



AfCAP
Africa Community Access Partnership



Development of a Strategic Plan for the Establishment of Sustainable Road Research Capacity in the Research Division of Offices des Routes (OdR) in the DR Congo

Inception Report



SMEC International Pty Ltd

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Source: UNDP in DR Congo

<i>Quality assurance and review table</i>			
Version	Author(s)	Reviewer(s)	Date
001	<i>Paul Tshiula + Jean-Paul Libebele</i>	<i>Coco Kabongo + Aydagne Zelleke</i>	<i>02.08.2017</i>
		<i>N V Leta</i>	<i>03.08.2017</i>

ReCAP Project Management Unit
 Cardno Emerging Market (UK) Ltd
 Oxford House, Oxford Road
 Thame
 OX9 2AH
 United Kingdom



Abstract

Following a request from the Government of the Democratic Republic of the Congo (DRC), the Government of the United Kingdom (UK), through its Department for International Development "DFID", responded favorably through its Program of Research for Community Access Partnership 'ReCAP'. This program is an initiative of the "Africa Community Access Partnership" in acronym "AfCAP".

In this context, AfCAP has entrusted the Consultant 'SMEC' with the Development of a Strategic Plan for the Implementation of a Sustainable Road Research Capacity in the Research Division of Office des Routes (OdR) in the Democratic Republic of Congo. This study is the first of the two phases of a larger project whose final objective is the actual installation and reinforcement of a Road Research Unit in the DRC. The launching of the second phase of the planned project will depend on the results of phase 1.

This volume presents the "Inception Report" of the Development phase of a Strategic Plan for the Establishment of Sustainable Road Research Capacity in the Research Division of Offices des Routes (OdR) in the DRC. It includes the followings:

- Project Kick-off meeting;
- Detailed methodology of the study;
- The detailed programme for the study

Key words

Sustainable road research capacity, Detailed methodology, Strategic plan, Office des Routes, Inception report, Methodology for workshop, Road Research policy in DRC

RESEARCH FOR COMMUNITY ACCESS PARTNERSHIP (ReCAP)

Safe and sustainable transport for rural communities

ReCAP is a research programme, funded by UK Aid, with the aim of promoting safe and sustainable transport for rural communities in Africa and Asia. ReCAP comprises the Africa Community Access Partnership (AfCAP) and the Asia Community Access Partnership (AsCAP). These partnerships support knowledge sharing between participating countries in order to enhance the uptake of low cost, proven solutions for rural access that maximise the use of local resources. The ReCAP programme is managed by Cardno Emerging Markets (UK) Ltd.

Acronyms

ACGT	Agence Congolaise des Grands Travaux
AfCAP	Africa Community Access Partnership
BCECO	Bureau Central de Contrôle
BE	Bureau d'Etudes
BTC	Bureau Technique de Contrôle
CG	Central Government
CI	Cellule Infrastructure
CREN-K	Centre de Recherche Nucléaire de Kinshasa
CRGM	Centre de Recherche Géologique et Minier
CRR	Centre de Recherches Routières
DRC	Democratic Republic of the Congo
DFID	Department for International Development
DRR	Division de la Recherche Routière
DSP-RCR	Development of a Strategic Plan for the Establishment of a Sustainable Research Capacity on Roads within the Research Division of the Office des Routes (OdR) in DRC
DVDA	Direction des Voies de Desserte Agricole
FONER	Fons d'Entretien Routier
INBTP	Institut National de Batiments et Travaux Publics
INPP	Institut National de Préparation Professionnelle
ISTA	Institut Supérieur des Techniques Appliquées
LCPC	Laboratoire Central des Ponts et Chaussées
LNTP	Laboratoire National des Travaux Publics
LT	Long Term
MHEU	Ministry of Higher Education and University
MIPWR	Ministry of Infrastructures, Public Works and Reconstruction
MPLAN	Ministry of Planning
MPWI	Ministry of Public Works and Infrastructures
MRD	Ministry of Rural Development
MSR	Ministry of Scientific Research
MT	Mid Term
MTC	Ministry of Transport and Communication
NR	National Road
OdR	Office des Routes
OVD	Office des Voiries et Drainage
PCR	Provincial Council of Road
PPP	Public Private Partnership
PWC	Public Works Companies
RD	Research and Development
ReCAP	Research for Community Access Partnership
RPP	Routes Provinciales Prioritaires
RPS	Routes Provinciales Secondaires
RR	Road Research
RT	Road Transport
RVA	Régie des Voies Aériennes
SDRP	Strategic Document for Reduction of Poverty
SMEC	Snowy Mountains Engineering Corporation
SSR	South South Relations
ST	Short Term
SWOT	Strengths, Weaknesses, Opportunities and Threats
ToR	Terms of Reference
TRRL	Transport and Road Research Laboratory
UKAid	United Kingdom Aid
UN	United Nations
UNDP	United Nations Development Programme
UNOPS	United Nations Office for Project Services
USAID	United States Agency for International Development
WB	World Bank

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1 Background

1.1 Purpose and Content of the Inception Report

This report is a key milestone for the project "Development of a Strategic Plan for the Establishment of a Sustainable Research Capacity on Roads in the Research Division of Office des Routes (OdR) in DRC ", hereinafter referred to as "DSP-RCR". Its purpose is to present activities to prepare the successful implementation of the assignment entrusted to the Consultant SMEC.

The preparation of the consultant's assignment on the project includes:

1. Project Kick-off meeting;
2. Detailed methodology of the study;
3. The detailed programme for the study, including proposed deployment schedule for experts

The entire assignment is delivered in six (6) milestones as referred to in the Terms of Reference (TORs), which are:

1. The Inception Report;
2. The Preliminary Report;
3. Workshop 1 and Report for Workshop 1;
4. The Draft Final Report;
5. Workshop 2 and Report for Workshop 2;
6. Final Report (final).

Each of these milestones culminates in a deliverable to the client, in the form of a Consultant's Report.

This Inception Report is divided into 7 chapters, supplemented by annexes:

1. Background;
2. Brief Presentation of the DRC Road Network and of its Management;
3. Logical Framework of the assignment
4. Detailed methodology of the study;
5. Detailed Programme for the Study;
6. Launching of the Project.
7. Next Steps

Following a request from the Government of the Democratic Republic of the Congo (DRC), the Government of the United Kingdom (UK), through its Department for International Development "DFID", responded favorably through its Program for Research for Community Access Partnership 'ReCAP'. This program is an initiative of the "Africa Community Access Partnership" in acronym "AfCAP".

AfCAP works to promote the sustainable accessibility of rural populations in Africa. For AfCAP, one of the best means of achieving this is the generation and sharing of knowledge between African countries that are members of this program, of which DRC is one.

For AfCAP, only good access to the rural community (population) can give it access to basic services as well as the economic and social opportunities available to it. This accessibility can

ensure sustainable growth, guarantee the effects of investments in several development sectors and ultimately reduce poverty. As part of the "ReCAP" program, which is the "Partnership for Research on Community Access", AfCAP aims to develop high-quality research in which the member countries will appropriate the results and integrate them into their future policies.

AfCAP's Program Management is entrusted to the Cardno Emerging Markets (UK) Ltd, mandated by the DFID. DRC belongs to the Regional Community of "Eastern and Southern Africa". AfCAP aims to achieve the emergence and establishment in Africa of African expertise in the field of research as well as endogenous financing of the latter.

As roads remain one of the best means of access to rural areas and rural communities, and research in the road sector is still underdeveloped in DRC, this project: DSP-RCR is aimed at capacity-building in Road Research (RR) in the country, in terms of human, material and financial capacities.

The DSP-RCR study is the first phase of the project. The second phase, whose planning will only be initiated on the basis of outcomes and recommendations from phase 1, will mark the effectiveness of the capacity building of the DRC in RR, by setting up the structure responsible for conducting road research.

2 Brief presentation of the DRC road network and of its management

The national transport system set up in the DRC is multi-modal, with the four modes having the Congo River as the network backbone. The infrastructure network for the four modes consist of: 152,400 km of roads, 5,033 km of railways, 16,238 km of waterways and several airport hubs, including 54 airports managed by the Airways Authority (RVA), 4 of which are of international standard.

The road network of 152,400 km comprises 7,400 km of urban roads, 58,129 km of public roads and 86,821 km of public roads commonly known as agricultural roads. Roads of general importance are divided into National Roads (RN) with 20,683 km, Primary Provincial Roads (RPP) consisting of 20,201 km and Secondary Provincial Roads (RPS) with 17,245 km. Apart from urban roads, only 3,182 km of National Roads are covered.

These various transport infrastructure networks are managed by several government bodies under the supervision of different Ministries. By virtue of the constitutional provisions and Ordinance No. 15/015 of 21 March 2015 establishing the powers of the Ministries, the road network is under the management of the following Ministries:

- (1) the Ministry of Infrastructure, Public Works and Reconstruction (MIPWR) for roads of general importance and urban roads;
- (2) the Ministry of Rural Development (MRD) for local roads known as: agricultural access roads; and
- (3) the Ministry of Transport and Communication (MTC) for the regulation of transport services, in particular, the management of road safety on all roads.

According to article 203 of the current Constitution of the DRC, the Ministry of Infrastructure, Public Works and Reconstruction, which is the owner of roads of national importance, runs concurrently the network at its expense with the Provinces, owners of the rest of the road network (of provincial and local importance).

For the operational management of the road network, several organizations have been set up under the aforementioned Ministries. The Office des Routes (OR) and the Office des Voiries et Drainage (OVD), which are under the supervision of the Ministry of Infrastructure, Public Works and Reconstruction, are respectively responsible for roads of general importance and urban roads. The Direction des Voies de Desserte Agricole (DVDA), under the supervision of the Ministry of Rural Development, is responsible for roads of local importance.

The table below summarizes the aforementioned information in a tabulated form.

Table 2.1: Operational management of the Road network

Current Road Classification (Directive n°78-335 of 30 August 1978)			Current Situation (Directive n° 15/015 of 21 March 2015 and Statute of Public offices and civil Service)		Provision of the 2006 Constitution (articles 202, 203 et 204)	
	Type of Road	Network Length (km)	Executing Agency	Client	Executing Agency	Client
Roads of General Importance (RGI)	National Roads	20,683	OdR	Ministry of Infrastructure Public Works and Reconstruction. (MIPWR) (CG)	OdR	MIPWR CG
	Provincial Roads	37,446			(PCR)	MPWI Provincial Government
Urban network	Urban Roads	7,400	OVD		(PCR)	MPWI Provincial Government
Roads of Local importance	Agricultural Access Roads	86,871	DVDA	Ministry of Rural Development (MRD) CG	(PCR)	MPWI Provincial Government
DRC Total Road Network		152,400				

Source: DRC Constitution, Ordinance No. 78-335 of 30 August 1978, Ordinance No. 15/015 of 21 March 2015, Statutes of the Public Establishments, Roads Office and Basic Study Report for the Reform of the Road Sub-sector

The presence of several players involved in this sector without coordination, creates overlaps and duplication which do not allow this important support sector of the economy to play well its locomotive role. To improve the current situation, the Ministry of Infrastructure, Public Works and Reconstruction, with the support of the World Bank, carried out a study aimed at reforming the road sub-sector in order to:

- I. improve the institutional, legal and regulatory framework of the subsector by complying with the Laws in force in the DRC;
- II. Improve the performance of management structures;
- III. Increase the financial resources of the subsector (investment and maintenance) and improve their use;
- IV. Assist in improving the operational capacities of private entrepreneurs;
- V. To clarify the relations of collaboration between the ministries and the provinces, having the management of road asset as part of their mandate.

Research in this transport sub-sector can help to implement the ongoing reform, particularly with regard to the organization of road network management.

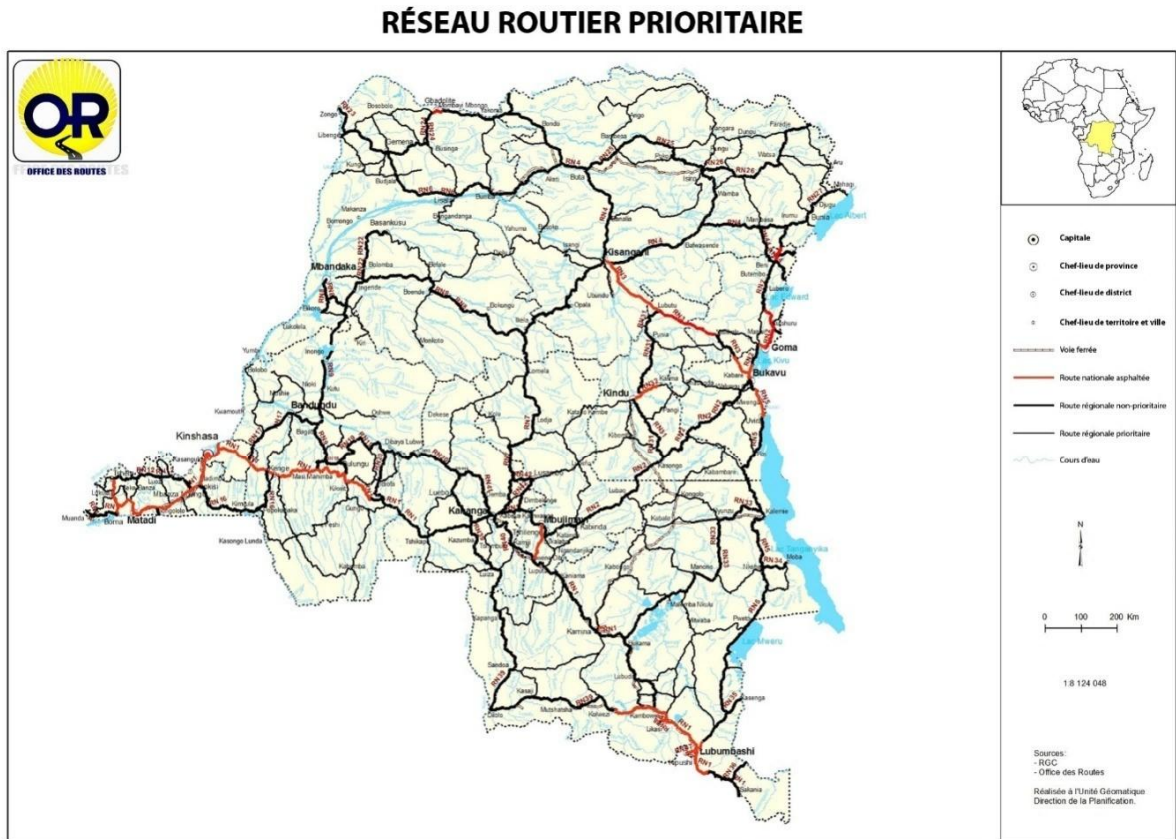


Figure 2.1: DRC's priority road network

3 Logical Framework of the assignment

(Summarizing understanding of the ToRs)

GENERAL OBJECTIVE	SPECIFIC OBJECTIVES	EXPECTED OUTCOMES	ACTIVITES TO UNDERTAKE (Consultant in consultation with stakeholders)
<p>Assist in the establishment of the Research Division of the Office des Routes (OdR) in the Ministry of Infrastructure and Public</p>	<p>1. Conduct a needs assessment study, in accordance with the mandate of the MITP, in general, and the OdR in particular, for the development of research capacities in the DRC. This evaluation will be carried out in the country in consultation with the Director General of the OdR and his team. Consultations with other stakeholders will take place if necessary, but with the approval of MITP.</p>	<p>1. A Diagnosis on the capacities of research in road transport, carried out in consultation with the various stakeholders in the DRC, mainly the OdR. (SWOT Analysis)</p>	<p>1.1 Analyze the institutional and administrative arrangements governing MITP, ODR and other institutions in the sector;</p> <p>1.1.1 Analyze the existing vision, policy and strategy of the road sub-sector in the DRC</p> <p>1.1.2 Analyze the relationship between the OdR and the other Institutions, in particular the Provinces, and the relationship between the DRR and the LNTP branches.</p> <p>1.2 Analyze the main constraints of the road sector in the DRC by reviewing the documentation made up of the reports, studies and research carried out on the sector.</p> <p>1.3 Examine the current organization of road sector research, the areas covered, the institutions involved, sources of funding and data bases;</p> <p>1.4 Identify the DRC's major research needs and areas where research is likely to have the greatest impact.</p> <p>1.5 Identify current and potential partnership and collaboration programs on research in the transportation sector that may be of greatest interest to the DRC.</p> <p>1.6 Identify existing national and international sources for research</p>

<p>Works (MIPW) and to develop a strategic plan for the implementation of its research mandate</p>			<p>funding. Explore potential sources of funding for research.</p> <p>1.7 Consider the need to re-establish research within the Research Directorate within the Office des Routes (OdR) and the role that other research institutions could play in the research program;</p>
	<p>2. Prepare a strategic framework to guide future transportation research.</p>	<p>2. A Draft Road Transport Research Policy for the DRC developed and validated by the Stakeholders</p>	<p>2.1. Prepare a draft road transport research policy for the DRC involving the Office des Routes to be submitted to the ITP Ministry;</p> <p>2.1.1. Define the DRC vision for road transport;</p> <p>2.1.2. Set objectives to be pursued by research to contribute to the achievement of the short, medium and long term vision;</p> <p>2.1.3. Develop a matrix of responsibilities and assignment of the parties involved in road transport research;</p> <p>2.1.4. Define the types of relations between the parties.</p> <p>2.2. Make proposals on "next steps" for the development of road research capacity in the DRC, including the possibility of establishing a national training institution for personnel involved in operational research.</p> <p>2.3. Preparation and organization of the Validation Workshop</p> <p>2.3.1 Preparation of the physical (logistic) organization of Workshop 1</p> <p>2.3.2 Presentation to stakeholders of the preliminary results of the diagnosis and the initial proposal of the Road Research Policy Framework in the DRC;</p> <p>2.3.3 Drafting of the report of Workshop 1.</p>

	<p>3. Prepare a strategic plan for the identification and implementation of priority research activities within the Research Division of the OdR in the short, medium and long term.</p>	<p>3. A Proposal for a Strategic Plan to achieve the objectives of the Road Transport Research Policy for the DRC, developed and validated</p>	<p>3.1 Define an institutional framework, including identity, management and staffing structure. 3.2 Describe (the mode) the operating philosophy; 3.3 Identify partnerships and linkages; 3.4 Identify infrastructure and equipment; 3.5 Outline priority projects for research interventions; 3.6 Define requirements for capacity building and training; 3.7 Develop an indicative budget for a research institution; 3.8 Implementation Action Plan.</p>
		<p>3.8. An action plan developed for the establishment of operation of the Research Center in Phase 2.</p>	<p>Activities to be recommended by the Consultant in the Action Plan for the operation of the Research Center to be established in Phase 2:</p> <p>3.8.1 Establish a modern and comprehensive materials analysis laboratory for the testing of materials used in road works, 3.8.1.1 Specify the mission and responsibilities of the Laboratory; 3.8.1.2 Inventory the types of testing of materials to be carried out; 3.8.1.3 Determine the equipment to be acquired for carrying out the analyses to be carried out; 3.8.1.4 Define Profiles for Laboratory staff; 3.8.1.5 Develop and implement a training plan for laboratory</p>

			<p>personnel,</p> <p>3.8.2 Conduct audit and accreditation of private laboratories. Develop and install a data base for research projects undertaken across the country in collaboration with those being developed through AfCAP regional projects.</p> <p>3.8.3 Establish an in-house capacity for material surveys and identification, geotechnical studies required for road works, road behavior surveys, and pavement failure analysis.</p> <p>3.8.4 Become a leading institution dedicated to research on all issues related to road asset management, road design, construction, maintenance and management. This research will be carried out in various ways, including</p> <p>3.8.4.1 Collaboration with academic institutions (graduate programs at universities in Kinshasa and Lubumbashi and other higher education institutions).</p> <p>3.8.4.2 the work of local and international consultants;</p> <p>3.8.4.3 collaboration with other regional and international research centers</p> <p>3.8.4.4 its own research activities</p> <p>3.8.5 Provide quality control services for construction projects.</p> <p>3.8.6 Undertake independent technical audits of selected road projects with quality problems.</p> <p>3.8.7 Develop and verify new sizing designs, operational standards and specifications for the use of materials in road</p>
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			<p>construction, maintenance mechanisms, etc.</p> <p>3.8.8 Periodically review the existing manuals for their adaptation and propose new specifications standards to suit the needs.</p> <p>3.8.9 Establish a national road research knowledge management reference service by cataloging, storing and disseminating knowledge in road transport and establishing links with similar institutions at the regional and international level.</p>
			<p>3.9. Preparation and organization of the Validation Workshop:</p> <p>3.9.1 Preparation of the physical (logistic) organization of Workshop 2;</p> <p>3.9.2 Presentation to stakeholders of the initial proposal of the Strategic Plan for the Implementation of Road Research Policy in the DRC;</p> <p>3.9.3 Preparation of the report of Workshop 2.</p>

4 Detailed Methodology of the Study

The detailed methodology presented by SMEC is based on the following documents and principles:

- Terms of Reference (ToRs), including their organization in several chapters, as set out in the Consultant's contract;
- The Methodology contained in the Consultant's submission;
- Open-mindedness in relation to the choices or priorities on the part of the national stakeholders, as this is their project and they must take ownership of it;

SMEC has completed the Methodology of the study detailing and developing it around the following main activities:

- Information Collection/Literature Survey
- Processing of collected data
- Organization of workshops
- The team of experts assigned for the study
- The study time-frame
- Report writing including proposals by SMEC.

The collection and processing of information will be structured following the following nine (9) themes:

- (1) The general policy of Road Transport (RT) and Road Research (RR) in the DRC;
- (2) The institutional and administrative arrangements governing RR in the DRC;
- (3) The current organization of RR in the DRC: Areas, Institutions involved, Sources of funding;
- (4) Constraints and strengths for the development of RT, particularly of the RR in the DRC;
- (5) The needs (domains, themes, subjects) relevant to the development of RR in the DRC;
- (6) The current capacity and capacity building needs of RR for human resources, infrastructure and equipment;
- (7) Archiving, data bank and accessibility, as well as dissemination of results of RR in DRC;
- (8) Budget and Financing of RR in the DRC;
- (9) Collaboration, cooperation and partnership with RT and RR institutions, be they national or foreign.

The Methodology for information gathering is outlined as follows:

- The nature of the information to be sought;
- Targeted sources for obtaining information;
- Collection techniques envisaged;
- The Time-table for information gathering.

All collected documents should be scanned..

The Methodology for processing collected information covers the following topics:

- Approach or Method of processing information collected;
- Expected sectoral results;
- The Time-table for processing of collected information.

The Methodology for workshops covers the following topics:

- The general principles of organization of workshops;
- The content envisaged for the workshops;

- Time-table for workshops.

4.1 Methodology for Collection of information and processing of collected information

The detailed information collection and information processing methodology proposed by SMEC is summarized in the nine (9) tables presenting the following themes:

4.1.1 Theme: General Road Transport (RT) and Road Research (RR) Policy in the DRC

A. Collection of Information

Information to look for	Targeted sources	Methodology	Time-frame
<ul style="list-style-type: none"> o Texts defining the general policy of the Road Transport (RT) sector and the Road Research (RR) sub-sector in the DRC o Government policy speeches o Texts defining the general policy of the RT sector and the RR abroad, excluding the DRC 	MPLAN : SDRP, MIPWR, OdR, MSRT, MHEU;	Internet, Written Request, Interview	Weeks : 4, 5, 6 et 11, 12, 13

B. Processing of collected information

Methodology	Expected outcomes	Time-table	Remarks
Aggregate and synthesize the various national and then international texts; Updating, Proposing and Drafting a Draft Policy on RT and RR in the DRC	Draft Policy for RT and RR in the DRC to be submitted to the OdR, Workshop 1 and MIPWR	Weeks 7, 8, 9, 10 et 14, 15	

4.1.2 Theme: Institutional and administrative arrangements governing Road Research (RR) in the DRC

A. Collection of information

Information to look for	Targeted sources	Methodology	Time-frame
<ul style="list-style-type: none"> o Founding texts and assignment of institutions in charge of RR in the DRC: directives, decrees or laws; o Reports on the diagnosis of the institutional functioning of RR in the DRC; o Notice of Consultation o Institutional organization of RR abroad, outside the DRC. 	<p>Institutions involved in the management of roads and RR as well as Research in general in DRC and / or Institutions benefiting from RR, including: MIPWR, OdR and DRR, OVD, DVDA, ACGT, CI, FONER, BCECO, MSR, MHEU, Branches/ Divisions in Provinces;</p> <p>Two research units: the CRGM, CREN-K.</p>	<p>Internet, Written request, Direct physical interview, by telephone or by questionnaire, Restricted control group, Purchase of official gazette.</p>	<p>Weeks : 4, 5, 6 et 11, 12, 13</p>

B. Processing of collected information

Methodology	Expected outcomes	Time-frame	Remarks
<p>Evaluate the implementation of the legal institutional texts of the RR in the DRC; Identify relations, compatibility, complementarity, synergy and possible conflicts between the legal and regulatory institutional texts of RR in the DRC;</p> <p>Identify the informal practices of the RR in the DRC;</p> <p>Assess the coherence of the institutional texts of RR in the DRC with the general policies of the DRC;</p> <p>Compare the Architecture of RR Institutions in the DRC to what is done abroad, outside the DRC.</p>	<p>Affinity diagrams and potential conflicts between institutions with RR in their mandates;</p> <p>Proposal for an RR Institutional Framework for all interested structures to submit to the OdR, Workshop 1 and MIPWR.</p>	<p>Weeks : 7, 8 ; 14, 15, 16 et 20, 21</p>	<p>The issue is relatively sensitive in the current situation of the DRC. It will involve the integration of financial and possibly material resources into the analysis.</p>

4.1.3 Theme: Current Organization of Research (RR) in the DRC; areas covered, institutions involved, sources of funding

A. Collection of information

Information to look for	Targeted Sources	Methodology	Time-frame
<ul style="list-style-type: none"> o Agencies involved in studies and RR in the DRC: Nomenclature, contact information, organization structure, publications; In particular the Development of RR; o Current areas and themes of RR in the DRC; o Current sources of funding for studies and RR in the DRC, national and international, public and private, formal and informal; o Organization and RR domains abroad, excluding the DRC. 	Focal points; Statistics, studies and reports on RR in the DRC; Managers of current RR structures: OdR, OVD, DVDA, ACGT, CRGM; Universities and Colleges Contracting and Consulting companies	Internet, Written Request, Interview	Weeks : 4, 5, 6 et 11, 12, 13

A. Processing of collected information

Methodology	Expected outcomes	Time-frame	Remarks
Aggregate and synthesize the various reports and interviews on the themes and areas of RR in the DRC; Prioritize current RR issues and areas according to the relevance and development impact of the RT sector in the DRC.	Classification of current RR themes and areas in the DRC.	Weeks : 7, 8 ; 14, 15 et 20,21	The boundary between studies and Research is not clear in the DRC In the absence of an appropriate RR agency, a number of construction companies carry out the studies and RR

4.1.4 Theme: Constraints and Advantages for the Development of Road Transport (RT) and particularly Road Research (RR) in the DRC

A. Collection of information

Information to look for	Targeted sources	Methodology	Time-frame
<ul style="list-style-type: none"> o History and experiences of RR in the DRC; o RT and RR Diagnostic Reports in the DRC, Weaknesses and Strengths, General Environment, Endogenous Considerations; o Strategies to remove or minimize constraints and exploit assets; o Opinion of persons to consult 	Internal reviews of RR institutions; Reports of internal and external audits, Reports of the symposia and workshops indicated: MPLAN - SDRP, MIPWR, OdR and DRR, MSR, MHEU; Agents of informal RR and beneficiaries of RR: Consultants and Contractors; Honorary officials according to RR agencies.	Internet, Written request, Interview.	Weeks : 4, 5, 6 et 11, 12, 13

B. Processing of collected information

Methodology	Expected outcomes	Time-frame	Remarks
Aggregate and synthesize the various reports and diagnostic interviews of the RR sub-sector in the DRC: Research policy and culture, Research funding, Research infrastructures, Human skills; Establishing external or environmental constraints, internal strengths and weaknesses, prioritizing them qualitatively; Find and define strategies for suppressing or minimizing constraints and exploiting strengths.	Diagram Strengths and weaknesses of RR capacity in the DRC; Proposals for strategies in the removal of constraints and RR development in DRC to be presented at Workshops 1 and 2, OdR and MIPWR.	Weeks : 7, 8 ; 14, 15 et 20,21.	The boundary between studies and Research is not clear in the DRC In the absence of an appropriate RR agency, a number of construction companies carry out the studies and RR

4.1.5 Theme: Needs, Domains, Topics, Relevant Topics for Development of Road Research (RR) in the DRC

A. Collection of information

Information to look for	Targeted sources	Methodology	Time-frame
<ul style="list-style-type: none"> o RR needs in the DRC: Areas, Themes, subjects likely to have a major impact on DRC development, especially TR; o Frequent and / or urgent subjects of studies and RR in the DRC: Traffic, materials (identification, behavior, amendment, implementation, control, maintenance); o Research topics in sub-Saharan Africa, South-East Asia and Latin America. 	AfCAP: Library, similar projects; DRR reports; RD departments; National and provincial technical directorates of the OdR, the OVD, the DVDA, the ACGT, CRGM, FONER; Construction companies; Universities and Colleges; Foreign Road Research Entities, Outside DRC.	Internet, Written Request (questionnaire), Telephone Interview.	Weeks : 4, 5, 6 et 11, 12, 13.

B. Processing of collected information

Methodology	Expected outcomes	Time-frame	Remarks
List national, African and international RR subjects; Grouping of subjects by priority, by theme and by field; Assess short-, medium- and long-term feasibility based on current resources and identify short-, medium- and long-term resource strengthening needs; Prioritize and Plan the thematic RR.	Proposal of short, medium and long-term RR theme in the DRC to be submitted to the OdR, Workshop 1 and MIPWR.	Weeks : 7, 8 ; 14, 15 et 20,21.	This theme can be grouped together with theme No 3, which deals with the current situation.

4.1.6 Theme: Current capabilities and capacity building needs of RR in terms of Human Resources, Infrastructure and Equipment

A. Collection of information

Information to look for	Targeted sources	Methodology	Time-frame
<ul style="list-style-type: none"> o Organization Chart, human capacities, infrastructure and current resourcing of RR structures in the DRC; o Current and planned needs (ST, MT, LT) for strengthening Human Capacity, Infrastructure and Equipment of the RR in the DRC; o Organization chart and Human capacities, Infrastructure and resourcing of certain foreign RR entities outside the DRC; o Profiles and National Human Resource Offer for the R & D Sub-Sector and Training Policies. 	Sector Reports, reviews, projects for development of RR agencies: OdR-DRR, OVD, DVDA, ACGT, BTC, CRGM, FONER, BE, Construction companies, Universities and Colleges including the Polytechnic and Economic Sciences (Transport Economics), INBTP, ISTA; Secondary education Technical, INPP; RR agencies in Africa, TRRL, LCPC, CRR.	Written request, Interview (questionnaire), Internet.	Weeks : 4, 5, 6 et 11, 12, 13

B. Processing of collected information

Methodology	Expected outcomes	Time-frame	Remarks
Depending on the RR Themes and Areas planned for ST, MT, LT and the capacity-building needs, establish an organization chart and a directory of RR infrastructure and resources in the DRC; On the basis of the proposed organizational chart, the proposed resourcing directory, the current organizational structure and current resources as well as market supply, evaluate the recruitment program and recruitment strategy of Human Resources for the RR for the DRC in ST, MT and LT.	State of the human and material capacities (Infrastructures and Equipment) of the RR in the DRC; Organizational chart and Material Resources for RR in DRC to ST, MT and LT to be submitted to Workshops 1 and 2, OdR and MIPWR; Requirements and Plan for Strengthening Human Capacity and Material Resources of RR in DRC in ST, MT and LT; Strategies for capacity-building of RR in the DRC.	Weeks : 7, 8 ; 14, 15 et 20,21	Among the targeted Polytechnic Faculties for involvement, there is UNIKIN and UNILU Among the target companies are SAFRICAS, FOREST, SINOHYDRO, ARAB CONTRACTORS Among the targeted Design Offices, there is BED, BETEC.

4.1.7 Theme: Archiving, Database, Accessibility and Dissemination of RR Results in the DRC

A. Collection of information

Information to look for	Targeted sources	Methodology	Time-frame
<ul style="list-style-type: none"> o Current practices and projects for archiving and dissemination of RR results in the DRC; o Access to or connections to RR databases from the DRC; o Database practices and dissemination of RR results abroad, excluding the DRC, Accessibility; o Architecture, Equipment, Cost of installation of databases. 	OdR-DRR, OVD, DVDA, ACGT, CRGM; Universities and Colleges of the DRC; Experts in the field; RR institutions abroad including: CRR, LCPC, TRRL; AfCAP; MHEU, MSRT, consultants and Contractors Partners in Bilateral and Multilateral Cooperation; Catalogues of suppliers of services and computer equipment.	Internet, Written Request, Interview, sub-consultancy	Weeks : 4, 5, 6 et 11, 12, 13

B. Processing of collected information

Methodology	Expected outcomes	Time-frame	Remarks
Subcontracting; Development of the Architecture and Accessibility of a database of RR in DRC ST, MT and LT; Estimated cost.	Architecture and Accessibility of the RR database in the DRC (which will be linked with ReCAP repository) and the cost of its installation in ST, MT and LT.	Weeks : 7, 8 ; 14, 15 et 20,21	

4.1.8 Theme: Budget and Financing of Road Research (RR) in the DRC

A. Collection of information

Information to look for	Targeted sources	Methodology	Time-frame
<ul style="list-style-type: none"> ○ Budgets devoted to studies and RR currently by the national ad hoc institutions: Structure (Headings), Distribution keys, annual amounts; ○ Estimated budgets to be devoted to studies and RR by ad hoc national institutions; structure, distribution keys, amounts; ○ Current and potential sources of funding for current and planned RR budgets in the DRC; ○ Prices and costs of the infrastructures and equipment of RR (Acquisition, Maintenance); ○ Budgets of RR entities abroad, excluding the DRC. 	<p>Reports and reviews of RR institutions DRC: OdR-DRR, OVD, DVDA, ACGT, FONER, Universities and Colleges, CRGM, Enterprises. RR institutions abroad, including CRR, LCPC, TRRL; AfCAP and African experience; Mercuriale and suppliers of laboratory equipment.</p>	<p>Written Requests, Internet, Interview (questionnaire)</p>	<p>Weeks : 4, 5, 6 et 11, 12, 13</p>

B. Processing of collected information

Methodology	Expected outcomes	Time-frame	Remarks
<p>Synthesize the current budgets of RR institutions in the DRC; Synthesize the projected budgets of RR institutions in the DRC; Synthesizing RR budgets abroad; Develop RR Budgets in DRC to CT, MT and LT and identify needs for financial capacity building; Select sources of funding; Develop a funding strategy for the RR.</p>	<p>Need to strengthen the financial capacity of the RR in the DRC; RR funding plan and strategies in the DRC.</p>	<p>Weeks : 7, 8 ; 14, 15 et 20,21</p>	

4.1.9 Theme: Collaboration, Cooperation and Partnership between or with National and Foreign RT and RR Institutions

A. Collection of information

Information to look for	Targeted sources	Methodology	Time-frame
<ul style="list-style-type: none"> ○ Nomenclature and Domains of National and International agencies collaborating, or cooperating, or in present partnership with the RT and RR sector in the DRC; ○ Nomenclature and Domains of national and international agencies likely to collaborate, to cooperate or to enter into partnership with the RR sector in the DRC; ○ Modalities and feasibility of Public, Private, or Public and Private Collaboration, Cooperation and Partnership (PPP) in the DRC. 	<p>AfCAP projects; MHEU, MSR, Universities and Colleges, BE and Enterprises OdR, OVD, DVDA, ACGT;</p> <p>Bilateral and multilateral cooperation including: European Cooperation, British Cooperation, Japanese Cooperation, South-South Cooperation, USAID</p> <p>International institutions: WB, UN (UNDP, UNOPS); Scholarly societies in the fields of Road Transport, Soil Mechanics and Geotechnics and Roads.</p>	Internet, Interview	Weeks : 4, 5, 6 et 11, 12, 13

B. Processing of collected information

Methodology	Expected Outcomes	Time-frame	Remarks
<p>List the agencies or organizations collaborating, cooperating or in partnership, or likely to be, with the RT and RR sector in the DRC, areas and types including funding;</p> <p>Sort and prioritize agencies listed according to areas, types and interest in the DRC;</p> <p>Identify the agencies and modalities to be strengthened or promoted bearing in mind the South-South Relations (SSR) and the Public Private Partnership (PPP).</p>	<p>Status and prospects for national, regional and international collaboration, cooperation and partnership with the DRC and RR Sector of the DRC by domain and by type;</p> <p>Areas of strengthening and promotion; Policy, and Strategies for Collaboration, Cooperation and Partnership with the RT and RR Sector in the DRC to be presented to Workshops 1 and 2 for submission to the OdR and MIPWR.</p>	Weeks: 7, 8 ; 14, 15 et 20,21.	Special attention should be paid to the development of recommendations and standards, the implementation and interconnection of data bases, and to capacity building (human and material resources).

4.2 Methodology for the workshops

4.2.1 General Principles for organizing the workshops

The TORs require the Consultant to organize two separate workshops. These workshops will last one day and will bring together 50 participants each time.

The first Workshop will focus on:

- o Presentation of the project to the participants;
- o Preliminary results;
- o The general policy of the RT sector and the RR sub-sector in the DRC;

The second workshop will focus on the draft Strategic Plan for the establishment of a sustainable road research capacity within the RR Division..

Each workshop will be facilitated by SMEC or its delegates.

Each workshop will consist of the following four (4) parts:

- (1) 9:00 am à 11:00 am : Plenary Session :
 - 9:00am à 9:15 am: Arrival and sitting of the participants and a welcome note by the MIPWR and AfCAP
 - 9:15am to 10:30am: Presentation of the project and the results of the study already arrived at by SMEC
 - 10:30 am to 11:10am: Question and Answer Session and group work for participants
- (2) 11:10am to 12:20am : Work in 3 groups
 - Group 1: Policies, Institutions and Strategic Plan of RR in the DRC
 - Group 2: RR Capacity, Human Resources and Material Resources
 - Group 3: RR Partnership and Financing.
- (3) 2:30pm to 3:45pm : Plenary Session
 - Reports from the 3 work groups
 - Discussions
 - Summary and Recommendations
- (4) 3:45pm à 4:30pm: Cocktail and End.

5 Detailed programme for the study

5.1 Team of Experts for the Study

The two key experts in the study are:

- o Professor Engineer TSHIULA T. Paul: Team leader, specialist in transport (road) / Institutional Development;
- o Engineer LIBEBELE M.K. Jean-Paul: International specialist in the transport sub-sector.

The TOR allow the Consultant to beef up its team of key experts with ad hoc experts of his choice, but whose total cumulative duration of deployment shall be capped at 10 expert days.

Given the importance of institutional issues, the local experience of conflicts of interest and jurisdiction, and the need to draft legal texts, SMC proposes the services of a lawyer for 4 days;

Given the importance and the specificity of the domain of 'Databases' and their accessibility, SMEC proposes to use the services of an expert in digital databases for 3.5 days;

Given the importance of the infrastructure and equipment in the financing of the installation and development of RR entities, and the specificity of the domain, SMEC proposes to use the services of a geotechnical engineer or similar, expert in equipment for road laboratories for 2.5 days.

As a general rule, ad hoc experts will have at least a university degree, in the specific field or similar, and a proven experience of at least 10 years in the respective field.

5.2 Programme and detailed Time-frame for the Study and Experts

The detailed Time-frame of the study and the deployment schedule for the experts are laid out in the tables below:

Table 5.2.1: Programme and detailed Time-table

No	Title	Period and dates	Deliverable (Milestone) and date	Remark
1	Commencement of the project and Installation of the Consultant	Weeks 1, 2, 3 From 04/07/2017 to 25/07/2017	Inception Report 25/07/2017	- Approval of Inception Report by the Client - Submitted on 02/08/2017
2	Collection and processing of Information, Outline of strategic plan for RR, Preparation of Workshop 1	Weeks 4, 5, 6, 7, 8 From 26/07/2017 to 29/08/2017	Preliminary Report 22/08/2017	Approval of Preliminary Report by the client.
3	Workshop 1	Weeks 9, 10 From 30/08/2017 to 13/09/2017	Workshop 1 30/08/2017 Report Workshop1 06/09/2017	Approval of Report for Workshop 1 by the Client
4	Supplements for the collection and processing of information; Draft RR Strategic Plan and DRR Implementation; Preparation of Workshop 2	Weeks 11, 12, 13, 14, 15, 16 From 14/09/2017 to 24/10/2017	Draft Final Report 10/10/2017	Approval of Draft Final Report by the Client
5	Workshop 2	Weeks 17, 18	Workshop 2 25/10/2017 Rapport Workshop 2 07/11/2017	Approval of Report for Workshop 2 by the Client
6	Writing and Submission of Final Report	Weeks 19, 20, 21, 22	Report for approval by the client 05/12/2017	Approval of Final report by the Client
7	Final touches, Printing Duplication and submission of hard copies of Final Report, Safety Margin	Weeks 23, 24, 25 et 26	Submission of hard copies of Final Report	

The installation of the consultant is confirmed by the list of experts deployed and their deployment schedule.

1. KABONGO Coco, Project Manager

Name of Experts:

2. TSHIULA T. Paul, Key Expert 1, Team Leader ;
3. LIBEBELE M.K. Jean Paul, Key Expert 2, International Specialist of the Transport sub-sector ;
4. X, Expert ad hoc : Legal – Institutional (recruitment underway);
5. Y, Expert ad hoc: Infrastructure and Equipment in RR (recruitment underway);

6. NDOLO : Engineer, database expert.

Table 5.2.2: Mobilization and Deployment Schedule for experts

Poste	Expert Deployment in Days							Total
	1	2	3	4	5	6	7	
Team Leader	9	10	6	10	7	10	3	55
Key Expert 2	5	8	3	6	3	8	2	35
Legal Expert	0	0.5	0.5	1	0.5	0.5	1	4
Laboratory Expert	0	1	0	1	0	0.5	0	2.5
Database Expert	0	1	0	1	0.5	0.5	0.5	3.5

6 Launching of the project

The kick-off meeting took place on 04 July 2017. The minutes of this meeting and the attendance list are presented in the appendix.

7 Next Steps

The entire assignment is delivered in seven (7) milestones as referred to in the Terms of Reference (TORs), which are:

1. The Inception Report;
2. The Preliminary Report;
3. Workshop 1 and Report for Workshop 1;
4. The Draft Final Report;
5. Workshop 2 and Report for Workshop 2;
6. Final Report

Each of these milestones culminates in a deliverable to the client, in the form of a Consultant's Report.

APPENDICES

Appendix A: Minutes of the kick-off meeting

I. INTRODUCTION

Following the procurement process organized by Cardno Emerging Markets (UK) Ltd for the development of a Strategic Plan for the establishment of a sustainable road research capacity within the Research Division Of the Office des Routes (OR) in the DRC, SMEC International Pty Limited, has been selected to carry out this project.

For the launch of this Project, initiated under the UK-funded Research for Community Access Partnership (ReCAP) and managed by Cardno Emerging Markets (UK) Ltd, the Infrastructures Unit, as the representative of the Ministry of Infrastructure, Public Works and Reconstruction under the Office des Routes which is the main beneficiary, organized the kick-off meeting for the Project.

The meeting took place on Tuesday, July 04, 2017, in the Meeting Room of the Infrastructure Unit in Kinshasa Gombe, Democratic Republic of Congo.

II. ATTENDANCE AT THE MEETING

Representatives of the following institutions, organizations and firms involved in its implementation, attended the kick-off meeting for the Project:

1. AfCAP (Africa Community Access Partnership), initiator of the ReCAP (Research for Community Access Partnership)
2. The Ministry of Infrastructure, Public Works and Reconstruction,
3. The Infrastructure Unit (Cellule Infrastructure) of the Ministry of Infrastructure and Public Works and Reconstruction
4. The Office of Roads (OdR);
5. The National Road Maintenance Fund (FONER);
6. The Congolese Major Works Agency (ACGT);
7. The Directorate of Agricultural Road links (DVDA);
8. SMEC.

The attendance list is attached as an appendix to this Minutes of the kick-off meeting.

III. OBJECTIVE OF THE MEETING

The objective of the meeting was:

- to introduce the parties to the project and their respective roles and responsibilities therein.
- to enable all project stakeholders to have the same understanding of the final scope of the assignment and to establish practical arrangements for its implementation, including: a list of documents to be analyzed, People and institutions to meet, time-table for the submission of reports as well as organization of workshops.

IV. CONDUCT OF THE MEETING AND ITEMS DISCUSSED

i. Introduction of attendees

All attendees presented themselves indicating the agencies that they represented.

ii. Opening of the Meeting

Mr Billy TSHIBAMBE, Head of the Roads Section of the Infrastructure Unit and representing the Infrastructure Unit Coordinator who could not make it to the meeting, set the tone for the discussion. He gave a brief history of the project and presented the objective of the kick off meeting.

Due to the presence of the Anglophone AfCAP representative, he noted that the meeting was bilingual; and that he himself assumed the task of French-English interpreter.

iii. Recapitulation of Study Objective and Expected Results

Mr. NKULULEKO LETA, AfCAP Regional Technical Manager for Southern and Eastern Africa, gave a brief introduction to the AfCAP Program, whose ReCAP initiative aims to establish expertise for research and knowledge dissemination on Community access in African countries.

As in other African countries where AfCAP has already carried out similar projects, the DRC Project has two distinct phases: namely,

- Phase 1 : Development of a Road Transport Research Policy and Strategic Plan;
- Phase 2: Establishment of a Road Research Center, to implement the satisfactory results adopted at the end of Phase 1.

This assignment entrusted to SMEC concerns Phase 1. The continuation of collaboration with the same firm for Phase will depend on the quality of the outcome achieved in Phase 1.

Mr NKULULEKO LETA noted a particularity for this assignment to be carried out in the DRC. Unlike the other African countries where the study has already been carried out, the DRC will carry out its study with national experts; what enhances local ownership and sustainability. Hence the responsibility of these experts to rise to the challenge. In the Inception Report, the Consultant SMEC will provide the detailed Methodology for the accomplishment of its assignment; it will indicate the partners to be involved in the process in order to achieve the expected results which are:

- a Research Policy on Road Transport in the DRC, and
- a Strategic Plan for the implementation of the Policy, including the institutional framework for road transport research and the capacity building program.

iv. Brief presentation of the Methodology adopted by the Consultant SMEC

Professor TSHIULA Paul, SMEC Team Leader, briefly presented the Methodology which will be detailed in the Inception Report. And he also presented the Time-frame of execution of the assignment, indicating key dates for submitting reports and organizing workshops. He stressed the importance of research for the development of roads and the country. Hence the need for institutional support for data collection.

The Consultant SMEC intends to collaborate with the Ministry of Infrastructure, Public Works and Reconstruction and the Institutions involved in the road sub-sector cited below:

1. The Office des Routes with its Directorate of Research: which manages the road network of national interest and of the National Laboratory of Public Works;
2. The Directorate of Agricultural link Roads (DVDA): responsible for the largest network of low-traffic rural roads;

3. The National Road Maintenance Fund (FONER): which must ensure the financing of road maintenance to guarantee the counterpart for road investments.
4. The Congolese Major Works Agency (ACGT): which implements projects for urban roads and roads of general interest;
5. The Office of Roads and Drainage (OVD): who is in charge of urban roads of the DRC.

With regard to the Methodology, the SMEC Consultant will analyze the following:

1. Institutional issues relating to road research: the responsibilities of the institutions and bodies involved and the synergies to be developed;
2. The main constraints and constraints which hinder the development of the road sub-sector in the DRC;
3. Existing assets to be capitalized (based on available documentation: reports, studies and monographs);
4. The history of RR (Road Research) in the DRC;
5. The current Organization, the Fields covered, the structures involved and the sources of funding;
6. Needs: areas, themes, relevant subjects for the development of road research in the DRC;
7. Programs, institutions or agencies in the transport sector likely to interest and enter into partnership with the DRC;
8. Existing and potential national and international sources of funding for road transport research in the DRC;
9. Current capacities and capacity building needs of DRR and cooperation with other research structures to achieve the objectives of the Policy which will be adopted in the short, medium and long term;
10. Archiving issues, data bank and its accessibility as well as the dissemination of the results of the research.

With regard to the indicative Time-frame for the completion of the assignment in 6 months, from July to December 2017, the consultant SMEC proposed the dates of organization of the workshops as follows:

- Workshop 1: 30 August 2017;
- Workshop 2: 25 October 2017.

v. Exchanges for a better understanding of the assignment

From exchanges among the participants, the following points were noted:

1. The two phases of the ReCAP Project for Research and Dissemination of Knowledge on Road Transport in the DRC are carried out under the AfCAP Program which runs until 2020.
2. The research concerns the road in all its components: sub-base, base and surfacing;
3. Although AfCAP funding focuses on rural roads, research policy concerns all roads that contribute to development. It is up to the stakeholders to adopt the proposals that will be made by the Consultant and AfCAP will endorse what has been adopted.
4. The Consultant should involve all stakeholders in the road sub-sector, who have already designated their focal points for the Project;

5. With regard to the project budget aspects, AfCAP remains open to consider, where appropriate, the possibility of providing additional resources for the implementation of the activities deemed essential to achieve the objective of the Project.
6. AfCAP is committed to providing documentation on similar projects in other countries and will provide links to websites to be consulted.
7. With all exchanges/correspondence that the Consultant will have with the stakeholders, a copy shall be forwarded to the AfCAP Regional Technical Director, in order to allow him to follow the realization of the project in real time, and to react if necessary.

Kinshasa, 04 July 2017

For and on Behalf of SMEC

International Specialist in the Transport Sub-sector

Team Leader

Engineer LIBEBELE M.K. Jean-Paul

Professeur Engineer TSHIULA Paul

Attendance list

LISTE DE PRESENCES

REUNION DE DEMARRAGE DE L'ETUDE SUR LA RELANCE DES CAPACITES DE RECHERCHE ROUTIERE

AU SEIN DE L'OFFICE DES ROUTES DANS LE CADRE DU PROJET AFCAP

KINSHASA, le 04 juillet 2017

N°	Nom & Prénom	Fonction	Organisme/Entité	Tél.	Email	Signature
1	MASSA Joseph	Chief of Section on Services Travaux et Equipement Director of Section chargé des routes	FORNER	0998288881	Joseph.Marian@gnec.com	
2	NGILO MAKOMBELE ERUE		ACGT	0756461751	MAKOMBELE ERUE YAHOO.FR	
3	ALCEA BASSO	CP/PFCGL	CI	0998907456	alcea.basso@cellulainfra.org	
4	TSHILUA T. PAUL	CONSULTANT/SMEC	SMEC	0818750972	tshtshilua@p.mail	
5	COCO KARBONHO	Director Paysonic SMEC	SMEC	0822783227	Coco.Karbonho@smc.com	
6	BILLY TSHIBAMBE	Chief de Section Routes	Cellule Infrastructures	0992907493	billy.tshibamba@cellulainfra.org	
7	NKULULEKO LETA	REGIONAL TECHNICAL MANAGER, E&S DR	AFCAP	+2776995 6244	nkululeko.leta@cardno.uk.com	
8	GYNILE KIBULU KAPANA	INGENIEUR ANALYSTE	CELLULE INFRASTRUCTURES	+243997428408	Gynile.kibulu@cellulainfra.org	
9	DISSAONUE BAMBUI	ASSISTANT technique	Direction de route de classe A et B	099346478	dissaonuebambui@gnec.com	
10	JOSHUA MUTITA MUIINDA	Directeur de route	OFFICE DE ROUTES	0815025725	joshua.muiinda@gnec.com	
11	JEAN PAUL LIBERTE	Consultant/SMEC	SMEC	0993057191	jean.paul.liberte@gnec.com	
12	KUVERAKA-KAYOCK TP	Directeur de route	Ministère de route	0817807336	kuvera@gnec.com	
13						