



DEMOCRATIC REPUBLIC OF THE CONGO

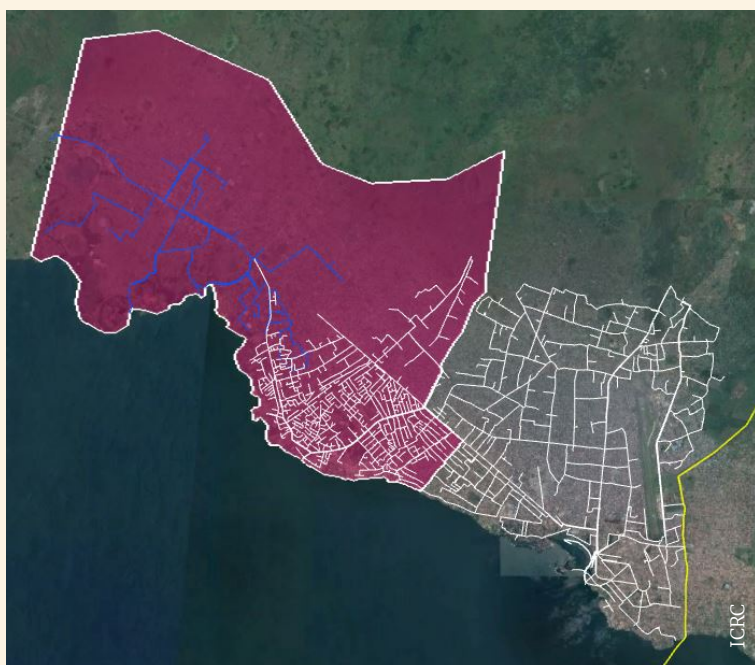
GOMA WEST RESILIENT WATER SUPPLY PROJECT

BRIDGING THE HUMANITARIAN
AND DEVELOPMENT DIVIDE

GOMA WEST RESILIENT WATER SUPPLY PROJECT

The ICRC has been working in Democratic Republic of Congo (DRC) since the 1960s, and in Goma since the 1990s, across multiple crises and has a strong relationship of trust with the authorities, built over time. This document outlines the rationale for the Goma West Resilient Water Supply Project (GWWP) to develop urban infrastructure in fragile settings. Working in support of the North Kivu Province, the ICRC is systematically coordinating the various instruments of humanitarian assistance, development cooperation and private sector investment in a complimentary and coherent manner in accordance with respective mandates. Our ambition is to deliver safe, accessible, sustainable and affordable water services to people in Goma while leveraging the lessons learned to scale innovative approaches and partnerships for multi-year engagements in fragile settings.

WATER NETWORK AND GOMA WEST AREA



Satellite image of Goma city with the existing water networks (white and blue lines). More than half of Goma West (coloured pink area) has no water infrastructure.

KEY FACTS AND FIGURES*

Total budget: CHF 40 million
Project timeline: 2019–2026
Beneficiaries: estimated 330,000 people

DELIVERED BY

The ICRC, North Kivu Province, and development, humanitarian and private-sector partners, based on the principles of impartiality, independence and neutrality.

TARGETED OUTCOMES



A safe, accessible, sustainable and affordable water service, preventing waterborne diseases;



A scalable and replicable innovative financing model delivered through new partnerships;



Diversified multi-year engagement in the water sector in fragile settings.





* subject to final master plan and feasibility studies



D. Revol/ICRC

THE CONTEXT FOR PEOPLE LIVING IN GOMA

For half of the population in Goma, access to water is limited to unreliable sources that are often of poor quality, leading to health and sanitation issues. It is also costly for the most vulnerable. Owing to the lack of access to safe water, a person living in Goma West will:

- 
 experience health issues (e.g. diarrhoea, cholera outbreaks), which impact well-being and economic livelihoods;
- 
 walk over 1.1 km, spending almost one hour to fetch a heavy 20-litre jerrycan of water, burdening women and young children disproportionately and affecting well-being and education;
- 
 pay tap stand user fees that are two or three times higher than the charges paid by better-off households with private connections;
- 
 face disruption to this water supply from volcanic eruptions and associated earthquakes.

Street vendors get water directly from Lake Kivu. But the water is poorly chlorinated and much more expensive than the water delivered through the network – when it exists. Obtaining water from these sources exacerbates the existing unsanitary situation in Goma. Many neighbourhoods are hotbeds of waterborne diseases, including cholera.

“Globally, 2 billion people lack access to safe drinking water with projected global financing needs for water infrastructure ranging from USD 6.7 trillion in 2030 to USD 22.6 trillion by 2050.¹”

¹ OECD, Making Blended Finance Work for Water and Sanitation Policy, 2019

PROJECT RATIONALE



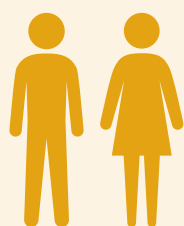
Owing to stagnant water and the lack of a sewage and rainwater collection network, many neighbourhoods in Goma are hotbeds of waterborne diseases, including cholera.

The city of Goma in the DRC is located on the banks of Lake Kivu, at the border with Rwanda. It is situated at the heart of a region that has been beset by armed conflict and instability for decades. Its population, estimated at 770,000 inhabitants in 2017, is growing rapidly owing to the combined effects of natural growth and displacement from rural areas due to the fighting. Population projections show that the population of Goma could reach 1.1 million inhabitants by 2030. As a result, basic services – such as water supply – are struggling to meet the needs of the burgeoning population.

Although the ICRC has stepped up its initiatives in Goma for improving access to water, services are severely lacking in the western part of the city, where the population has notably increased in the last decade. Most people in Goma West are forced to obtain water from unsanitary sources such as

the lake and/or pay high prices for water trucking. These exacerbate the already poor hygiene situation in districts that are hotbeds for outbreaks of waterborne diseases, including cholera – and that face a fragile economy.

As the districts in Goma West had not been included in previous development plans, a water-supply master plan for the area was developed by the ICRC and various partners in 2017. This made it possible to forecast the water and infrastructure needs of specific areas through to 2030 and to develop a project that addresses these needs while taking local constraints into account. The GWWP will cover the first phase of infrastructure development in Goma West, which will deliver drinking water to around 330,000 inhabitants living in areas of the city without any network and where the population is dense.



330,000

PEOPLE
will benefit from
this project



CHF 40 million

TOTAL BUDGET

up to CHF 25 million will be parallel funded i.e. the funding for the project works and operation will not be channelled through the ICRC but coordinated and implemented through parallel financing mechanisms with development actors

PROJECT OBJECTIVES AND IMPLEMENTATION

With a view to helping people in Goma West improve their access to safe drinking water and thus contribute to the improvement of public health, the project has the following objectives:

1. equip districts in western Goma with the resilient infrastructure to source and treat water;
2. install the necessary main piping lines, reservoirs and distribution system network to the delivery points;
3. ensure the sustainability of the system through accompanying measures; developing the Province capacity to fulfil its role as project owner, support an efficient operator organization for service management and involve communities to increase engagement and ownership including measures to mitigate conflict risks.

The project is split into two sub-projects: project 1: preparation and emergency works (CHF 8 million), and project 2 (CHF 32 million). Project preparation started in 2019, with funding secured from the Swedish International Development Cooperation Agency (SIDA) and Fondation Lombard Odier (FLO) to complete the technical and financial feasibility study. Further support from the Swiss Agency for Development and Cooperation (SDC) has allowed ICRC to start the next stages of studies that will extend the master plan to the whole city and explore the use of groundwater resources. The ICRC continues to invest in emergency works, working with local actors to strengthen existing systems in Goma. Baseline and community mobilization activities are under way, led by the DRC

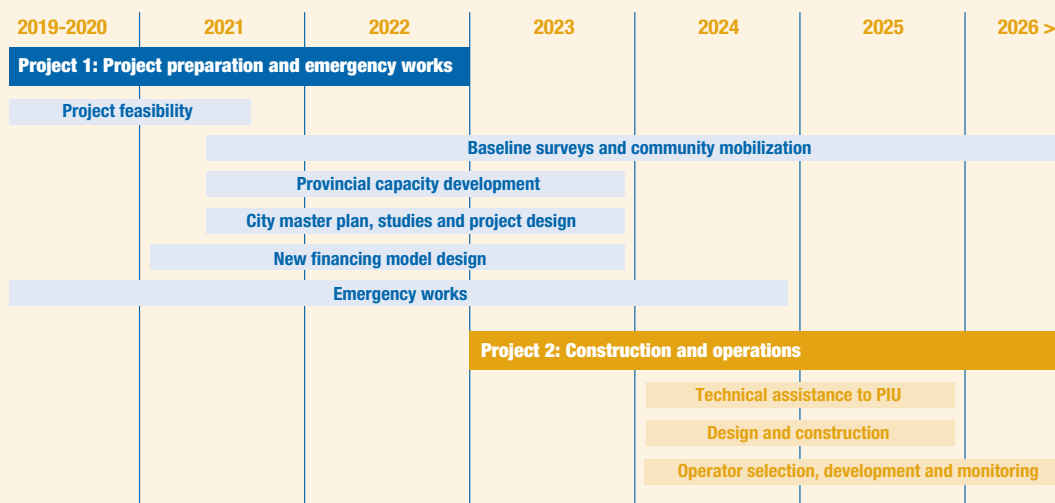
Red Cross, in partnership with the Swedish Red Cross (SRC). Following the completion of project 1, the main construction works are expected to be tendered by the newly created Provincial Infrastructure Units (PIUs) in 2023-2024.

In support of the provincial government, the ICRC is implementing the majority of activities in project 1, preparation and emergency works. The ICRC is coordinating with GIZ and the World Bank, who are supporting complementary activities to establish, equip and develop the capacities of the PIUs and support national-level reforms. Project 2 constructions and operations will be implemented through parallel investments by development actors through a Design-Build-Operate contract between the PIU and the private sector. The ICRC is building on its protection-focused mandate, technical skills, deep knowledge of the context, and guiding principles of impartiality, independence and neutrality.

The project will also help foster better sanitation practices, improve public health by preventing waterborne diseases caused by inadequate hygiene, and prevent long journeys to water points. In line with the ICRC Strategy 2019-2024, the project provides a blueprint for cross-sector partnerships and innovative finance for improving water services in fragile settings.

To complete the next stage of project preparation, the ICRC is intending to raise CHF 8.2 million for 2022-2023.

PROJECT IMPLEMENTATION



THE ICRC'S WORK IN WATER IN GOMA, DRC

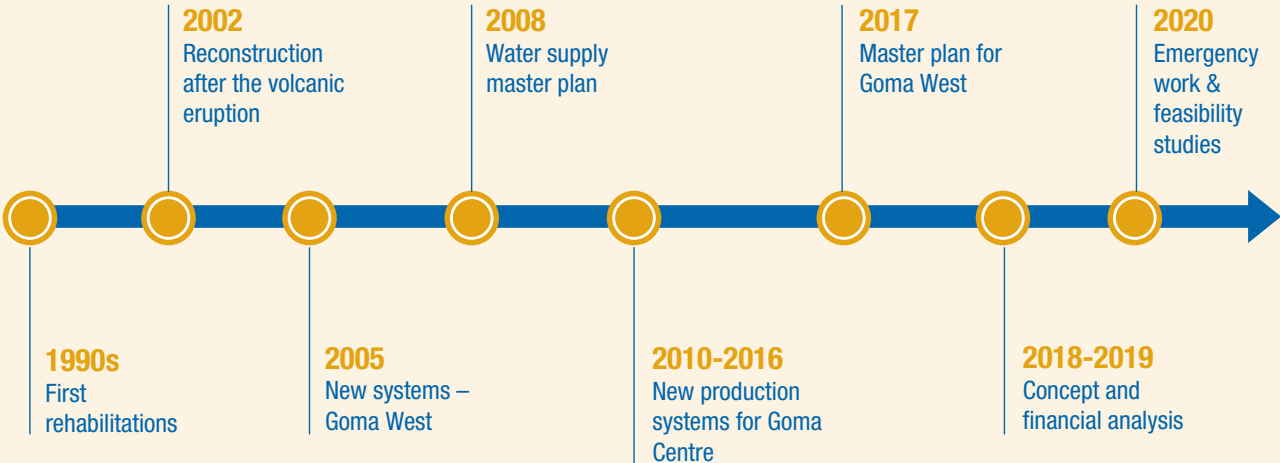
The ICRC has been working in DRC since the 1960s, and in Goma since the 1990s, across multiple crises and has a strong relationship of trust with the authorities and local communities, built over time.



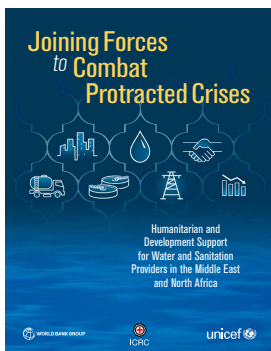
THE ICRC

- brings **35 years of infrastructure development experience** for basic services in fragile settings.
- has deep and relevant **local knowledge** based on its presence in DRC since the 1960s and in Goma since the 1990s, with over 944 staff currently in the country.
- adheres to the principles of **impartiality, independence and neutrality**, which are important to building complex multi-stakeholder partnerships of trust.
- has a mandate that is pragmatic and flexible to **operate along the humanitarian-development spectrum** from international relief to early recovery and sustainable development.
- enjoys strong local and international **stakeholder relationships** needed to bring a project of this scale to fruition: donors, local and national government, development actors, water operators, engineers, finance experts, legal and policy experts, and community stakeholders.

ICRC WATER AND HABITAT: HISTORY IN GOMA



EMBEDDING RESILIENCE



Following collaborative work with the World Bank and UNICEF, a report entitled *Joining Forces to Combat Protracted Crises: Humanitarian and Development Support for Water and Sanitation Providers in the Middle East and North Africa*² was published in May 2021. Although the recommendations emerge

from experiences in the Middle East and North Africa, there are resilience principles relevant to a case like Goma and the ICRC will ensure that these principles will be applied in the design of the system. So, choices will be drawn from an all-hazard approach in order to design a resilient system that is capable of absorbing shocks while ensuring continuous service. For example, attention is and will be given to:

- **diversification of the water resources** used to reduce the risk of service interruption in case of concerns over quality and quantities from a single resource (this typically includes ongoing exploration for underground water resources compared to only using the water from Lake Kivu);
- **inclusion of water trucking stakeholders in the design of the system**, in particular for preparing a response in case some sectors are not served because of emergencies;

- the **energy efficiency** of electromechanical equipment to reduce running costs for the operator;
- the presence of **bypasses in the system** in case reservoirs have to be repaired following damage caused by earthquakes;
- **system redundancies to avoid interruption** of services because of damage caused by lava flows;
- the selection of **material technologies adapted to the context**, considering the availability of supply chains necessary for operations and maintenance;
- the carefully selected geographical location of key infrastructure to **reduce energy consumption** for distribution;
- **the diversification of power-supply sources** for the system to avoid a situation whereby the whole service could be interrupted at the same time;
- ensuring that the **business model will allow the operator to cover all the running costs** so that it may provide a high-quality service over time to the population.

2 "World Bank; ICRC; UNICEF. 2021. Joining Forces to Combat Protracted Crises : Humanitarian and Development Support for Water and Sanitation Providers in the Middle East and North Africa. World Bank, Washington, DC. © World Bank. <https://openknowledge.worldbank.org/handle/10986/35122> License: CC BY 3.0 IGO." <https://www.icrc.org/en/document/joining-forces-secure-water-and-sanitation-protracted-crises>

Goma, ICRC subdelegation. The heads of the various departments take stock of activities and review the security conditions, which are essential in a region where armed clashes regularly take place. The Beni office team participates via video conference.



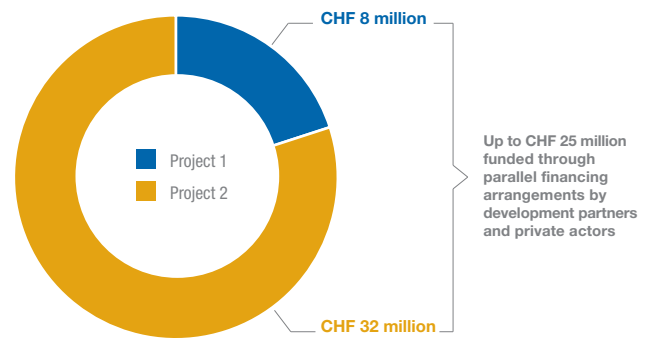
BUDGET AND PROJECT FINANCING STRUCTURE

The project financing structure is an example of the ICRC's work in developing new approaches to meet long-term needs through a new financing model that seeks to bring complementary and scalable parallel investments into the water sector. The overall project budget is currently estimated to be CHF 40 million.

Working in support of the provincial authorities and across the humanitarian, development and private sectors, this innovative financing model will be informed, in agreement with the Government of the DRC at the national and provincial levels, by the final technical and financial feasibility studies and due diligence with partners.

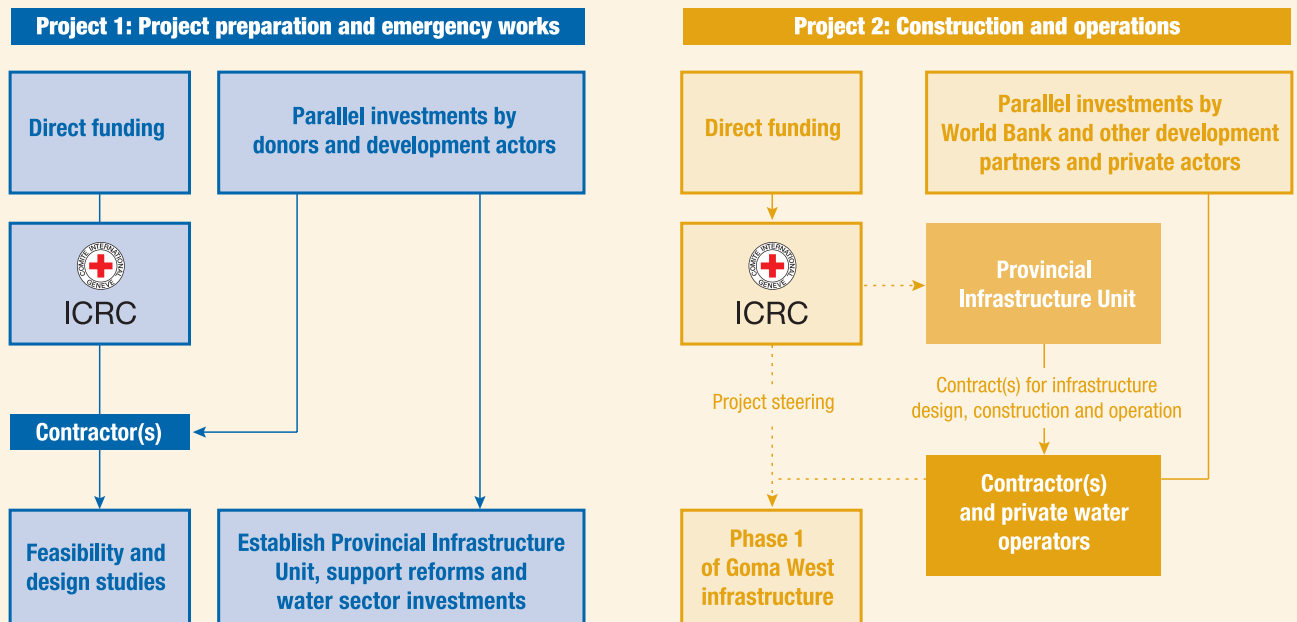
For project 1, the ICRC has a remaining direct fundraising target to complete the project preparation of CHF 8.2 million. With the establishment of the PIU in North Kivu, it is expected that, by 2023, the design, construction and operation phase for the Goma West water system will start under oversight of the PIU. This phase is to be funded by parallel investments by development partners and private actors, supported by a maintenance and operation plan, in accordance with respective mandates.

Funding requirements for the ICRC to complete project preparation and continue essential emergency works are CHF 8.2 million for 2022-2023.



STRUCTURE OF THE FINANCING

Reflects current expectation but is subject to final due diligence



WORKING WITH OTHERS

In November 2021, the North Kivu Province and the ICRC signed a declaration of intent for the project with the following roles and responsibilities:

NORTH KIVU PROVINCE

- Identify and facilitate the obtaining of the necessary administrative authorizations to progress with the project;
- Based on the rights of way identified during the studies, facilitate and make available the necessary land, both for permanent structures (production plants, reservoirs) and temporary easements (passage of pipes) during the works;
- Establish the PIU;
- Entrust the ICRC, which will report to North Kivu province, with the regular and daily monitoring of the works, when directly funded through ICRC.

ICRC

- Mobilize the necessary resources for the project;
- Provide technical expertise for the development of the project, the design of the technical project, the definition of the activities to be

implemented and the identification of qualified partners;

- Identify and develop partnerships to mobilize the necessary skills for the implementation of the various components of the project;
- Hand over the newly created assets to the North Kivu Province.

THE PARTIES JOINTLY UNDERTAKE TO:

- set up a steering committee for the management of the project;
- jointly elaborate a risk analysis document related to the project, and define and apply the prevention and mitigation measures that will be associated with it;
- seek funding and partners for the project and coordinate their efforts in this regard, as well as ensure the proper allocation of resources and their transparent use;
- monitor and coordinate the activities of the project as well as those of the various partners involved in its implementation.





D. Revol/ICRC

Several partners have provided direct funding and technical assistance to Project 1 including SIDA, SDC and FLO. The ICRC is coordinating with the World Bank, to finance in parallel a part of Project 2 through the AGREE³ project, possibly through a Design-Build-Operate contract with the private sector. The ICRC is also working with the Government of the Netherlands, in coordination with the Government of DRC, on parallel financing for Project 2.

The ICRC is leading the community engagement and baseline surveys, which are implemented through a long-term partnership with the DRC Red Cross and SRC. USAID and *Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung* are co-financing GIZ to establish the PIU, with the ICRC coordinating

the infrastructure (e.g. office construction and equipment). The ICRC is also working with knowledge partners to bring expertise from the water and investment sectors. These include Ekocentric, SGI Consulting and Volta Capital.

In addition to in-house corporate legal support, the ICRC also receives Swiss legal advice from OBERSON ABELS SA, a Swiss law firm which supports the organization on a pro-bono basis in the development of new contractual arrangements.

³ Access Governance and Reform for the Electricity and Water Sectors scheduled for Board approval March 31, 2022, <https://projects.worldbank.org/en/projects-operations/document-detail/P173506?type=projects>

Partnerships and collaborations



NORTH KIVU PROVINCE



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Agency for Development and Cooperation SDC



Sweden
Sverige



WORLD BANK GROUP



Royaume des Pays-Bas



coopération allemande
DEUTSCHE ZUSAMMENARBEIT



USAID
FROM THE AMERICAN PEOPLE



LOWBARD ODIER
LOWBARD ODIER DANKER BENTSCHE



FOUNDATION FOR THE ICRC



Svenska Röda Korset



CROIX-ROUGE
DE LA RÉPUBLIQUE DÉMOCRATIQUE
DU CONGO

Knowledge partners



EkoCentric



SGI



VOLTA
VALUES & INVESTING



OBERSON
ABELS

RISK MANAGEMENT, GOVERNANCE AND MONITORING AND EVALUATION

RISK MANAGEMENT



The ICRC security risk management framework will be applied during the whole project. The project team is applying a rigorous risk management approach, including plans to conduct an environmental and social impact assessment and to document a conflict sensitivity analysis.

The ICRC approach to risk management promotes early awareness of potential risks to start at the preliminary stage of the project vision, prior to the feasibility study, and to be continuously reviewed and updated throughout the project cycle. This approach encourages collective risk identification through multi-department and multi-stakeholders brainstorming. Each risk is further assessed against its likelihood and potential impact and recorded in a “risk register” with a consistent description, indicators and identification of triggers. A set of related prevention and contingency measures feeds the risk management plan of the project, which is monitored and evaluated throughout the project cycle.

GOVERNANCE

Corporate: At corporate level, a task force has been established comprising representatives from operations, delegation management, legal, finance and the project team.

Direction: In 2022, a steering committee will be established with representation from: i) North Kivu Province (Ministry of Hydraulic Resources and Energy, and its Hydraulic Division, Ministry of Planning, Provincial Office for Project Development), ii) the ICRC’s DRC delegation and project management, and iii) key partners.




Management: Project management is led by a dedicated project team in Goma, complemented by a regional project director and ICRC headquarter advisers. The ICRC continues to coordinate as far as possible with the range of actors active in the water sector.

MONITORING AND EVALUATION

Detailed monitoring and evaluation plans are being developed. They will look at progress against outcomes in terms of health issues, hygiene practices and access to water for the population of Goma West. The plan will be informed by baseline surveys and subject to mid-term and final evaluation. Baseline surveys are being undertaken independently by SRC in partnership with the DRC Red Cross.

Monitoring and evaluation will also include feedback mechanisms from the beneficiaries of the project to the ICRC. Monitoring of the progress of the planned activities, as well as performance and quality checks of the system, will also be part of monitoring. Such practices will inform the management and decision-making of the project and allow timely adaptive measures as required.

The ICRC helps people around the world affected by armed conflict and other violence, doing everything it can to protect their lives and dignity and to relieve their suffering, often with its Red Cross and Red Crescent partners. The organization also seeks to prevent hardship by promoting and strengthening humanitarian law and championing universal humanitarian principles.

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