities, detailed revenue and expenditure) with the main outputs including standard financial statements (statement of assets and liabilities and statement of revenue and expenditure); (ii) cost accounts that will include statements of expenditure by cost center, i.e., by category, and budget control statements by category as well; and (iii) activity accounts that will include statements of expenditure by activity, i.e. by component, and budget control statements by component as well. This accounting framework enables the submission of financial statements in the formats required by relevant stakeholders. UEPNDRR's current Plan of Accounts will be used and updated with any additional accounts if necessary.

22. *Information and Accounting System.* The manuals used in previous DDR phases will be edited and improved to take into account any new tax and/or other laws that may affect the processing of transactions, new or previously omitted IAS/IFR rules, and any new fiduciary conditions set by IDA and donors. The purpose of the Manual is to provide consistency in the processing and reporting of transactions, establish internal controls that will ensure good financial governance, accountability and transparency. The FM Manual will have the added advantage of providing training for replacement or additional staff, thus ensuring continuity in the performance of tasks. Integrated financial and accounting systems are already in place and being used by the fiduciary units. The TOMPRO FM system currently in use by the fiduciary unit is adequate for the purpose, with regular updates and additional modules potentially necessary.

23. *Internal controls.* The internal control system of the project will be described in the financial management manual. As mentioned, UEPNDDR already has an FM and accounting procedures manual that was prepared and used for the previous two DDR projects. That manual of procedures will be subject to a final revision so as to take into account the specific aspects of the proposed Project. Such revision will be carried out by the financial expert assisted by all fiduciary staff. Separate simplified manual of procedures will be developed to address the specificity of the activities implemented by implementing partners.

24. *Financial reporting.* UEPNDDR will be required to prepare an interim unaudited financial report as defined in the financial agreement for the Project. These reports will be submitted to IDA on a quarterly basis within the 45 days following the end of each quarter. This report will include: (i) a table with sources and use of funds; (ii) a table with use of funds per activity; (iii) a table regarding use of funds according to procurement methods and threshold; and (iv) a table with monitoring and evaluation or physical advance of activities. The format of such reports have been discussed and agreed during Project negotiations. For the external audit purposes, financial statements will be prepared for each financial exercise covering in general twelve (12) months.

25. *External audit.* The project’s financial statements will be audited by an independent external audit firm to be selected according to the procedures of the World Bank. Audit reports produced by this auditor should be submitted to the IDA six (6) months after the end of each financial statement for the Project, before June 30 of each year. These reports should include: (i) a report on the financial statements; (ii) a report on the special accounts and certified statements of expenditure; and (iii) a report on the internal control procedures or letter of recommendation. The terms of reference for the selection of the external auditor should be prepared by the financial management team of the UEPNDDR and should be sent to IDA for comments. The terms of reference for the selection of this external auditor should be made available right after project effectiveness. The external audits will be publicly disclosed following the World Bank’s disclosure policy.

26. *Governance and accountability.* The risk of fraud and corruption within project activities is high given the political environment. In the context of the project, the effective implementation of the fiduciary mitigation measures should contribute to strengthen the control environment. Appropriate representation and oversight of the responsible committees as well as transparency in both operation implementation and dissemination to stakeholders and the public should therefore constitute a strong starting point to ensure that governance and accountability measures are upheld throughout the process.

27. *Supervision.* The project will be supervised on a risk-based approach. It will comprise inter alia, the review of audit reports and IFRs, advice to task team on all FM issues. Based on the current risk assessment which is (substantial) the project will be supervised at least twice a year and may be adjusted when the need arises. The Implementation Status and Results Report (ISR) will include a FM rating of the project. An implementation support mission will be carried out before effectiveness to ensure the project readiness. To the extent possible, mixed on-site supervision missions will be undertaken with procurement monitoring and evaluation and disbursement colleagues. Based on the outcome of the FM risk assessment, the following implementation support plan is proposed:

**Table 3: FM Implementation Support Plan**

<b>FM Activity</b>	<b>Frequency</b>
<b>Desk Reviews</b>	
Interim financial reports review	Quarterly
Audit report review of the project	Annually
Review of other relevant information such as interim internal control systems reports.	Continuous as they become available
<b>On-Site Visits</b>	
Review of overall operation of the FM system	Annually (Implementation Support Mission)
Monitoring of actions taken on issues highlighted in audit reports, auditors’ management letters, internal audit and other reports	As needed
Transaction reviews (if needed)	As needed
<b>Capacity Building Support</b>	
FM training sessions by World Bank FM team	Before Project start and thereafter as needed.

### Flow of funds

28. Funds from IDA and TDRP TF will be channeled into one pooled Designated Account (DA) denominated in US\$: (i) IDA Grant Designated Account (DA) and (ii) TDRP TF Designated Account.

29. Project activities will be financed through the pooled DA that will be opened in Banque Commerciale du Congo (BCDC), a commercial bank acceptable by IDA and donors. The pooled DA will be managed according to the disbursement procedures described in the PIM and the Disbursement Letter (DL) for the Project. The ceiling of the account will be specified in the DL estimated to be the equivalent of four months of project cash needs and takes into account the disbursement capacity of the various structures implementing the Project.

30. The proceeds of this IDA Grant and the TDRP TF will be advanced into the pooled DA. A combined ceiling of US\$ 3,500,000 has been determined for this pooled DA and will be allocated to each financing source as follows: 800,000 for IDA Grant 2,700,000 for the TDRP TF. Additional advances to the Designated Account will be made on a monthly basis against withdrawal applications submitted electronically and supported by Statements of Expenditures (SOE) or records and other documents as specified in the DL. The replenishment of the DAs will be done at least once a month by the project against submission of acceptable expenditures along with supporting documentation. All supporting documents will be retained at the project, and the documentation will be readily accessible for review by periodic implementation support missions and external auditors.

31. The flow of funds is summarized as following:

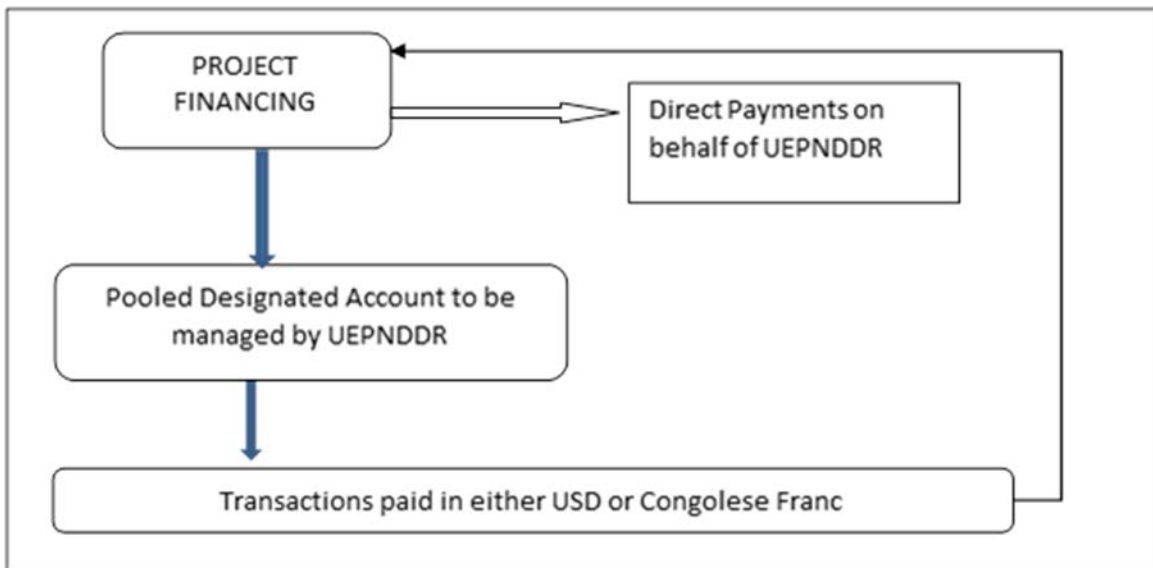


Figure 2: Flow of Funds

### Disbursements

32. *Disbursements.* Given the high risk environment, the report-based disbursement will not be applicable by default. Upon project effectiveness, transaction-based disbursements will be used.

The other methods of disbursing the funds (reimbursement, direct payment and special commitment) will also be available to the project. Upon effectiveness and at the request of the project, the World Bank will release an initial advance estimated at US\$3.5 million expenditures forecast, and subsequent disbursements will be made against submission of statement of expenses (SoEs) or records. The minimum value of applications for these methods is 20% of the DA ceiling. The project will have the option to sign and submit Withdrawal Applications (WA) electronically using the e-Signatures module accessible from the World Bank’s Client Connection website.

33. When statements of expenditures are used as supporting documentation for disbursement, the borrower is still required to provide interim unaudited financial reports to the World Bank in accordance with the requirement of the legal agreement. The project will have to maintain its records in such a manner that allows for efficient retrieval of the corresponding original records such as invoices, receipts for inspection by auditors and World Bank staff. The World Bank may require a copy of the original records to support requests for reimbursement and reporting on the use of advances, either as part of the initial disbursement arrangements or during implementation. Thus the World Bank may require records where payments are against contracts that are subject to the World Bank’s prior review and/or when the task team requires additional monitoring.

34. The Project may also use the direct payment method to withdraw funds from the World Bank, which involves direct payments from IDA to a third party for eligible works, goods and services rendered to UEPNDDR on its request. Further details about these disbursement methods will be included in the DL sent by the World Bank which will also stipulate a minimum application value for direct payment and special commitments where applicable.

35. The following table specifies the categories of Eligible Expenditures that may be financed out of the proceeds of the Financing (“Category”), the allocations of the amounts of the Grant to each Category, and the percentage of expenditures to be financed for Eligible Expenditures in each Category:

<b>Category</b>	<b>Amount of the IDA Grant Allocated (expressed in US\$)</b>	<b>Percentage of Expenditures to be Financed by the Grant (inclusive of Taxes)<sup>64</sup></b>	<b>Amount of the TDRP TF Grant Allocated (expressed in US\$)</b>	<b>Percentage of Expenditures to be Financed by the Grant (inclusive of Taxes)</b>
(1) Goods, works, non-consulting services, consultants’ services, Operating Costs, Training and Workshops for the Project	15,000,000	20%	6,500,000	80%
<b>TOTAL AMOUNT</b>	15,000,000	20%	6,500,000	80%

<sup>64</sup> At the time of negotiating this operation the Grant Agreement of the TDRP has a closing date of June 30, 2015 which is expected to be updated to June 30, 2016 upon extension of End Disbursement Date of the Administrative Agreement of the TDRP. The above financing percentage therefore only apply for the first year of implementation of the Project

36. If ineligible expenditures are found to have been made from the designated and/or operating bank accounts, UEPNDDR will be obligated to refund the amounts. If the designated account remains inactive for more than six months, UEPNDDR may be requested to refund to IDA amounts advanced to the designated account.

37. IDA will have the right to suspend disbursement of the Funds if reporting requirements are not complied with.

38. The management of the DAs will be undertaken by UEPNDDR under the following general guidelines:

- UEPNDDR will initially apply for the advance of funds to the DA, in the amount as set-out in the legal documents.
- All applications, whether the initial advance or succeeding reimbursement applications, will be prepared by the FM team of UEPNDDR and signed by the authorized signatories.
- The submission of withdrawal applications for the reimbursement of eligible payments will be based upon transactions recorded by the approved financial institution (national or private bank) and supported by a bank statement for the applicable period.
- The applications will be supported by SOEs for each of the categories as set-out in the legal agreements, detailing each of the payments recorded in the bank statement, using an agreed upon format.
- The legal documents will set out the limit allowed for each procurement of works, goods, and services that do not require review; the payment, partial or total, of contracts requiring pre-review will be recorded in a separate Summary Sheet for each applicable Category, the format of which is prescribed in the legal agreements.
- The SOEs and Summary Sheets will be supplemented by a Summary of Expenditure table that summarizes key information detailed in the SOEs and Summary Sheets as well as a Reconciliation of the DA in the agreed upon format.
- The withdrawal applications will be completed by the FM team of UEPNDDR after which they will be electronically signed by the authorized signatory/signatories (a mandatory condition) and submitted online or in hard format to the World Bank.
- Once the World Bank completes the processing of the application and is satisfied that all expenditure claimed is eligible and has been processed in the Designated Account, it will authorize the replenishment of the DA through an electronic bank transfer of the eligible funds.
- The FM team of UEPNDDR will submit applications to the World Bank, at least once a month or, if funds are required urgently, more than once a month.
- When a payment to be made to a third party exceeds 20% of the DA initial advance, the FM team of UEPNDDR may request a Direct Payment, the application for which requires different support documentation such as a copy of the contract with the supplier, a copy of the supplier's invoice, and details of the supplier's bank account to enable the paying agency to effect the payment directly to the supplier. The application is also submitted in the prescribed method.

- Six months before the closing date of the agreement, all applications will be subject to a mandatory reduction of the amount applied for which will be used by the paying agency to reduce the amount of the advance to the DA.
- In case the FM team of UEPNDDR is unable to document all expenses paid from the DA and there is still an undocumented balance in the Designated Account, this account will be refunded to the World Bank.

39. *Disbursement of funds to other service providers and suppliers.* UEPNDDR will make disbursements to service providers and suppliers of goods and services in accordance with the payment modalities, as specified in the respective contracts/conventions as well as procedures described in the manuals of procedures (Administrative, Accounting and Financial Manual).

40. *Conclusions of the FM Assessment.* The overall residual FM risk at preparation is considered *substantial*. The proposed financial management arrangements for this project are considered adequate to meet the World Bank's minimum fiduciary requirements under OP/BP10.00.

## **Procurement**

41. *Applicable guidelines.* Procurement for the proposed project would be carried out in accordance with the World Bank guidelines including: (i) Procurement of Goods, Works and Non-Consulting Services under IBRD Loans and IDA Credits dated January 2011 and revised July 2014; (ii) Selection and Employment of Consultants under IBRD Loans and IDA Credits and Grants by World Bank Borrowers dated January 2011 and revised July 2014; (iii) Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants (October 15, 2006 and revised in January 2011); and (iv) the provisions stipulated in the Financing Agreement. The various items under different expenditure categories are described in general below. For each contract to be financed by the Grant (IDA) and Grant (TF), the different procurement methods or consultant selection methods, the need for pre-qualification, estimated costs, prior review requirements and time frame are agreed between the Recipient and the World Bank in the Procurement Plan. The procurement plan would be updated at least annually or as required to reflect the actual project implementation needs and improvements in institutional capacity.

42. *Reference to the National Procurement Regulatory Framework.* For all contracts awarded through National Competitive Bidding (NCB) method, the World Bank may authorize the use of the national institutions and regulations that comprise the law including its texts of application, the institutions set up for the control and regulation and the institutions responsible for procurement activities implementation. The NCB procedures currently in force in the DRC deviate slightly from the World Bank Procurement Guidelines NCB procedures for procurement of Works, Goods and services (other than consultants services); thus, they have been already reviewed and appropriate modifications have been proposed to assure economy, efficiency, transparency, and broad consistency with the provisions included in Section I and paragraphs 3.3 and 3.4 of the World Bank Procurement Guidelines (refer to the paragraph below).

43. *Requirements for National Competitive Bidding.* The procedures to be followed for National Competitive Bidding shall be those set forth in the Recipient's Procurement Code of April



27, 2010, as revised from time to time in a manner deemed acceptable to the Association, subject, however, to the modifications described in the following paragraphs required for compliance with the Procurement Guidelines:

- a) *Standard Bidding Documents*: All standard bidding documents to be used for the Project under NCB shall be found acceptable to the World Bank before their use during the implementation of Project;
- b) *Eligibility*: Eligibility of bidders and acceptability of their goods and services shall not be based on their nationality and/or their origin; and association with a national firm shall not be a condition for participation in a bidding process. Therefore, except for the ineligibility situations referred to in paragraphs 1.10(a) (i) and 1.10(a) (ii) of the Procurement Guidelines, the eligibility of bidders must be based solely on their qualification, experience and capacity to carry out the contract related to the specific bidding process;
- c) *Advertising and Bid Preparation Time*: Bidding opportunities shall be advertised at least in a national newspaper of wide circulation and on the website of the Recipient's Procurement Regulator (*Autorité de Régulation des Marchés Publics*) and bidders should be given at least 30 days from the date of invitation to bid or the date of availability of the bidding documents, whichever is later;
- d) *Criteria for Qualification of Bidders*: Qualification criteria shall only concern the bidder's capability and resources to perform the contract taking into account objective and measurable factors. Such criteria for qualification of bidders shall be clearly specified in the bidding documents;
- e) *Evaluation and Contract Award*: A contract shall be awarded to the substantially responsive and lowest evaluated bidder provided that such bidder meets the qualification criteria specified in the bidding documents. No scoring system shall be allowed for the evaluation of bids, and no "blanket" limitation to the number of lots which can be awarded to a bidder shall apply. The criteria for bid evaluation and the contract award conditions shall be clearly specified in the bidding documents;
- f) *Preferences*: No preference shall be given to domestic/regional bidders; to domestically/regionally manufactured goods; and to bidders forming a joint venture with a national firm or proposing national sub-contractors or carrying out economic activities in the territory of the Recipient;
- g) *Publication of Contract Award*: Information on all contract awards shall be published in at least a national newspaper of wide circulation or in the Recipient's Procurement Regulator (*Autorité de Régulation des Marchés Publics*) website;
- h) *Fraud and Corruption*: In accordance with the Procurement Guidelines, each bidding document and contract shall include provisions stating the World Bank's policy to sanction firms or individuals found to have engaged in fraud and corruption as set forth in the Procurement Guidelines;
- i) *Inspection and Audit Rights*: In accordance with the Procurement Guidelines, each bidding document and contract shall include provisions stating the World Bank's policy with respect to inspection and audit of accounts, records and other documents relating to the bid submission and contract performance;
- j) *Requirement for administrative documents and/or tax clearance certificate*: The bidding documents shall not require foreign bidders to produce any administrative or tax related certificates prior to confirmation of awarding a contract;

- k) *Modifications of a Signed Contract:* Any change in the contract amount which, singly or combined with all previous changes, increases the original contract amount by fifteen (15) percent or more must be done through an amendment to the signed contract instead of signing a new contract.

**Items to be procured and the methods to be used:**

44. *Advertisement.* General Procurement Notice (GPN), Specific Procurement Notices (SPN), Requests for Expression of Interest, and results of the evaluation and contracts award should be published in accordance with advertising provisions in the following guidelines: "Guidelines: Procurement under IBRD Loans and IDA Credits" dated January 2011 and revised July 2014; and "Guidelines: Selection and Employment of Consultants by World Bank Borrowers" dated January 2011 and revised July 2014. For this purpose, the Project Implementing Unit of National Program for Disarmament, Demobilization and Reinsertion (PIU-PNDDR) will prepare and submit to the World Bank a GPN. SPN for all goods, non-consulting services and works to be procured under International Competitive Bidding (ICB) and Requests for Expressions of Interests for all consulting services costing the equivalent of US\$200,000.00 and above will be published in "Dg Market", on the World Bank's external website, and in the national press, in addition to other media with wide circulation. All other specific procurement notices and other requests for expression of interest shall be published at a minimum in the national press with wide circulation.

45. *Procurement of goods, works and non-consultancy services.* Goods procured under this project include the mainly items that constitute start-up kits and training supplies. Works under this project include mainly the development of the MIS and implementing partner services to conduct the components of reinsertion, reintegration, vulnerable groups and ex-combatant households. Non-consulting services under this project include maintenance of office equipment, training and workshops in the region. Depending on the size of the contracts goods, works and non-consultancy services procured under this project will be done either under ICB using World Bank procurement rules that include the related SBD or under NCB using National Standard Bidding Documents agreed with or satisfactory to the World Bank. Small value goods may be procured under shopping procedures. Direct contracting may be used where necessary if agreed in the procurement plan in accordance with the provisions of paragraph 3.7 to 3.8 of the Procurement Guidelines.

46. **Selection and employment of Consultants.** Consultancy services required for the project would cover advisory services, consultancies and technical assistance and studies. The selection method for consultant services will be Quality and Cost Based Selection (QCBS) method whenever possible. Contracts for specialized assignments estimated to cost less than US\$ 200,000 equivalent may be contracted through Consultant Qualification (CQ). The following additional methods may be used where appropriate: Quality Based Selection (QBS); Selection under a Fixed Budget (FB); and Least-Cost Selection (LCS).

- Short lists of consultants for services estimated to cost less than the equivalent of US\$100,000 per contract for ordinary services and US\$200,000 for design and contract supervision may be composed entirely of national consultants in accordance with the provisions of paragraph 2.7 of the Consultant Guidelines. However, if foreign firms express interest, they will not be excluded from consideration.

- Single Source Selection (SSS) may be employed with prior approval of the World Bank and will be in accordance with paragraphs 3.8 to 3.11 of the Consultant Guidelines.
- All services of Individual Consultants (IC) will be procured under contracts in accordance with the provisions of paragraphs 5.1 to 5.6 of the Guidelines.

47. *Operating Costs* shall consist of operations and maintenance costs for vehicles, office supplies, communication charges, equipment, utility charges, travel expenses, per diem and travels costs, training costs, workshops and seminar and associated costs, among others. Operating costs will not include salaries of civil servants.

48. *Training and Workshops* will be based on capacity needs assessment. Detailed training plans and workshops activities will be developed during project implementation, and included in the project annual plan and budget for World Bank’s review and approval.

## **Implementation arrangements for procurement and capacity assessment**

### **1) Implementation arrangements**

49. *Guiding principles of the implementation of the procurement.* The Government and the World Bank agreed to mainstream the implementation of the project into the existing legal entities and structures and will be framed by the following principles: (i) UEPNDDR to be made more responsible and accountable in project implementation with a focus on strengthening country systems; (ii) equity; and (iii) performance-based agreements which make providers accountable for delivering specific results. Procurement activities of the project will be carried out by the Procurement Unit within the UEPNDDR. A specific Project Implementation Manual will be prepared for this project.

### **2) Assessments of the risks and the related mitigation measures**

50. The procurement capacity assessment of UEPNDDR carried out in October 2014 has found that the UEPNDDR is comprised of a procurement unit staffed by two procurement specialists. Both of them were part of the UEPNDDR’s procurement unit when UEPNDDR was executing the Emergency Demobilization and Reintegration Project in DRC. During the implementation of the previous World Bank-supported project, the UEPNDDR became adequately skilled and experienced to manage the procurement activities. Since the end of the previous DDR project, the procurement staff has continued to participate in the procurement clinics organized by the World Bank procurement unit in Kinshasa in order to build procurement capacity within the PIUs in charge of implementing the projects funded by the World Bank.

51. Even if the procurement unit within the UEPNDDR has the capacity to manage procurement activities under this project the procurement on this project is likely to involve the following risks:

- The administrative system as it operates in practice creates opportunities for informal interference in the procurement process by senior officials – creating opportunities for waste, mismanagement, corruption, collusion and fraud;

- Government officials likely to be involved in project procurement through tender committees and the national control system ensuring that the rules are respected and able to handle complaints from bidders may not be familiar with procurement procedures according to World Bank guidelines and rules;
- Control and regulation mechanism according to the provisions of the Country procurement law and its application procedures could delay the procurement process if mandatory reviews are required.

52. The overall unmitigated risk for procurement is **Substantial**. Proposed corrective measures which have been agreed to mitigate the risk are summarized in the following table.

**Table 5: Action plan corrective measures**

Ref.	Tasks	Responsibility	Due date
1	Prepare a specific Project Implementation Manual that will include procurement methods to be used in the project along with their step by step explanation as well as the standard and sample documents to be used for each method.	UEPNDDR	3 months after implementation
2	Organize a launch workshop involving all stakeholders, including the civil society.	UEPNDDR	3 months after effectiveness
3	Provide procurement training to the staff involved in the procurement activities.	UEPNDDR	On regular basis
4	Identify the root cause of procurement delays at national level and propose appropriate solutions (global)	UEPNDDR	By the end of 2015
5	Apply a “one-strike” policy to all contractors and consultants and any case of complicity in corruption, collusion, nepotism and/or fraud will lead to dismissal, disqualification from all further project activities and prosecution.	UEPNDDR	Permanently

The prevailing risk can be improved to **moderate** provided that the corrective measures are implemented.

### **Frequency of Procurement Supervision**

53. In addition to the prior procurement review carried out by the World Bank, the procurement specialist recommends at least four missions for the first year and two missions per year for the following years to provide support to the implementation of procurement activities. This support will include not only the organization and functioning of the procurement unit but also the implementation of procurement activities listed in the procurement plan. One post review of procurement activities will be also carried out every year. As agreed with the government, contracts will be published on the web. Annual compliance verification monitoring will also be carried out by an independent consultant and would aim to:

- (a) verify that the procurement and contracting procedures and processes followed for the project were in accordance with the Financing Agreement;
- (b) verify technical compliance, physical completion and price competitiveness of each contract in the selected representative sample;
- (c) review and comment on contract administration and management issues as dealt with by the implementation entity;
- (d) review capacity of the implementation entity in handling procurement efficiently; and
- (e) identify improvements in the procurement process in the light of any identified deficiencies.

54. *Contract Management and Expenditure Reports.* As part of the Procurement Management Reports (PMR), the UEPNDDR will submit contract management and expenditure information in quarterly reports to the World Bank for the project. The procurement management report will consist of information on procurement of goods, works and consultants' services and compliance with agreed procurement methods. The report will compare procurement's performance against the plan agreed at negotiations and as appropriately updated at the end of each quarter. The report will also provide any information on complaints by bidders, unsatisfactory performance by contractors and any information on contractual disputes if any. These contract management reports will also provide details on payments under each contract, and will use these to ensure no contract over-payments are made or no payments are made to sanctioned entities.

### **Procurement Plan**

55. The borrower has prepared a Procurement Plan for the first 18 months of the project implementation which provides the basis for the procurement methods. This plan has been agreed between the borrower and the World Bank during Negotiations. It will also be available in the project's database and in World Bank's external website. The Procurement Plan will be updated in agreement with the Project Team annually or as required to reflect the actual project implementation needs.

**Table 6: Thresholds for Procurement Methods and Prior Review<sup>65</sup>**

<b>Expenditure Category</b>	<b>Contract Value Threshold (in US\$)</b>	<b>Procurement Method</b>	<b>Contracts Subject to Prior Review (in US\$)</b>
<b>Works</b>	≥10,000,000	ICB	All
	<10,000,000	NCB	All contracts ≥ 5.000.000
	<200,000	At least three quotations	None
	All amounts	Direct contracting	All
<b>Goods</b>	≥1,000,000	ICB	All
	<1,000,000	NCB	All contracts ≥500,000
	<500,000	Shopping from all major brands of vehicles dealers or distributors of petroleum products	Shortlist of: (i) vehicles dealers; and (ii) distributors of petroleum products. The technical specifications of vehicles.
	<100,000	Shopping	None
	All amounts	Direct contracting	All
<b>Services – Firms</b>	≥200,000		All
	<200,000	CQ	None
	All amounts	SSS	All
<b>Services -- Individuals</b>	≥100,000	IC	All
	<100,000	IC	None
	All amounts	SSS	All
<b>All TORs regardless of the value of the contract are subject to prior review</b>			

### **Details of the Procurement Arrangements Involving International Competition**

#### **1) Goods, Works, and Non Consulting Services**

56. List of main contract packages to be procured following ICB and direct contracting:

<b>Ref. No.</b>	<b>Contract Name</b>	<b>Estimated Cost (in US\$)</b>	<b>Procurement Method</b>	<b>Pre qualification (Yes/No)</b>	<b>National Preference (Yes/No)</b>	<b>Review (Prior/Post)</b>	<b>Expected Bid Opening Date</b>	<b>Comment</b>
1	Procurement of IT equipments of PIUDDR's provincial offices	48 000	Shopping	No	No	Post	27/3/2015	
2	Procurement of offices cars	435 000	Shopping	No	No	Post	6/04/2015	

<sup>65</sup> ICB: international competitive bidding; NCB: national competitive bidding; CQ: Consultants qualification; SSS: Single source selection; IC: individual consultant.

3	Procurement of office's fees	105 000	Shopping	No	No	Post	16/04/2015	
4	Procurement of start-up kits/ reintegration	3 360 000	ICB	No	No	Priori	11/05/2015	
5	Procurement of training materials for ex-combatants	96 000	Shopping	No	No	Post	29/05/2015	
6	Procurement of training equipments/ reinsertion	240 000	NCB	No	No	Post	01/06/2015	
7	Procurement of support/training materials	240 000	NCB	No	No	Post	10/06/2015	
8	Procurement of start-up kits/ Support to demobilized ex-combatants	1 920 000	ICB	No	No	Priori	17/06/2015	
9	Sensitization Materials' Development and Production	133 000	NCB	No	No	Post	16/11/2015	

## 2) Consulting Services

57. List of main consulting assignments with short-list of international firms.

Ref. No.	Contract Name	Estimated Cost (in US\$)	Method	Review (Priori/ Post)	Proposal Submit Date	Comment
1	Development of Vocational Skills Training (Agrarian and Non-agrarian)	35 000	IC	Post	17/04/2015	
2	Development of Economic association creation training module	5 000	IC	Post	01/05/2015	
3	Development of overall curriculum	5 000	IC	Post	15/05/2015	
4	Delivery of Vocational Training <sup>66</sup>	1 632 000	QC	Priori	29/05/2015	
5	Delivery of entrepreneurship and	720 000	QC	Priori	26/06/2015	

<sup>66</sup> Several contracts for different type of training to be provided by several technical administrative national/international entities; the estimated cost of each contract is US\$50,000.

Ref. No.	Contract Name	Estimated Cost (in US\$)	Method	Review (Priori/Post)	Proposal Submit Date	Comment
	economic associations training <sup>67</sup>					
6	Specialist - MIS Set-up (intranet - set up)	15 000	IC	Post	10/07/2015	
7	Specialist - Training of MIS staff	10 000	IC	Post	24/07/2015	
8	Specialist - MIS and database management	50 000	IC	Post	07/08/2015	
9	RCP staff <sup>68</sup>	235 600	IC	Post	14/08/2015	
10	Targeted Medical Support	48 000	QC	Post	21/08/2015	
11	Specialist - Medical Support at RCPs	60 000	IC	Post	04/09/2015	
12	Targeted Psychosocial Support <sup>69</sup>	396 000	QC	Priori	18/09/2015	
13	Sports and Recreation (social reinsertion)	14 400	IC	Post		
14	Distribution of start-up kits incl. Logistics, Management, Quality control and warehousing	336 000	QC	Priori	02/10/2015	
15	Logistic Specialist - Startup Kits Process	90 000	IC	Posteriori	16/10/2015	
16	Training-of-Trainers for Reintegration Outreach Services and Support	50 000	IC	Posteriori	30/10/2015	
17	Support to Economic Association Formation	180 000	QC	Posteriori	30/10/2015	
18	Supplemental training for community members joining associations	180 000	QC	Post	13/11/2015	
19	Start-up in-kind support to economic association (for community members)	3 024 000	QC	Post	30/04/2015	
20	Follow-up support to economic associations (3 times within the 12 months)	162 000	IC	Priori	01/05/2015	
21	Follow-up support to individual (and small groups) ex-combatants	432 000	QC	Priori	11/05/2015	
22	Reintegration Provincial offices staff <sup>70</sup>	1 432 800	IC	Post	21/05/2015	

<sup>67</sup> Idem as point 5

<sup>68</sup> Several agents recruited for the cleaning and maintenance of the sites.

<sup>69</sup> Idem as point 5 with a minimum of 4 contracts.

<sup>70</sup> Staff in provincial offices (3 agents per office). No fiduciary staff in this team.



Ref. No.	Contract Name	Estimated Cost (in US\$)	Method	Review (Priori/ Post)	Proposal Submit Date	Comment
23	Development of training modules	20 000	IC	Post	28/05/2015	
24	Delivery of Training on Module: Reinsertion Sensitization	180 000	QC	Post	01/06/2015	
25	Delivery of Training on Module: Life Skills training	180 000	QC	Post	11/06/2015	
26	Delivery of Training on Module: Livelihood training	180 000	QC	Post	21/06/2015	
27	Delivery of Training on Module: Psycho-social counselling	180 000	QC	Post	1/07/2015	
28	Specialist Support to Demobilized Ex-combatant Households	100 000	QC	Post	11/07/2015	
29	Training of UEPNDDR officers on gender	15 000	IC	Post	21/07/2015	
30	Training of IP personnel on gender	10 000	IC	Post	31/07/2015	
31	Specific treatment for female ex-combatants <sup>71</sup>	288 000	QC	Post	02/08/2015	
32	Follow-up community-based support for disabled	384 000	QC	Priori	09/08/2015	
33	Special support - follow-up monitoring of psychosocial support	145 000	QC	Post	19/08/2015	
34	Specialist - support to disabled ex-combatants and traumatized ex-combatants	90 000	IC	Post	16/09/2015	
35	DDR Head office staff <sup>72</sup>	2 382 192	SSS	Priori	23/09/2015	
35bis	Other DDR Head office staff <sup>73</sup>		IC	Post	23/09/2015	
36	M&E Officer	172 800	IC	Priori	30/09/2015	
37	TA - M&E	180 000	IC	Priori	02/10/2015	
38	Baseline Study	30 000	IC	Post	12/10/2015	
39	Annual beneficiary survey	80 000	QC	Post	19/10/2015	
40	Annual independent evaluation	80 000	QC	Post	29/10/2015	
41	final completion report	20 000	IC	Post	02/11/2015	
42	Communication Officer	172 800	IC	Priori	09/11/2015	
43	Sensitization delivery	18 000	IC	Post	26/11/2015	

<sup>71</sup> Selection of several specialized medical structures for women care.

<sup>72</sup> List of positions to be provided. N.B.: only the required positions to start the project at the beginning will be recruited by single source selection.

<sup>73</sup> List of concerned staff to be provided.

Ref. No.	Contract Name	Estimated Cost (in US\$)	Method	Review (Priori/ Post)	Proposal Submit Date	Comment
44	TA - Communication and Sensitization	30 000	IC	Post	03/12/2015	

### Environmental and Social (including safeguards)

58. In terms of environmental relevance, the project will finance - per a small grants scheme - the development of economic activities and livelihoods by ex-combatants. While not financed by the project, small scale construction activities for RPC (financed by MONUSCO and planned to be executed by UNOPS) are functionally associated with the project. Both activities have the potential to cause limited, minor negative environmental impacts that will require some form of environmental manage instrument. The foreseen instruments to manage impacts are (i) a negative list for activities, equipment and goods not to be financed for livelihood development, and (ii) for the UNOPS-executed activities, an environmental and social screening assessment, gender assessment, and an environmental and social management plan for the DDR centers construction. For the livelihoods-supporting grant scheme environmental modules will be organized for the training of ex-combatants, focusing on the avoidance of activities that could pose a hazard to public health and safety (e.g. pest management, handling of toxic / noxious chemicals, fuels or lubricants), and the promotion of sustainable approaches (e.g. resource economy, avoidance of pollution) to livelihoods in agricultural, manufacturing and service sectors.

59. The project is expected to have only limited, localized and generic environmental and social impacts that can easily be mitigated with standard, available measures and mostly would be resolved by adhering to good housekeeping practices in the envisaged small scale construction activities. Negative social impacts are also expected to be negligible. No acquisition of privately owned land, or involuntary resettlement, or impacts on livelihoods are anticipated. All small scale construction will take place on publicly owned land. The areas earmarked for the establishment of the RPCs, small scale infrastructure for reintegration and training of ex-combatants, are in Kamina, Katanga Province; and in Kitona in the province of Bas-Congo. UNOPS will build the two planned RPCs. The plot identified for project-financed activities lies in a remote rangeland, vegetated with grass and low shrubbery, which is secondary growth and of low ecological value. No protected areas or sensitive habitats are expected to be affected. The sites are flat, with no particular risk of erosion, landslides or other geo-hazards. The sites are not inhabited and there are no signs of localized livelihoods, such as fields, gardens or plantations.

60. The project is not directly financing any civil works that might require land acquisition or might lead to resettlement, losses of assets, livelihood resources or restrictions of access to resources and therefore OP 4.12 on Involuntary Resettlement is not triggered. The limited, small-scale construction activities for the establishment of DDR centers related will be financed by MONUSCO and executed by UNOPS. These works are associated with the overall project, but they will take place on government owned land in remote areas where there are no visible signs of human settlements or structures, or any livelihood activities; thus the anticipated negative social impacts are negligible. Prior to commencing any construction works, UNOPS will implement its own safeguards related instruments, which include an environmental and social screening process and a gender assessment as well as an environmental and social management plant.

61. As the project is prepared under the provisions of paragraph 12, OP 10, for projects in situations of urgent need for assistance or capacity constraints, the preparation of safeguards instruments has been deferred into the implementation period, and an environmental and social action plan (ESAP) was developed (Annex 5). During the implementation period, and before the relevant project activities will be allowed to commence, for the post reintegration activities (Component 2) the Borrower will prepare a negative list of activities, equipment and goods that will not be financed by the project due to their potential, negative environmental impacts. Also training to minimize environmental risks and enhance sustainability will be provided (see above). For the RPC construction works UNOPS will implement its own safeguards management process and instruments, which - given that UNOPS is a signatory to the FPA - are considered equivalent to the World Bank's.

62. The E&S action plan was prepared and is in Annex 5.

### **Project Monitoring and Evaluation**

63. Monitoring and Evaluation (M&E) will be conducted by a dedicated team based on the achievements and lessons learned during the first two phases of the DDR project in the DRC. The monitoring and evaluation team will have the following objectives: (i) Improve project management; (ii) Ensure transparency in data sharing of the project with various stakeholders; (iii) Ensure efficiency of the activities; (iv) Provide accurate and timely information to adjust or modify the activities in relation to the evolution of the context during implementation; and (v) Provide accurate and timely information to help management take the right decisions.

64. The monitoring and evaluation team will produce the monthly, quarterly and annual program activity reports. These reports will be available directly on the project website to facilitate access to the various government partners and donors. In addition, ad hoc assessments will be conducted as well as studies based on identified needs. This will include formal assessments including on the demobilization process and regular tracer beneficiary surveys combining qualitative and quantitative data. Specific studies on the inclusion of gender in the reintegration of adults and children will also be conducted.

65. A mid-term review will be conducted two years after the start of the project in collaboration with donors and government. This review will validate the proposed reintegration process or modify it if necessary. A final implementation report will be prepared within six months after the end of the project and include the contribution of the government and donors.

66. Furthermore, M&E will include a MIS combining several robust databases to: (i) monitor each demobilized ex-combatant from demobilization through reintegration, (ii) follow the implementing partners providing reintegration support, and (iii) monitor the financial management. The various regional offices and the RPC will be connected to the MIS via a wireless connection (GPRS) and data will be transmitted on a daily basis. The data will be centralized at Kinshasa and synchronized at each office to minimize any possible duplication.

67. The MIS will have an identification and biometric registration module for demobilized including information on their profile (military, professional, household, etc.). The information will then be used during the reintegration process. Capturing the fingerprint of each combatant will

ensure system reliability and eliminate the risk of duplication at identification. This system can simultaneously process demobilized in various remote sites (CTA) as they will be connected via a wireless connection (GPRS) and synchronized in the central database in Kinshasa at the end of each day. Finally, following the record in the database, each demobilized will be given a demobilized card with a photo.

68. A database, Reintegration Monitoring System (ASR), already used in previous phases of DDR will be used as a management tool to track benefits provided to adults demobilized. It will: (i) monitor demobilized from demobilization to reintegration; (ii) monitor the benefits provided in the RPC; (iii) monitor the support provided by the IPs to the demobilized during reintegration; and (iv) produce dynamic reports and statistics.

69. Finally, another database, Reintegration Monitoring System of CAAF, based on the same model as the database used for adults, will be used by the agency in charge of providing reintegration to the children. Again this is based on the previous phases and experience of DDR in the DRC.

## **Annex 4: Implementation Support Plan**

### **DRC: Reinsertion and Reintegration Project**

1. The implementation support plan for the project has been developed based on the specific nature of the project activities, the existing capacity of the implementing agencies and partners, the fragile environment in DRC, lessons learned from past DDR operations in the country, and the project's risk profile in accordance with the SORT. This Implementation Support Plan reflects the assessment conducted by the World Bank during project appraisal which built on lessons learned from several years of the World Bank's DDR engagement in DRC.

#### ***Strategy and Approach for Implementation Support***

2. Implementation Support Missions (ISMs), including field visits would concentrate on the following areas:

**a. Technical Assistance.** Implementation support missions will concentrate on the overall implementation of project activities at all levels. Randomized field visits will serve to verify compliance with the approved Project Implementation Manual (PIM). Additional technical assistance might be required on reinsertion, reintegration, and support to vulnerable groups and ex-combatant households. Support will be provided by the World Bank, in collaboration with other experts, to ensure that activities are implemented in a cost-effective fashion in accordance with the project development objectives, and that they are fully aligned with government strategies. The World Bank team will also facilitate knowledge exchange as well as mobilize appropriate global expertise.

**b. Monitoring & Evaluation (M&E)/MIS.** An M&E/MIS specialist will (i) provide regular technical assistance and oversight of data collection; (ii) ensure effective flow of data between the multiple government counterparts involved in service delivery, as well as between the provincial and national level; and (iii) ensure effective use of data by the counterpart to inform ongoing progress of activities and take appropriate action as needed. Additional support will be provided for the development of studies and evaluations to improve the understanding and feasibility of planned interventions on reinsertion and reintegration as well as the support to ex-combatant households and vulnerable groups. In addition, the M&E specialist is responsible to organize regular meetings with the project team where M&E findings are discussed and utilized for the improvement of project implementation.

**c. Client Relations.** The Task Team Leader (TTL) will: (i) coordinate World Bank implementation support to ensure consistent project implementation as specified in the legal documents (i.e., Financing Agreement, PIM); and (ii) meet regularly with the client's senior representatives at central and decentralized levels (where appropriate) to gauge project progress in achieving the Project Development Objective (PDO) and address implementation bottlenecks, as they arise. In addition, the TTL will ensure regular exchanges of information with other key donors supporting activities related to the DDR process as well as bilateral, multilateral donors, and UN agencies.

**d. Financial management.** Supervisions will be conducted over the project’s lifetime (two per year). The project will be supervised on a risk-based approach. It will comprise the review of audit reports, financial reports, and advice to task team on all FM issues. Based on the current risk assessment which is rated as substantial, the project will be supervised at least twice a year and may be adjusted when the need arises. The ISR will include a FM rating of the project. An ISM will be carried out before effectiveness to ensure project readiness. To the extent possible, mixed on-site supervision missions will be undertaken with procurement monitoring and evaluation, and disbursement colleagues.

**e. Procurement.** With regards to procurement activities, implementation support will include prior procurement reviews. The World Bank’s procurement specialist will carry out at least two missions per year to provide support to the implementation of procurement activities and as need arises. This support will include the set-up and functioning of the procurement unit and the implementation of procurement activities listed in the procurement plan. One post review of procurement activities will be also carried out every year and an annual compliance verification monitoring will be carried out by an independent consultant.

**f. Safeguards.** The World Bank team’s social and environmental safeguards specialists will provide technical support and oversight throughout project implementation, and will take responsibility for initiating the timely preparation of required safeguards instruments. The World Bank task team will assist the Government teams in reviewing the ToRs for the instruments as well as the finalized products, and ensure their scope and quality is satisfactory to the World Bank. The task team will also follow up on the safeguards instrument implementation and application through regular ISMs (which will include an environmental specialist, as well as a social development specialist for DRC) during which document reviews, site visits, and spot-checks will be conducted. The team will use concrete tasks and challenges in the project as platforms for capacity building which—depending on demand—will be expanded by targeted training and hands on exercises.

**g. Communications:** The World Bank team will provide support for the design, development, and implementation of the communication strategy for the project targeting project beneficiaries, the general public, and internal and external clients.

**h. Mid-Term Review:** A Mid-Term Review (MTR) will be carried out after 2 years of Project implementation. In preparation of the MTR, an independent review of implementation progress will be carried out, including audits. Results will provide input to any potential project revisions or restructuring at the time. The MTR will cover *inter alia* review of the Results Framework, SORT, country ownership, stakeholder participation, financial management, procurement processing, and sustainability aspects.

### **Implementation Support Plan**

3. Implementation support will be provided by direct support from the World Bank team and additional consultants to provide technical assistance as needed. During the first year of the project, it is foreseen that regular technical assistance missions will take place to essential areas to support the client in initiating activities given the complexity and nature of the project. The World Bank team will carry out ISMs in distant areas as well as in Kinshasa and provide additional support in

between these missions. The volume of support is expected to be particularly high in the first two years of project implementation. An implementation support plan is provided below including required skills mix.

4. *Financing of implementation support.* The World Bank team will require a Bank Budget (BB) to support this project commensurate with the risk profile and complexity of the activities.<sup>74</sup> Project funds will be used by the implementing agencies to hire individuals and firms as required.

### Implementation Support Plan

Time / Phase	Focus	Skills Needed	Partner Role
First twelve months	Project start-up, baseline survey, pre-assessments/needs assessment, preparing safeguards instruments, conducting training for fiduciary staff, setting-up support for demobilized, families, children, vulnerable groups RPCs and community of reintegration.	As per skills mix required table below	UN, MONUSCO, multi-and bilaterals, Government of DRC
12-48 months	Supporting (i) implementation of project activities for the demobilized, their families, and participating community members, (ii) research and knowledge sharing.	As per skills mix required table below	UN, MONUSCO, multi-and bilaterals

### Skills Mix

Skills Needed	Number of Staff Weeks per Fiscal Year	Number of Trips per Fiscal Year	Comments
TTL	12	As much as needed	HQ-based
Social Development Specialist	12	3	HQ-based
M&E/MIS Specialist	12	3	HQ-field based
Financial Management Specialist	6	2	Kinshasa-based
Procurement Specialist	6	2	Kinshasa-based
Safeguards Specialist	2	1	Nairobi/HQ-based

### Role of Partners

Name	Institution	Role
UNOPS	UN Kinshasa	Coordination complementary activities (RPCs)
UNICEF	UN Kinshasa	Coordination complementary activities (children)
MONUSCO	UN Kinshasa	Coordination complementary activities (CTAs & RPCs)

<sup>74</sup> In addition, some vBank-executed resources will be made available from the trust fund that will be established to support the implementation.

## **Annex 5: Environmental and Social Action Plan**

### **A. Objectives**

1. The Environmental and Social Action Plan (ESAP) provides a time-bound planning framework for the environmental and social safeguards instruments, the production of which has been deferred into the project implementation period under paragraph 12 of OP10, allowing for condensed procedures and deferral of the safeguards instruments in situations of urgent need for assistance. The ESAP is supplemented by information on policies, guidelines, codes of practice and procedures to be adhered to and mainstreamed into the Project.

2. The objective of the ESAP is to ensure that the planned project activities and related E&S assessment and management instruments and processes will be in compliance with the national legislation of DRC and the World Bank's operational safeguards policies, and are duly and diligently implemented in a logical sequence with the environmentally and socially relevant project activities.

### **B. General Principles**

3. Owing to the emergency nature of the proposed operation and the related need for providing immediate assistance while at the same time ensuring due diligence in managing potential environmental and social risks, the ESAP is based on the following principles:

- To ensure effective application of the World Bank's safeguard policies, the ESAP provides guidance on the approach to be taken during emergency project implementation for the selection and design of subprojects and the planning of mitigation measures.
- No physical resettlement issues are expected in any of the proposed subprojects under the emergency Project as they are primarily concerned with training and income generation activities.
- The proposed emergency operation will mainly finance training and income generating activities with provision of in-kind support. The project will not finance rehabilitation or construction of physical infrastructure. The training activities will include environmental and social instruments as required by the World Bank safeguards policies.
- Employment/income generating opportunities within the subproject areas will be targeted and expanded as much as possible to the affected communities and households that lost their livelihoods due to the political crisis and/or to natural disasters. Special attention will be given to women, youth and other most vulnerable groups including CAAs and disabled ex-combatants.
- Participatory Public Consultation and Disclosure requirements, as specified by World Bank Safeguards policies, will be simplified and adopted to meet the special needs of these operations. All subprojects which require public consultations with local communities or beneficiaries will be conducted to help elicit the views and comprehension of the male and female populations.

4. The ESAP complies with World Bank safeguards policies and is subject to public consultation and disclosure by the Borrower during project implementation. As such, it will be disclosed both in-country (using the appropriate communication channels, concerned sector



ministries, and other public places of project intervention areas) as well as at the World Bank InfoShop.

### **C. Project Scope**

5. The Reinsertion and Reintegration Project is part of the Government of DRC's Global Plan on DDR, which was prepared following the signing of the Framework Agreement. This strategy incorporated lessons learned from previous DDR programs' operations both in DRC and in countries with relevant experiences as well as inputs from the international community. This Global Plan was the foundational document for the development of the Reinsertion and Reintegration Project, which will target 4,700 adult ex-combatants and ex-combatants' households.

6. Further, the project will offer specialized services to vulnerable groups including female, and chronically ill/disabled ex-combatants through targeted interventions designed to best meet their specific needs

7. Owing to the urgent need of assistance, the team requested, and was granted, the deferral of the safeguards instruments until the project implementation phase as provided by OP10.00, paragraph 12, on projects under special considerations. The project activities that are relevant in terms of a need to manage potential adverse environmental and social impacts are:

#### **Component 1: Reinsertion**

8. *Sensitization* activities will focus on disseminating information by putting in place mechanisms that would provide a voice to the project beneficiaries, i.e., including bottom-up communications approaches to ensure citizen. *Reinsertion* of demobilized ex-combatants in the Reintegration Preparation Center will focus on providing a foundational set of skills as they begin the transition to civilian life. The demobilized will participate in a six-month foundational training curriculum which will include elements of the following activities: livelihoods/career guidance and counselling; entrepreneurship, associations and financial literacy training; literacy and numeracy training; relevant and targeted life skills training; psycho-social support activities; medical support; information and referral; demonstration gardens, animal husbandry, and food and goods processing; and sports and recreational activities.<sup>75</sup> However, if some groups (e.g. self-defense groups) are demobilized locally through mobile centers they will be offered the same training package at the mobile locations, thus, minimizing disruptions to their lives. Depending on the ex-combatants' readiness for reintegration, those found to require additional support (as determined by set readiness criteria) will extend the training courses for up to a total of six months. Following the three-month core training, those ex-combatants categorized as ready for reintegration will have the option to work around the camp for up to a total combined time of six months or go to their chosen locations for reintegration. Those categorized as not yet ready for reintegration will be offered additional training for the remainder of the six month total reinsertion window.

---

<sup>75</sup> Transportation to and from DDR centers: The Government and MONUSCO will be responsible for the transportation of project beneficiaries from the CTAs to RPCs and from the RPCs to their selected communities of reintegration.

## **Component 2: Reintegration**

9. *Reintegration activities* will include vocational training at the communities of reintegration and follow-up advice and support on all of the previous training modules provided at the reintegration preparation center.<sup>76</sup> Reintegration is divided into five distinct periods: (i) cooperative formation; (ii) vocational skills training (3 to 6 months); (iii) distribution of start-up kits at completion of the vocational skills training; (iv) community follow-up, counselling and referral (12 months); and (v) drop-in information, counselling, and referral services (12 months). In total the reintegration period will encompass 2½ years after the ex-combatants' return to their communities. The ex-combatants may form an IGA or an association including a mix of ex-combatant and community members. The inclusion of community individuals in the associations will further ensure that the program does not create enmity or jealousy between the returning ex-combatants and their communities, as well as build community connections and economic relationships for the returning ex-combatants.

10. The individuals will then attend a vocational training in keeping with the livelihoods counseling received during reinsertion. Vocational trainings will be offered on sustainable economic opportunities based on lessons learned from the previous two rounds of DDR and economic opportunities mapping. At the end of the training, basic start-up toolkits related to the skills received during vocational training will be distributed to the cooperatives of ex-combatant and community participants.<sup>77</sup>

## **Component 3: Support to Demobilized Ex-combatants' Households<sup>78</sup>**

11. The project will also assist ex-combatants' households via primary support to the spouse and some additional support to other household members. In the aftermath of conflict and displacement, families are not necessarily cohesive, functional units, and frequently lack the resources, capacity, and skills to manage the re-establishment of their own lives, much less to accommodate the special needs and demands to assist returning ex-combatants to reintegrate socially and economically.<sup>79</sup> Additionally, psycho-social trauma confronts not only ex-combatants, thereby impairing their ability to resume their roles and functioning in the home, but also frequently affects spouses and children who have similarly been subjected or witness to violence and conflict. Further, in the ex-combatant's absence key household roles may have been assumed by others in the household including non-traditional gender roles.

12. Ex-combatant households will receive life skills training, basic livelihoods training, entrepreneurial training, cooperative training and formation support to the spouse or a household member selected by the ex-combatant in the absence of a spouse as well as psycho-social counselling and assistance with formal documentation to members of the ex-combatants'

---

<sup>76</sup> The vocational skills training would be structured such that it can be delivered either over three months (full-time) or six months (part time).

<sup>77</sup> Start-up toolkit contents will be designed through a participatory process including beneficiaries' inputs. Start-up toolkit procurement and distribution guidelines will be developed incorporating lessons learned from previous World Bank operations. This guidance will be included as a technical annex in the Project Implementation Manual.

<sup>78</sup> Ex-combatant Household Support Component activities are planned to take place when the ex-combatants are at the RPCs. However, household support activities can only start after the World Bank operation has access to resources, and therefore there may be delays in household programming in the event that ex-combatants arrive RPCs before the Bank project becomes active.

<sup>79</sup> "Role of the Family in the Reintegration of Ex-Combatants". LOGICA/World Bank (forthcoming).

household. This support is designed to increase the likelihood of the ex-combatants' successful reintegration. This approach has the potential to reduce the likelihood of conflict transference to future generations.

#### **Component 4: Support to Vulnerable Groups**

13. Vulnerable groups benefitting from this project include adult ex-combatants that are (i) female, (ii) disabled, and/or (iii) psycho-socially traumatized. While UNICEF will serve the CAAF who are another critical vulnerable group, the project will support some cultural and sport activities for children to promote their social reintegration and conduct analytical work on the CAAF. Furthermore, TDRP/WB will provide technical support to the UEPNDDR in terms of M&E of CAAF. While UNICEF will be responsible for the overall family tracing, reunification and socio-economic reintegration, the project will seek synergies with the forthcoming Bank project on Quality and Relevance of Secondary and Tertiary Education (P149233). This project plans to target Katanga, Province Orientale, Kinshasa, Bandundu, Equateur and Kasai Occidental.

14. Female ex-combatants will be offered an identical base package as male beneficiaries and are included in the reinsertion and reintegration sections above. A gender sensitive lens, however, will be applied throughout the implementation of all project components to ensure differentiated needs of male and female ex-combatants are taken into account. UEPNDDR officers will be trained to work with female ex-combatants for whom separate facilities will be provided in all demobilization centers and at least one of the reintegration centers. Specialized medical practitioners and caregivers as well as additional facilities for their children will be made available. All training and benefits granted to men will be offered to women. Vocational training will be sensitive to potential female interest and needs. In order to ensure that differentiated needs of women are addressed, dedicated facilities and targeted activities will be provided and undertaken.

15. Given the project focus which is on rather soft investments and no physical infrastructure and given that the RPCs, which are financed by the Government of DRC and MONUSCO, will be in areas that are close to main roads and towns, the presence of Indigenous Peoples is unlikely and potential localized adverse environmental and social impacts are expected to be minimal. In addition, selected villages in the areas of reintegration of the demobilized ex-combatants will benefit from training and income generation activities and thus from economic support. The physical environment of the target provinces, mainly in the eastern parts of the DRC, is characterized by forests savanna, and highlands/mountains and hills (in North and South Kivu, landslides are frequent). Accessibility of areas off the main roads is a constant challenge. The provinces (North Kivu 59,483 km<sup>2</sup>, South Kivu 65,070 km<sup>2</sup>, Oriental 503.239 km<sup>2</sup>, Maniema 132.250 km<sup>2</sup>) cover an area of about 701.479 km<sup>2</sup>; that is about the size of France and the United Kingdom together.

#### **D. Compliance with World Bank safeguards policies**

16. The project is focused on providing training and skills development, income generating activities and in-kind support in the areas of reintegration, which are expected to be mostly in the Eastern DRC region. The projected activities have a moderate risk of causing minor, adverse environmental impacts, which should be easily manageable and mitigable. To induce the required processes and instruments, OP4.01 (Environmental Assessment) was triggered for the project, the

anticipated safeguards instrument being an environmental and social management framework (ESMF), which principally will contain a negative list of activities, equipment and materials not to be financed by the project, as well as approaches, outlines and TOR for training modules on environmental sustainability that would be integrated into the planned training and sensitization program.

17. In terms of environmentally relevant dimensions and potential impacts, the project will finance - per a small grants scheme - the development of economic activities and livelihoods by ex-combatants. While not financed by the project, small scale construction activities for the RPCs, financed by MONUSCO and planned to be executed by UNOPS, are functionally associated with the project. Both activities have the potential to cause limited and minor negative environmental impacts that will require some form of environmental management instrument. The foreseen instruments to manage impacts are (i) a negative list for activities, equipment, and goods not to be financed for livelihood development, and the delivery of training modules on environmental risk management and sustainability enhancement to ex-combatants receiving livelihood support, and (ii) on the UNOPS-executed activities, an environmental screening assessment, gender assessment, and an environmental management plan for the RPC construction. The latter will be produced under UNOPS' responsibility in step with the design, planning and preparation of any (if any) construction works.

18. The policy on Indigenous Peoples (OP 4.10) is not triggered; the province of Bas-Congo is generally considered not to have Indigenous Peoples. Nevertheless, the environmental and social screening process of UNOPS includes screening for negative impacts on vulnerable groups, such as indigenous peoples, including their access to resources and land ownership issues. The screening process requires an Environmental Review if any impacts are identified.

19. Parts of the project activities will focus on capacity building, material and equipment procurements, and institutional support where no environmental and social safeguard aspect would be expected. The remainder of the proposed subprojects will focus on: sensitization activities, counseling, psycho-social support, and similar "soft" activities.

#### **E. Sequencing and, if practical, tentative implementation schedule for safeguards processing**

20. Prior to the commencement of training activities, the distribution livelihood support grants, or the construction of physical structures, e.g. the reintegration centers (if any at all) the implementing agencies will agree to apply the following minimum standards during implementation:

- Development of environmental modules that will be integrated into the training of ex-combatants, focusing on the avoidance of activities that could pose a hazard to public health and safety (e.g. pest management, handling of toxic / noxious chemicals, fuels or lubricants), and the promotion of sustainable approaches (e.g. resource economy, avoidance of pollution) to livelihoods in agricultural, manufacturing and service sectors;
- Development of a negative list of activities and goods / substances that will *not* be financed by the project;

- Inclusion of standard Environmental Codes of Practice (ECOP) in the rehabilitation, improvement and reconstruction bid documents of all subprojects; review and oversight of any major reconstruction works by specialists (or, if works are expected to be carried out by UNOPS, their E&S assessment and management instruments will be accepted as equivalent to the Bank's).

21. *Sequencing of safeguards instruments during project implementation.* The following time-bound deployment of the above described safeguards instruments is anticipated to manage and mitigate the potential adverse impacts.

- Immediately after project effectiveness:* Development of TOR for, and of the training modules on environmental sustainability to be integrated into the overall sensitization and training activities. Development of ESMF with training plan and negative list of activities, materials and equipment not to be financed, and including a monitoring plan.
- During implementation of training activities under Components 2 and 3:* Delivery of training modules on environmental sustainability, including an explanation of the negative list.
- Before the start of implementation of reintegration activities:* (i) finalization of “negative list”; (ii) entering a formal agreement with implementing agencies on the list's application to all economic support measures planned under the reintegration component.

22. *Preparation time for safeguards instruments, including Bank review, revisions, clearance, and approval steps.* The preparation of the ESMF, including the negative list and the training modules is estimated to require a maximum time period of about 4 months, including Bank review and approval, disclosure, consultations and finalization.

23. *Consultations and Disclosure.* The ESMF will be disclosed after Bank review as a final draft version, for a period no less than 30 days, during which the Recipient will organize consultations for the affected stakeholders.

24. *Implementation of safeguards instruments. If applicable, development of secondary instruments (e.g., subproject EMPs to be developed, and specifying by whom—e.g., contractors or other implementing entities—and by when).* After finalization of the ESMF, the training program and modules, and the negative list no further safeguards instruments will be required. Should the establishment of the reintegration centers materialize, the E&S management and assessment instruments required for these small scale construction activities would be prepared by UNOPS under their safeguards arrangements, which are considered equivalent to the World Bank's.

25. *The responsibility for the implementation* of the above described safeguards instruments and processes will be with the UEPNDDR, who institutionally will be responsible for compliance with domestic environmental regulation.