



Morocco Urban Transport Project (P4R) (P149653)

MIDDLE EAST AND NORTH AFRICA | Morocco | Transport Global Practice | Requesting Unit: MNC01 | Responsible Unit: IMNT1
IBRD/IDA | Program-for-Results Financing | FY 2016 | Team Leader(s): Nabil Samir

Seq No: 8 | ARCHIVED on 09-Jun-2020 | ISR42054 | Created by: Nabil Samir on 28-May-2020 | Modified by: Nabil Samir on 08-Jun-2020

Program Development Objectives

Program Development Objective (from Program Appraisal Document)

The Program Development Objective is to strengthen the capacity of urban transport institutions to plan, implement and monitor infrastructure and services, and to improve the level of service of urban transport in targeted corridors in the program area.

Overall Ratings

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	<input type="checkbox"/> Moderately Satisfactory	<input type="checkbox"/> Moderately Satisfactory
Overall Implementation Progress (IP)	<input type="checkbox"/> Moderately Satisfactory	<input type="checkbox"/> Satisfactory

Implementation Status and Key Decisions

The World Bank monitored strategic urban mobility sector reforms and achievements to which the Program has contributed significantly. In the context of its in-depth strategic dialogue and to sustain this progress in the mid-term, the World Bank has continued to discuss with its counterparts how to operationalize the National Strategy for Urban Mobility (SNMU) for Morocco, prepared with the support of the World Bank. Regarding Program implementation, while the Covid-19 pandemic has impacted the Program (in line with the rest of the programs of the Government of Morocco), substantial efforts have been made by the counterparts in the last semester, enabling the Program to gradually achieve tangible results, both in terms of institutional reforms and infrastructure and service delivery. In terms of disbursement, the current cumulative rate for the PforR is nearly 82 percent of its total amount (including a 25 percent advance) with a disbursement under preparation that is equivalent to additional 8.75 percent. This should bring the disbursement rate to around 91 percent in a few weeks. The efforts made should be sustained, with the support of the World Bank, to achieve the planned results in terms of increase of level of service along targeted corridors (measured by DLI#7) by the current closing date of the Program (June 30th, 2021).

In terms of institutional reforms as part of the Program, (i) a strengthened central computer-based M&E system for the sector has been designed, installed, tested, and implemented in the majority of large municipalities (DLI#1) to increase central capacity to monitor the sector, (ii) the Urban Transport Fund as the financing mechanism of the sector has been operationalized and strengthened and has benefited from sufficient financial resources to support the sector (DLI#2), (iii) associations of urban agglomerations have been operationalized in several of the largest urban areas of the country (DLI#3) to strengthen inter-municipal coordination of urban transport, (iv) urban mobility master plans have been prepared in several agglomerations using a structured process and a participatory approach (DLI#4) to improve technical capacity to plan urban transport, (v) urban transport enterprises have been operationalized (or have achieved significant progress in this regard) in several agglomerations (DLI#5) to improve capacity to deliver urban transport infrastructure and services. These results, that still need to be generalized in other agglomerations, have translated in the achievement within the planned timeframe of the targets of the PDO#1 indicator measuring the capacity of urban transport institutions to plan, implement and monitor infrastructure and services.

In terms of infrastructure and service delivery as part of the Program, while originally progressing more slowly than anticipated in the first years of implementation given their pilot nature and coordination issues at the local level (in the context of the recent advanced regionalization process), three urban transport corridors focused on buses (for total of 20 kilometers in Rabat and Marrakesh) have been developed or are at their final stage of development and operational optimization. These corridors include a combination of infrastructure, systems, and equipment and goods to improve the level of service for urban transport users. The progress achieved in this gradual operationalization (as measured by DLI#6) should result in journey time savings for users (as measured by DLI#7 and PDO#2), once optimized in a few months with additional efforts from the GoM and taking into account the evolution of the Covid-19 global pandemic that has slowed down or halted infrastructure and service delivery in the country. Other expenditures have been carried out as part of the Program to enable the development in the mid-term of additional urban transport corridors. The deployment of new bus concessions in several of the largest agglomerations of the country was also supported by the Program when needed to enable the achievement of its PDO.



Data on Financial Performance

Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P149653	IBRD-85600	Effective	USD	200.00	200.00	0.00	163.50	36.50	82%

Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P149653	IBRD-85600	Effective	09-Dec-2015	21-Dec-2015	15-Jan-2016	30-Jun-2020	30-Jun-2021

DLI Disbursement

DLI ID	DLI Type	Description	Coc	DLI Amount	Achievement Status	Disbursed amount in Coc	Disbursement % for DLI
Loan: IBRD85600-001							
001	Regular	DLR#1.1: CY16 M&E needs identified, M&E	USD	4,500,000.00	Fully Achieved	4,500,000.00	100 %
002	Regular	DLR#1.2: CY17 M&E system installed and t	USD	5,000,000.00	Fully Achieved	5,000,000.00	100 %
003	Regular	DLR#1.3: CY18 M&E syst. implemented addi	USD	10,000,000.00	Fully Achieved	10,000,000.00	100 %
004	Regular	DLR#1.4: CY19 Revised M&E syst. in add.	USD	5,000,000.00	Not Achieved	0.00	
005	Regular	DLR#2.1: CY16 UTFs institutional and fin	USD	10,000,000.00	Fully Achieved	10,000,000.00	100 %
006	Regular	DLR#2.2: CY17 UTF has started to assume	USD	15,000,000.00	Fully Achieved	15,000,000.00	100 %
007	Regular	DLR#2.3: CY18 UTF cntnd to assume intend	USD	5,000,000.00	Fully Achieved	5,000,000.00	100 %
008	Regular	DLR#2.4: CY19 UTF cntnd to assume intend	USD	5,000,000.00	Not Achieved	0.00	
009	Regular	DLR#3.1: 1 in CY16	USD	8,340,000.00	Fully Achieved	8,340,000.00	100 %
010	Regular	DLR#3.2: 2 in CY17	USD	8,330,000.00	Fully Achieved	8,330,000.00	100 %
011	Regular	DLR#3.3: 3 in CY18	USD	8,330,000.00	Fully Achieved	8,330,000.00	100 %
012	Regular	DLR#4.1: 5 in CY16	USD	15,000,000.00	Fully Achieved	15,000,000.00	100 %
013	Regular	DLR#4.2: 6 in CY17	USD	7,500,000.00	Fully Achieved	7,500,000.00	100 %



014	Regular	DLR#4.4: 7 in CY19	USD	7,500,000.00	Fully Achieved	7,500,000.00		100 %
015	Regular	DLR#5.2: 3 in CY17	USD	12,500,000.00	Not Achieved	0.00		
016	Regular	DLR#5.3: 4 in CY18	USD	12,500,000.00	Not Achieved	0.00		
017	Regular	DLR#6.2: 10 in CY17	USD	10,000,000.00	Partially Achieved	8,500,000.00		85 %
018	Regular	DLR#6.3: 20 in CY18	USD	10,000,000.00	Not Achieved	0.00		
019	Regular	DLR#6.4: 30 in CY19	USD	10,000,000.00	Not Achieved	0.00		
020	Regular	DLR#7.2: 30 in CY17	USD	10,000,000.00	Not Achieved	0.00		
021	Regular	DLR#7.3: 60 in CY18	USD	10,000,000.00	Not Achieved	0.00		
022	Regular	DLR#7.4: 90 in CY19	USD	10,000,000.00	Not Achieved	0.00		

Program Action Plan

Action Description	Identification, assessment, and recommendation, based on a structured analysis, of sustainable financial resources for the Urban Transport Fund in particular and the urban transport sector in general				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Technical		Ministry of Interior and MoF	Due Date	31-Dec-2019	Completed
Completion Measurement	The said study has been carried out.				
Comments	The said study has been carried out by the Ministry of Interior in collaboration with the MoF with the technical assistance of the World Bank.				

Action Description	Development and dissemination of a methodological guide on urban mobility master plans for cities				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Technical		Ministry of Interior	Due Date	31-Dec-2018	In Progress
Completion Measurement	The said guide has been prepared and disseminated.				
Comments	A first version of the said guide has been prepared by the Ministry of Interior, with the technical assistance of the World Bank and is in the process of being finalized. This action is expected to be completed by March 2021.				

Action Description	Design and delivery of a capacity building program for municipalities in (i) project management applied to urban transport and (ii) preparation and management of urban transport concession and delegated services contracts				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Environmental and Social Systems		Ministry of Interior	Due Date	31-Dec-2017	Completed
Completion Measurement	The said capacity building program in this area has been delivered.				



Comments	The said capacity building program in this area has been delivered by the Ministry of Interior with the support of development partners including the World Bank.
-----------------	---

Action Description	Designation of focal points in participating cities to ensure monitoring and supervision of environmental and social aspects of the Program				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Environmental and Social Systems		Participating municipalities	Due Date	31-Dec-2016	Completed
Completion Measurement	The said focal points have been designated.				
Comments	The said focal points have been designated.				

Action Description	Preparation and dissemination of municipal technical guide for environmental and social management				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Environmental and Social Systems		Ministry of Interior	Due Date	31-Dec-2016	Completed
Completion Measurement	The said guide has been prepared and disseminated.				
Comments	The said guide has been prepared and disseminated.				

Action Description	Establishment, strengthening or formalization of a social and environmental GRM by the participating cities				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Environmental and Social Systems		Client	Due Date	31-Dec-2017	Completed
Completion Measurement	GRMs have been established, strengthened or formalized				
Comments	Local GRMs, while still perfectible, have gradually been set up and/or strengthened in municipalities to enable citizens to register and process grievances. The World Bank will continue to monitor (and when warranted support) their strengthening.				

Action Description	Design and delivery of capacity building activities in municipal environmental and social management				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Environmental and Social Systems		Client	Due Date	31-Dec-2017	Completed
Completion Measurement	The said capacity building activities have been delivered				
Comments	The said capacity building activities have been delivered, including with the support of the World Bank.				



Action Description	Design and delivery of a fiduciary capacity building action plan for municipalities				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems		Client	Due Date	31-Mar-2017	Completed
Completion Measurement	The said capacity building activities have been delivered				
Comments	The said capacity building activities have been delivered, including with the support of the World Bank.				

Action Description	Operationalization of the central Committee for regional and municipal procurement monitoring				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems		Client	Due Date	31-Dec-2016	Completed
Completion Measurement	The said committee has been operationalized				
Comments	The roles and functions intended for the said committee have been transferred to the well established national committee for procurement (the CNCP in French) which now deals with national as well as regional and local procurement monitoring				

Action Description	Establishment, strengthening or formalization of a municipal fiduciary GRM (including for procurement)				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems		Client	Due Date	31-Dec-2017	Completed
Completion Measurement	GRMs have been established, strengthened or formalized				
Comments	Local GRMs, while still perfectible, have gradually been set up and/or strengthened in municipalities to enable citizens to register and process grievances. The World Bank will continue to monitor (and when warranted support) their strengthening.				

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"/> Substantial	<input type="checkbox"/> Moderate
Technical Design of Project or Program	--	<input type="checkbox"/> Substantial	<input type="checkbox"/> Substantial
Institutional Capacity for Implementation and Sustainability	--	<input type="checkbox"/> Substantial	<input type="checkbox"/> Substantial



Fiduciary	--	☐ Substantial	☐ Substantial
Environment and Social	--	☐ Moderate	☐ Moderate
Stakeholders	--	☐ Substantial	☐ Substantial
Other	--	☐ Moderate	☐ Moderate
Overall	--	☐ Substantial	☐ Substantial

Comments

Sector strategies and policies risk have been decreased from "Substantial" to "Moderate". The new National Strategy for Urban Mobility (SNMU) of Morocco, recently prepared by the Ministry of Interior (MoI) with the support of the World Bank, has confirmed the continued relevance of the sector strategies and policies.

Results

PDO Indicators by Objectives / Outcomes

Number of cities of more than 100,000 inhabitants that improved their institutional score				
▶ Number of cities (with more than 100,000 inhabitants) that improved their urban transport institutional assessment score by at least 10 percent (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	12.00	21.00	15.00
Date	31-Dec-2015	22-Nov-2019	29-May-2020	30-Jun-2021
Comments	The latest available assessment of the urban transport institutional score of municipalities carried out by the Ministry of Interior confirmed that 21 cities (compared to an end-Program target of 15) have improved their score by at least 10 percent from the baseline. The final objective of this indicator has already been achieved and exceeded due to the combination of progress made for DLI#1, DLI#3, DLI#4 and DLI#5 (as this PDO indicator is a composite indicator of these DLIs, among others). This has resulted from substantial efforts carried out by the counterparts since the last ISR in this area.			
Percentage of corridors supported by the Program that meet their objectives in terms of time saved				
▶ Percentage of corridors in the Priority Program of Corridors (PPC) supported under the Program that meet their objectives in reduction of urban transport journey time (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	90.00
Date	31-Dec-2015	22-Nov-2019	29-May-2020	30-Jun-2021
Comments	The main corridors of the Priority Program of Corridors (PPC) accounting for DLI#6 and DLI#7 as part of the Program (for a total of 20 kilometers in Rabat and Marrakech) have had the bulk (if not all) of their civil works completed since the last ISR. These corridors are however pending operational optimization (including in terms of integration and management of traffic flow) to enable the translation of these civil works into tangible results for citizens (as measured by PDO#2) . The deployment of new bus concessions in several of the largest agglomerations of the country was also supported by the Program when needed to enable the achievement of DLI#7. The first measures of the improvement in journey time for DLI#7 achieved have been completed and will be transmitted shortly by the Ministry of Interior for the targeted corridors of Rabat and Marrakesh. Additional measurements will be carried out once the Covid-19 situation is contained			



and normal urban transport operations resume. The final objective of this indicator should be achieved by the end of the Program, with additional efforts from the counterparts.

Intermediate Results Indicators by Results Areas

Strengthened central capacity to plan and monitor urban transport				
► Strengthened M&E system for the urban transport sector (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Current M&E system is paper-based and limited in scope and depth	The revised M&E system is in the process of being deployed in a total of 9 pilot cities.	The revised M&E system is in the process of being deployed in a total of 9 pilot cities.	Revised M&E system has been implemented in at least 9 cities
Date	31-Dec-2015	22-Nov-2019	29-May-2020	30-Jul-2021
Comments				
► Strengthened Urban Transport Fund (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	The Urban Transport Fund institutional and financial arrangements are in place	The Urban Transport Fund has continued to assume its intended functions.	The Urban Transport Fund has continued to assume its intended functions.	The Urban Transport Fund has continued to assume its intended functions
Date	31-Dec-2015	22-Nov-2019	29-May-2020	30-Jun-2021
Comments				
Strengthened local capacity to plan, implement and monitor urban transport				
► Number of operational associations of urban agglomerations (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	3.00	3.00	3.00
Date	31-Dec-2015	22-Nov-2019	29-May-2020	30-Jun-2021
Comments				
► Number of urban mobility master plans prepared using a structured process and a participatory approach (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	3.00	7.00	7.00	7.00
Date	31-Dec-2015	22-Nov-2019	29-May-2020	30-Jun-2021



Comments				
▶ Number of operational municipality-owned urban transport enterprises (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	2.00	2.00	3.00	4.00
Date	09-Dec-2015	22-Nov-2019	29-May-2020	30-Jun-2021
Comments				

Improved level of service of urban transport on targeted corridors				
▶ Percentage of Priority Program of Corridors completed and open to traffic (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	8.50	8.50	30.00
Date	31-Dec-2015	22-Nov-2019	29-May-2020	30-Jun-2021
Comments				
▶ Percentage of corridors supported by Program that meet their time saving objectives (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	90.00
Date	31-Dec-2015	22-Nov-2019	29-May-2020	30-Jun-2021
Comments				
▶ Direct Program beneficiaries (as a percentage of targets) (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	60.00	90.00
Date	31-Dec-2015	22-Nov-2019	29-May-2020	30-Jun-2021
Comments				
□ of which female (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	50.00	50.00
Date	31-Dec-2015	22-Nov-2019	29-May-2020	30-Jun-2021

Disbursement Linked Indicators



► DLI 1 Strengthened M&E system for the urban transport sector (Process, 24.50, 80%)				
	Baseline	Actual (Previous)	Actual (Current)	Implementation
Value	Current M&E system is paper-based and limited in scope and depth	The M&E system is being deployed in a total of 9 pilot cities.	The M&E system is being deployed in a total of 9 pilot cities.	--
Date	--	22-Nov-2019	29-May-2020	--
Comments	Based on the verified achievement of results, two disbursements for a total of USD 9.5 million in 2016 and 2018 have been carried out for this DLI. An additional disbursement for results of USD 10 million has been carried out in August 2019 following the satisfactory conclusion of the verification mission of the Independent Verification Agency (IVA) of the Program. The disbursement rate of this DLI has faced punctual IT issues which have been for most part addressed and is now progressing satisfactorily to reach 100 percent by the original closing date of the Program.			

► DLI 2 Strengthened Urban Transport Fund (Process, 35.00, 86%)				
	Baseline	Actual (Previous)	Actual (Current)	Implementation
Value	The Urban Transport Fund's institutional and financial arrangements are under preparation.	The Urban Transport Fund has continued to assume its intended functions.	The Urban Transport Fund has continued to assume its intended functions.	--
Date	09-Dec-2015	22-Nov-2019	29-May-2020	--
Comments	Two disbursements for achieved results for a total of USD 25 million have been carried out in 2017 and 2018 for this DLI. An additional disbursement for results of USD 5 million has been carried out in August 2019, as confirmed by the above-mentioned verification mission. The disbursement rate of this DLI, that has progressed satisfactorily, is on track to reach 100 percent before the original closing date of the Program. A verification mission is undergoing to enable the remaining disbursement for this DLI.			

► DLI 3 Number of operational associations of urban agglomerations (Intermediate Outcome, 25.00, 100%)				
	Baseline	Actual (Previous)	Actual (Current)	Implementation
Value	0.00	3.00	3.00	--
Date	09-Dec-2015	22-Nov-2019	29-May-2020	--
Comments	Based on the verified achievement of results (in Greater Agadir and Greater Casablanca), two disbursements for a total of USD 16.67 million have been carried out in 2016 and 2017 for this DLI. An additional disbursement for results (in Greater Rabat) of USD 8.33 million has been carried out in August 2019, as confirmed by the above-mentioned verification mission. The disbursement rate of this DLI, that has progressed satisfactorily, has already reached 100 percent, close to one year before the closing date of the Program.			

► DLI 4 Number of urban mobility masterplans prepared using a structured process and participatory approach (Output, 30.00, 100%)				
	Baseline	Actual (Previous)	Actual (Current)	Implementation
Value	3.00	7.00	7.00	--



Date	09-Dec-2015	22-Nov-2019	29-May-2020	--
Comments	Two disbursements for achieved results (in Agadir, Oujda and El Jadida) for a total of USD 22.5 million have been carried out in 2016 and 2017 for this DLI. An additional disbursement for results (in Fès) of USD 7.5 million has been carried out in August 2019, as confirmed by the above-mentioned verification mission. The disbursement rate of this DLI, that is progressing satisfactorily, has already reached 100 percent, close to one year before the closing date of the Program.			

► DLI 5 Number of operational municipally-owned urban transport enterprises (Outcome, 25.00, 0%)				
	Baseline	Actual (Previous)	Actual (Current)	Implementation
Value	2.00	2.00	3.00	--
Date	09-Dec-2015	22-Nov-2019	29-May-2020	--
Comments	The operational municipally-owned urban transport enterprise of Agadir has been operationalized for which a verification mission of the IVA is currently undergoing. This should enable the disbursement of an USD 12.5 million. The operationalization of these entities in several other cities, notably Marrakech and Fès, is ongoing. The disbursement rate of this DLI, that is progressing moderately satisfactorily, is anticipated to reach 100 percent before the closing date of the Program with additional efforts from the relevant counterparts.			

► DLI 6 Percentage of Priority Program of Corridors completed and open to traffic (Outcome, 30.00, 28%)				
	Baseline	Actual (Previous)	Actual (Current)	Implementation
Value	0.00	8.50	8.50	--
Date	09-Dec-2015	22-Nov-2019	29-May-2020	--
Comments	The main corridors of the Priority Program of Corridors (PPC) accounting for DLI#6 and DLI#7 as part of the Program (for a total of 20 kilometers in Rabat and Marrakech) have had the bulk (if not all) of their civil works completed since the last ISR. These corridors are however pending operational optimization (including in terms of integration and management of traffic flow) which will be carried out once the Covid-19 situation is contained and normal urban transport operations resume. Other expenditures have been carried out as part of the Program to enable the development in the mid-term of additional urban transport corridors. The final objective of this indicator should be achieved by the end of the Program, with additional efforts from the counterparts.			

► DLI 7 Percentage of corridors in the Priority Program of Corridors supported under the Program that meet their objective in reduction of urban transport journey time (Outcome, 30.00, 0%)				
	Baseline	Actual (Previous)	Actual (Current)	Implementation
Value	0.00	0.00	0.00	--
Date	09-Dec-2015	22-Nov-2019	29-May-2020	--
Comments	Progress has been achieved in the development of the main corridors of the Priority Program of Corridors (PPC) accounting for DLI#6 and DLI#7 as part of the Program (for a total of 20 kilometers in Rabat and Marrakech). These corridors are pending operational optimization (including in terms of integration and management of traffic flow) to enable the translation of these civil works into tangible results for citizens, to be reflected in DLI#7. The deployment of new bus concessions in several of the largest agglomerations of the country was also supported by the Program when needed to enable the achievement of DLI#7. The first measures of the improvement in journey time (as a measurement to DLI#7) achieved have been completed and will be transmitted shortly by the Ministry of Interior for the targeted corridors of Rabat and Marrakesh.			



Additional measurement will be carried out once the Covid-19 situation is contained and normal urban transport operations resume. The final objective of this indicator should be achieved by the end of the Program, with additional efforts from the counterparts.