



Casablanca Municipal Support Program (P149995)

MIDDLE EAST AND NORTH AFRICA | Morocco | Urban, Resilience and Land Global Practice | Requesting Unit: MNC01 | Responsible Unit: SMNUR
IBRD/IDA | Program-for-Results Financing | FY 2018 | Team Leader(s): Sateh Chafic El-Arnaout, Chaymae Belouali

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Program Development Objectives

Program Development Objective (from Program Appraisal Document)

The Program Development Objective (PDO) is to increase the investment capacity of the Municipality of Casablanca, improve the business environment in the Municipality of Casablanca, and enhance access to basic services in the Program Area.

Overall Ratings

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	☐ Moderately Satisfactory	☐ Moderately Satisfactory
Overall Implementation Progress (IP)	☐ Satisfactory	☐ Moderately Satisfactory

Implementation Status and Key Decisions

A virtual supervision mission was carried out in December 2021. The mission superseded the municipal elections and the appointment of a new municipal council.

Progress towards achieving the PDOs and Program Implementation Progress remain mostly satisfactory.

An envelope of 166,3 million has been disbursed to date (97% of total loan amount), including an advance of EUR 43 million, with significant progress under the different program areas.

Almost all results under the program are expected to be achieved by the end of March 2023, with the exception of DLI 4. The delay in achieving the latter is due to emerging design considerations along with related additional financial resources needed to complete the works.

The next implementation support mission is planned for June 2022.

Data on Financial Performance

Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P149995	IBRD-88070	Effective	USD	200.00	200.00	0.00	190.71	6.56	97%

Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P149995	IBRD-88070	Effective	13-Dec-2017	21-Dec-2017	15-Feb-2018	30-Sep-2022	31-Mar-2023



DLI Disbursement

DLI ID	DLI Type	Description	Coc	DLI Amount	Achievement Status	Disbursed amount in Coc	Disbursement % for DLI
Loan: IBRD88070-001							
1	Regular	% increase in Municipal revenue	EUR	24,467,000.00	Partially Achieved	24,467,000.00	100 %
2.1	Regular	Installation integrated IS	EUR	2,580,000.00	Fully Achieved	2,580,000.00	100 %
2.2	Regular	carry out census of taxpayers	EUR	2,580,000.00	Fully Achieved	2,580,000.00	100 %
2.3	Regular	Establish single addressing system	EUR	5,000,000.00	Not Achieved	0.00	
2.4	Regular	IS for revenue fully operational	EUR	5,000,000.00	Not Achieved	0.00	
2.5	Regular	inventory borrower real estate asset	EUR	5,000,000.00	Fully Achieved	5,000,000.00	100 %
3	Regular	Amount of private capital committed	EUR	51,300,000.00	Fully Achieved	51,300,000.00	100 %
4	Regular	Number of household access to services	EUR	34,470,000.00	Partially Achieved	14,025,843.00	41 %
5	Regular	Number of KM streets upgrading completed	EUR	17,000,000.00	Partially Achieved	10,078,381.28	59 %
6.1	Regular	Casablanca numeric platform deployed	EUR	5,160,000.00	Fully Achieved	5,160,000.00	100 %
6.2	Regular	Casablanca numeric platform deployed	EUR	4,300,000.00	Fully Achieved	4,300,000.00	100 %
6.3	Regular	Dematerialized procedures for BL deployed	EUR	3,440,000.00	Fully Achieved	3,440,000.00	100 %
2.6	Regular	Operation of Local joint	EUR	6,000,000.00	Not Achieved	0.00	
2.7	Regular	Regular update of the action	EUR	3,000,000.00	Not Achieved	0.00	
2.8	Regular	Update of the Inventory	EUR	2,273,000.00	Not Achieved	0.00	

Program Action Plan

Action Description	Definition of an adequate organization of the services responsible for the administration of taxes and other revenues				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Technical		Municipality of Casablanca	Due Date	30-Jun-2021	Delayed
Completion Measurement	An updated procedures manual of the municipal fiscal administration has been adopted.				
Comments	The Director of Casa Mawarid (CM) has been appointed and a board meeting is scheduled in February 2022 to approve the contractual framework between the CM and the CC to firm up this new organization of municipal revenue management.				



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Action Description	Credit Rating of the Municipality of Casablanca				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Technical		Municipality of Casablanca	Due Date	31-Dec-2021	Revised Date
Completion Measurement	Credit rating has been completed and published				
Comments	The SDL Casa event's board has not approved yet the credit rating activity. The municipality will quickly designate the appropriate entity to carry out this activity by end of June 2022.				

Action Description	Finalization of the new organization chart of the CC				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Technical		Municipality of Casablanca	Due Date	29-Dec-2017	Completed
Completion Measurement	The organization chart is finalized				
Comments	The CC new organization chart was adopted by the municipal council in 2017.				

Action Description	Implementation of the new organization chart of the CC				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Technical		Municipality of Casablanca	Due Date	01-Apr-2020	Delayed
Completion Measurement	Key positions in the new organization chart are filled.				
Comments	The new organization chart includes 4 directions, 10 divisions, and 40 services. As of June 2021, 2 directors, 9 division heads still have to be filled.				

Action Description	Development of an urban streets manual (règlement de voirie)				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Technical		Municipality of Casablanca	Due Date	31-Dec-2019	Completed
Completion Measurement	The manuel was developed				
Comments	A first draft of the manual was developed and was validated by the City Council in 2019.				



	This version of the manual has been revised by the Wilaya and the document is being finalized by the municipality as a final step before its enforcement.
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Action Description	Revision of the financing model of the ECI to ensure its financial sustainability				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Technical		Municipality of Casablanca	Due Date	31-Dec-2019	Completed
Completion Measurement	The CC has proposed the setting up of sustainable financial arrangements of the ECI				
Comments	A temporary financing framework for the ECI was approved in June 2020, covering 3 years. Discussions are ongoing for the development of a more sustainable one be finalized in the coming months.				

Action Description	Preparation and dissemination of a practical guide for environmental and social management, including social (such as resettlement /compensation) and environmental procedures and tools, in form and substance acceptable to the Bank				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Environmental and Social Systems		Municipality of Casablanca	Due Date	31-Dec-2018	Completed
Completion Measurement	Guide has been prepared, approved and disseminated among all the entities actors involved in the Program implementation, including the Borrower, Casa Prestations, Casa Transport, Casa Aménagement, Casa Patrimoine, Lydec.				
Comments					

Action Description	Capacity building of all the actors involved (CC, E&S Focal point, SDL, Lydec) on the E&S technical guide				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Environmental and Social Systems		Municipality of Casablanca	Due Date	31-Dec-2018	Completed
Completion Measurement	Annual Planning of training sessions submitted (during the first three months after effectiveness); reports on organized trainings submitted (in the first year of Program implementation)				
Comments					

Action Description	Selection and appointment of an environment and social focal point within the PMU				
Source	DLI#	Responsibility	Timing	Timing Value	Status



Environmental and Social Systems		Municipality of Casablanca	Due Date	15-May-2018	Completed
Completion Measurement	Environmental and social focal point has been appointed and trained under terms and conditions acceptable to the Bank				
Comments					

Action Description	Preparation and implementation of a Communication strategic plan, to ensure wide information and mobilization of local populations (including women, youth, vulnerable groups, illiterate, etc.) and associations				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Other		Municipality of Casablanca	Due Date	01-Feb-2019	Completed
Completion Measurement	The communication plan was elaborated, approved and implemented (services guide, online monitoring, etc.)				
Comments					

Action Description	Operationalization of the CC's internal audit unit				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems		Municipality of Casablanca	Due Date	31-Dec-2021	Delayed
Completion Measurement	Internal audit report prepared by the established internal audit unit is produced.				
Comments	The internal audit unit is operational with a team that is in place and first audit missions carried out. However it is still lacking tools and the first internal audit report is expected to be completed with delay (June 2022).				

Action Description	Deployment at the CC of the integration budgeting/accounting system including procurement and contract management modules				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Technical		Municipality of Casablanca	Due Date	31-Dec-2021	In Progress
Completion Measurement	Report confirming the deployment of the new budgeting/accounting system				
Comments	The integrated budgeting/accounting system is almost finalized with a Procurement module still being developed at the national level.				

Action Description	Preparation of periodic reports with a performance analysis, on budgetary and contract execution (including SDL/LYDEC).				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems		CC, SDLs, LYDEC	Recurrent	Yearly	Completed



Completion Measurement	Reports prepared and submitted
Comments	

Risks

Systematic Operations Risk-rating Tool

Risk Category	Rating at Approval	Previous Rating	Current Rating
Political and Governance	<input type="checkbox"/> Moderate	--	<input type="checkbox"/> Moderate
Macroeconomic	<input type="checkbox"/> Moderate	--	<input type="checkbox"/> Moderate
Sector Strategies and Policies	<input type="checkbox"/> Moderate	--	<input type="checkbox"/> Moderate
Technical Design of Project or Program	<input type="checkbox"/> Substantial	--	<input type="checkbox"/> Moderate
Institutional Capacity for Implementation and Sustainability	<input type="checkbox"/> Substantial	--	<input type="checkbox"/> Moderate
Fiduciary	<input type="checkbox"/> Moderate	--	<input type="checkbox"/> Moderate
Environment and Social	<input type="checkbox"/> Moderate	--	<input type="checkbox"/> Moderate
Stakeholders	<input type="checkbox"/> Substantial	--	<input type="checkbox"/> Moderate
Other	<input type="checkbox"/> Moderate	--	<input type="checkbox"/> Moderate
Overall	<input type="checkbox"/> Substantial	--	<input type="checkbox"/> Moderate

Comments

Risk ratings has been reassessed based on the SORT methodology. All ratings remain the same (as assessed in the previous reporting period).

Results

PDO Indicators by Objectives / Outcomes

Increase the investment capacity of the Municipality of Casablanca				
▶ Percentage Increase in Municipal Revenues excluding transfers from a baseline of 0% in CY 2015 (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	22.76	22.76	22.76
Date	31-Mar-2016	01-Dec-2020	01-Dec-2020	31-Dec-2021
Comments				
▶ Private capital mobilized for investments through new or additional value of PPP contracts (Number, Custom)				



	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	940.00	940.00	900.00
Date	02-Oct-2017	01-Dec-2020	01-Dec-2020	31-Dec-2021
Comments				
Improve the business environment in the Municipality of Casablanca				
► Reduction in average number of days required for issuance of a building permit at the Municipality (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	72.00	39.00	39.00	30.00
Date	02-Oct-2017	01-Dec-2020	01-Dec-2020	31-Dec-2021
Comments				
Enhance access to basic services in the Program Area				
► Households in disadvantaged neighborhoods provided with improved access to basic services (at least (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	4,069.00	4,069.00	10,000.00
Date	02-Oct-2017	01-Dec-2020	01-Dec-2020	31-Dec-2022
Comments	Based on Lydec's reporting, 1719 additional households have gained access to based services in the Program area, subject to independant verification by IGAT. The next verification mission is expected by the end of March 2022.			

Intermediate Results Indicators by Results Areas

To increase the investment capacity of the Municipality of Casablanca				
► Increase in revenues administered by the municipality (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	15.12	15.12	23.50
Date	01-Jan-2016	01-Jun-2021	06-Dec-2021	31-Dec-2021
Comments	Data on 2021 municipal finances will be updated once the city financials are finalized for 2021 (March 2022)			
► Annual rate of execution of the Municipality's investment budget (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	35.00	35.00	80.00



Date	01-Jan-2016	30-Jun-2021	30-Jun-2021	31-Dec-2021
Comments	Data on 2021 municipal finances will be updated once the city financials are finalized for 2021 (March 2022)			
► Increase in operating surplus on the municipal budget (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	50.00	151.00	147.00	150.00
Date	01-Jan-2016	14-May-2020	06-Dec-2021	31-Dec-2021
Comments	Data on 2021 municipal finances will be updated once the city financials are finalized for 2021 (March 2022)			

To improve the urban environment and access to basic services in the Program Area				
► Number of kilometers of comprehensive street upgrading (Kilometers, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	68.77	68.77	116.00
Date	01-Jan-2016	01-Dec-2020	01-Dec-2020	31-Dec-2021
Comments	Additional works were completed in 2021, with now a total of 103 km upgraded. However the additional 35 Km finalized are still subject to verification and will be recorded under the results framework once the verification mission by IGAT, expected during Q1 2022, is finalized.			
► Female of households in disadvantaged neighborhoods provided with improved access to basic services (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	11,393.00	11,000.00	28,000.00
Date	01-Jan-2016	14-May-2020	31-Dec-2020	31-Dec-2022
Comments				
► Deployment of a system to manage citizen requests (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No standard GRM procedure	The system is being deployed in all arrondissements	The system has been deployed in all districts. 17% of the complaints through the CiRM are finalized.	More than 90% of requests are addressed
Date	01-Jan-2016	01-Dec-2020	31-Dec-2020	31-Dec-2021
Comments				
► Households in disadvantaged neighborhoods provided with improved access to drinking water service (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target



Value	0.00	2,217.00	2,217.00	6,500.00
Date	01-Jan-2016	01-Dec-2020	01-Dec-2020	31-Dec-2022
Comments	This will be updated based on the upcoming verification mission that should be scheduled by December 2021.			

Improving the business environment in the Municipality of Casablanca

► Simplification and digitalization of administrative transactions for the issuance of: (i) authorizat (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Platforms for the dematerialization of administrative procedures are not deployed	Dematerialized procedures for all business licenses have been effectively deployed in the single windows of all CC arrondissements	Dematerialized procedures for all business licenses have been effectively deployed in the single windows of all CC arrondissements	Dematerialized procedures for all business licenses have been effectively deployed in the single windows of all CC arrondissements
Date	02-Oct-2017	01-Dec-2020	01-Dec-2020	31-Dec-2019
Comments				

Disbursement Linked Indicators

► DLI 1 Percentage Increase in Municipal Revenues excluding transfers from a baseline of 0% in CY 2015 (Outcome, 28.43, 100%)

	Baseline	Actual (Previous)	Actual (Current)	January 2021-December 2022
Value	0.00	22.56	22.76	--
Date	--	31-Mar-2019	31-Mar-2019	--
Comments				

► DLI 2 Modernization of the Borrower's revenue management systems (Process, 36.44, 16%)

	Baseline	Actual (Previous)	Actual (Current)	January 2021-December 2022
Value	The improved revenue systems are not operational	Operationalization of a information system for revenue administration, operationalization of a single Addressing System, Operationalization of the Local Joint Ownership (Société de Développement Local, SDL) Casa Mawarid, Regular update of the action plan to improve	Operationalization of a information system for revenue administration, operationalization of a single Addressing System, Operationalization of the Local Joint Ownership (Société de Développement Local, SDL) Casa Mawarid, Regular update of the action plan to improve the CC's revenue,	Update of the inventory of taxpayers and tax bases relating to the taxes on unbuilt land, beverage licenses and City tax



		the CC's revenue, Update of the inventory of taxpayers and tax bases relating to the tax on unbuilt land	Update of the inventory of taxpayers and tax bases relating to the tax on unbuilt land	
Date	--	31-Mar-2023	31-Mar-2023	--
Comments	<p>Operationalization of a information system for revenue administration : expected by June 2022 Operationalization of a single Addressing System: expected by end of 2022 Operationalization of the Local Joint Ownership (Société de Développement Local, SDL) Casa Mawarid : expected by June 2022 Regular update of the action plan to improve the CC own source revenues: expected by February 2022 Update of the inventory of taxpayers and tax bases relating to the tax on unbuilt land : expected by March 2023</p>			

► DLI 3 Private capital mobilized for investments through new or additional value of PPP contracts (Outcome, 60.00, 0%)				
	Baseline	Actual (Previous)	Actual (Current)	January 2021- December 2022
Value	0.00	900.00	900.00	--
Date	--	01-Dec-2020	01-Dec-2020	--
Comments				

► DLI 4 Households in disadvantaged neighborhoods provided with improved access to basic services (at least one of the following: water supply, sanitation, or electricity) (Outcome, 40.00, 41%)				
	Baseline	Actual (Previous)	Actual (Current)	January 2021- December 2022
Value	0.00	4,069.00	4,069.00	10,000.00
Date	--	01-Dec-2020	01-Dec-2020	--
Comments	See comment on PDO indicator 4			

► DLI 5 Number of kilometers of comprehensive street upgrading (works to include at least three (3) of the following elements: (i) roadway, (ii) sidewalk or pedestrian path, (iii) road drainage systems, (iv) (Output, 19.50, 59%)				
	Baseline	Actual (Previous)	Actual (Current)	January 2021- December 2022
Value	0.00	68.77	68.77	--
Date	--	01-Dec-2020	01-Dec-2020	--
Comments	Additional works were completed in 2021, with now a total of 103 km upgraded. However the additional 35 Km finalized are still subject to verification and will be recorded under the results framework once the verification mission by IGAT, expected during Q1 2022, is finalized.			



► DLI 6 Simplification and digitalization of administrative transactions for the issuance of: (i) authorizations related to urban planning, and (ii) business licenses (Outcome, 15.00, 0%)

	Baseline	Actual (Previous)	Actual (Current)	January 2021- December 2022
Value	Platforms for the dematerialization of administrative procedures are not deployed	Dematerialized procedures for all business licenses have been effectively deployed in the single windows of all CC arrondissements	Dematerialized procedures for all business licenses have been effectively deployed in the single windows of all CC arrondissements	--
Date	--	01-Dec-2020	01-Dec-2020	--
Comments				