Public Disclosure Authorized

Douala Urban Mobility Project (P167795)

WESTERN AND CENTRAL AFRICA | Cameroon | IBRD/IDA | Investment Project Financing (IPF) | FY 2022 | Seq No: 7 | Archived on 03-Mar-2026 | ISR05950

1. OBJECTIVE

1.1 Development Objective

Original Development Objective (Approved as part of Approval package on 02-Jun-2022)

The Project Development Objective is to improve urban mobility and support inclusive urban and economic development along selected Bus Rapid Transit corridors and its feeder lines in Douala.

Has the Development Objective been changed since Board Approval of the Project Objective?

No

2. COMPONENTS

Name
Support to institutional strengthening and professionalization of existing public transport operators:(Cost 11,000,000.00)
BRT infrastructure facilities, systems, and rolling stock:(Cost 470,000,000.00)
Transit-oriented development around the BRT system:(Cost 42,000,000.00)
Project management and capacity building:(Cost 17,000,000.00)
Contingent Emergency Response:(Cost 0.00)

3. OVERALL RATINGS

Name	Previous	Current
Progress towards achievement of PDO	Moderately Unsatisfactory	Moderately Unsatisfactory
Overall Implementation Progress (IP)	Moderately Unsatisfactory	Moderately Unsatisfactory
Overall Risk Rating	High	High

4. KEY ISSUES & STATUS

4.1 Implementation Status and Key Decisions

Since June 2025, the Douala Urban Mobility Project (PMUD) has continued advancing procurement activities, including the tendering of major packages for the construction of roadway and roadside infrastructure and associated facilities supporting BRT operations along key corridors in Douala. Efforts have been made to address critical procurement bottlenecks, with some resolved and others still under close follow-up, notably the transaction advisory for BRT operations. However, delays accumulated over recent months have affected the implementation schedule and will now require careful management to mitigate further impact. The Mid-Term Review, planned for March/April 2026, will provide an opportunity to take stock of progress to date, assess the implications for timelines and objectives, and agree on the necessary adjustments and corrective measures to guide implementation during the remaining project period.

5. SYSTEMATIC OPERATIONS RISK-RATING TOOL

Risk Category	Rating at Approval Approval Package - 02 Jun 2022	Last Approved Rating ISR Seq. 06 - 16 Jul 2025	Proposed Rating
Political and Governance	High	High	High
Macroeconomic	Substantial	Substantial	Substantial
Sector Strategies and Policies	Moderate	Moderate	Moderate
Technical Design of Project or Program	Substantial	Substantial	Substantial
Institutional Capacity for Implementation and Sustainability	Substantial	Substantial	Substantial
Fiduciary	Substantial	Substantial	Substantial
Environment and Social	Substantial	High	High
Stakeholders	High	High	High
Other	Substantial	Substantial	Substantial
Overall	High	High	High

6. RESULTS

6.1 PDO Indicators by PDO Outcomes

Improved urban mobility along the Bus Rapid Transit corridors in Douala								
Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period	
	Value	Month/Year	Value	Date	Value	Date	Value	Month/Year
Average weekday passenger ridership using the BRT routes (Number)	0.00	May/2022	0.00	12-Dec-2024	0.00	25-Feb-2025	535,000.00	Feb/2028
	Comments on achieving targets		This indicator measures the average daily ridership of the BRT. The data collected will be disaggregated by gender.					
Of which female (Percentage)	42.00		42.00		42.00		50.00	
	Comments on achieving targets		This sub-indicator measures the share of women among daily BRT passengers.					
Average rush hour in-vehicle travel time on BRT routes (Minutes)	58.50	May/2022	58.50	12-Dec-2024	58.50	25-Feb-2025	48.40	Feb/2028
	Comments on achieving targets		This indicator measures the average in-vehicle time of the BRT at morning peak hours between 7:00am and 9:00 am.					
Satisfaction rating by public transport users of the BRT (Percentage)	0.00	May/2022	0.00	12-Dec-2024	0.00	25-Feb-2025	75.00	Feb/2028
	Comments on achieving targets		This indicator will reflect the improvement in public transport services and the increase in satisfaction by BRT users. A sub-indicator will report women's answers.					
Satisfaction rating among women who use the BRT (Percentage)	0.00		0.00		0.00		75.00	
	Comments on achieving targets		This sub-indicator will report women's answers.					

Improved inclusive urban and economic development along the Bus Rapid Transit corridors in Douala								
Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period	
	Value	Month/Year	Value	Date	Value	Date	Value	Month/Year
	0.00	May/2022	0.00	12-Dec-2024	0.00	25-Feb-2025	3,192.00	Feb/2028

Beneficiaries of the project with improved working and/or living conditions around TOD investments (Number)	Comments on achieving targets		This indicator measures the number of Douala's inhabitants who benefit from the development of transport services and urban development carried out by the project. The project will foster economic and employment opportunities and women empowerment. It is the sum of the sub-indicators below.					
Street vendors benefitting of improved working conditions through inclusive infrastructure (Number)	0.00		0.00		0.00		2,554.00	
	Comments on achieving targets		This sub-indicator measures how the project will improve the business environment for informal trade around the BRT area.					
Women benefitting of improved living and working conditions (Number)	0.00		0.00		0.00		638.00	
	Comments on achieving targets		This sub-indicator measures how the project will improve women's access to economic and employment opportunities and their consequent empowerment in the area of influence of the BRT.					
Population of Douala able to access to the city center within a 60-minute commuting period using public transport (Percentage)	16.00	May/2022	16.00	12-Dec-2024	16.00	25-Feb-2025	33.00	Feb/2028
	Comments on achieving targets		This indicator measures the improved accessibility the project is expected to provide to Douala residents in terms of employment opportunities, economic development and services located in the city center (of coordinates: 9.69296331E, 4.03973582N).					
Population of Douala able to access at least one additional health facility within 45 minutes using public transport (Percentage)	0.00	May/2022	0.00	12-Dec-2024	0.00	25-Feb-2025	77.00	Feb/2028
	Comments on achieving targets		This indicator measures the improved accessibility to health services the project is expected to provide by measuring the percentage of the population who have access to at least one additional health facility using public transport.					

6.2 Intermediate Results Indicators by Components

Support to institutional strengthening and professionalization of existing public transport operators								
Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period	
	Value	Month/Year	Value	Date	Value	Date	Value	Month/Year
Transport service providers trained through formal training programs (Number)	0.00	May/2022	0.00	12-Dec-2024	0.00	25-Feb-2025	7,500.00	Feb/2028
	Comments on achieving targets		This indicator measures the number of transport operators enrolled and having completed formal training programs financed by the project.					
Of which informal operator (Percentage)	0.00		0.00		0.00		90.00	
	Comments on achieving targets		This sub-indicator measures the share of informal operators among them.					
Relevant staff from CUD and stakeholder institutions having completed institutional training programs (Percentage)	0.00	May/2022	0.00	12-Dec-2024	0.00	25-Feb-2025	50.00	Feb/2028
	Comments on achieving targets		This indicator measures the percentage of relevant staff from the CUD and stakeholder institutions that have completed institutional training programs.					
Of which female (Percentage)	0.00		0.00		0.00		50.00	
	Comments on achieving targets		This sub-indicator measures the share of women among them.					
A regulatory framework for public transport providers is in place (Yes/No)	No	May/2022	No	12-Dec-2024	No	25-Feb-2025	Yes	Feb/2028
	Comments on achieving targets		The project will provide TA to define a new regulatory framework of the urban mobility sector and for public transport providers including, but not limited to, vehicle/route licensing, taxation, fines and violations, and permits issuance.					
A strategic restructuring plan is finalized for the public operator SOCATUR (Yes/No)	No	May/2022	No	12-Dec-2024	No	25-Feb-2025	Yes	Feb/2028
	Comments on achieving targets		This indicator measures progress in reforming and restructuring the public operator SOCATUR thanks to capacity building and TA activities. A strategic plan will be defined to reorganize the SOCATUR network, its fares and its fleet, improve the management of operations, integrate the SOCATUR lines to the urban network.					
	No	May/2022	No	12-Dec-2024	No	25-Feb-2025	Yes	Feb/2028

Definition of an incentive mechanism for fleet renewal (Yes/No)	Comments on achieving targets		This indicator measures progress in tackling the issue of aging and highly emitting vehicles, by structuring an incentive mechanism for fleet renewal. A fleet renewal strategy will be developed and will identify both the type of eligible fleet (taxis and/or miniuses) and the suitable mechanism based on best practices in similar countries.					
Tactical urban sites rehabilitated for the informal sector (stations, stops...) (Number)	0.00	May/2022	0.00	12-Dec-2024	0.00	25-Feb-2025	22.00	Feb/2028
	Comments on achieving targets		This indicator measures the number of rehabilitated tactical facilities (such as stations and stops) used by informal transport providers outside the BRT corridor. It will reflect their integration in the overall transport system.					
Implementation of an integrated digital platform connecting users and transport operators (Yes/No)	No	May/2022	No	12-Dec-2024	No	25-Feb-2025	Yes	Feb/2028
	Comments on achieving targets		This indicator measures the progress in implementing an integrated digital platform for public transport users and operators, which will contribute to organize and professionalize the urban mobility sector and incumbent operators.					

BRT infrastructure facilities, systems, and rolling stock

Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period	
	Value	Month/Year	Value	Date	Value	Date	Value	Month/Year
People benefiting from improved access to sustainable transport infrastructure and services (Number of people) CRI			0	12-Dec-2024	0	24-Feb-2025	800,000	Feb/2028
People benefiting from improved access to sustainable transport infrastructure and services – Youth (Number of people) CRI			0	12-Dec-2024	0	24-Feb-2025		
People benefiting from improved access to			0	12-Dec-2024	0	25-Feb-2025		

sustainable transport infrastructure and services – Female (Number of people) CRI								
A contract agreement with a private company to invest and operate the BRT is signed (Yes/No)	No	May/2022	No	05-Dec-2022	No	25-Feb-2025	Yes	Feb/2028
	Comments on achieving targets		This indicator mesures the operational effectiveness of the project via a signed concession agreement - operations, maintenance, and provision of the BRT fleet - with a BRT operator. The CUD will receive transaction advisor to define the business and support the procurement process until reaching financial closing.					
BRT infrastructure constructed to climate resilience standards (Percentage)	0.00	May/2022	0.00	05-Dec-2022	0.00	25-Feb-2025	100.00	Feb/2028
	Comments on achieving targets		This indicator tracks the progress of the construction of the whole BRT infrastructure to climate resilience standards. It consists in the aggregation of the financial progress of each works contract (roads, stations, terminals, depots...).					
Operational BRT buses operated by private operator (Number)	0.00	May/2022	0.00	05-Dec-2022	0.00	25-Feb-2025	251.00	Feb/2028
	Comments on achieving targets		This indicator measures the number of operational buses and will reflect the level of transport services provision through the availability of the BRT fleet (privately financed) after the hiring of the BRT operator. This indicator will also capture the main PCM leveraged by the project.					
Percentage of female staff in: (Percentage)	8.00	May/2022	8.00	05-Dec-2022	8.00	25-Feb-2025	20.00	Feb/2028
	Comments on achieving targets		This indicator measures the percentage of women employed in the construction stage and in operations of the BRT, to reflect the gender empowerment impact of the project.					
The construction of the BRT (Percentage)	8.00		8.00		8.00		20.00	
	Comments on achieving targets		Percentage of women employed in BRT construction					
BRT Operations (Percentage)	8.00		8.00		8.00		20.00	
	Comments on achieving targets		Percentage of women employed in BRT operations					

Annual GHG emissions net savings on BRT corridors in tCO2eq (Number)	0.00	May/2022	0.00	05-Dec-2022	0.00	25-Feb-2025	27,400.00	Feb/2028
	Comments on achieving targets		This indicator will measure the annual GHG emissions savings enabled by the project thanks to the induced modal shift to lower-emitting (BRT) or non-emitting (cycling, walking) modes on the BRT corridor.					

Transit-oriented development around the BRT system

Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period	
	Value	Month/Year	Value	Date	Value	Date	Value	Month/Year
Feeder roads rehabilitated to climate resilience standards (Percentage)	0.00	May/2022	0.00	12-Dec-2024	0.00	25-Feb-2025	100.00	Feb/2028
	Comments on achieving targets		This indicator tracks the progress of the rehabilitation of feeder roads to climate resiliency standards.					
Pedestrian and cycle paths rehabilitated to climate resilience standards (Percentage)	0.00	May/2022	0.00	12-Dec-2024	0.00	25-Feb-2025	100.00	Feb/2028
	Comments on achieving targets		This indicator reflects how the project improves soft mobility by tracking the progress of the rehabilitation of pedestrian and cycle paths rehabilitated to climate resilience standards in the project area.					
Completed pilot urban planning projects around BRT stations (Number)	0.00	May/2022	0.00	12-Dec-2024	0.00	25-Feb-2025	2.00	Feb/2028
	Comments on achieving targets		This indicator measures the number of pilot projects - urban development around BRT stations - that are finalized using the TOD approach.					

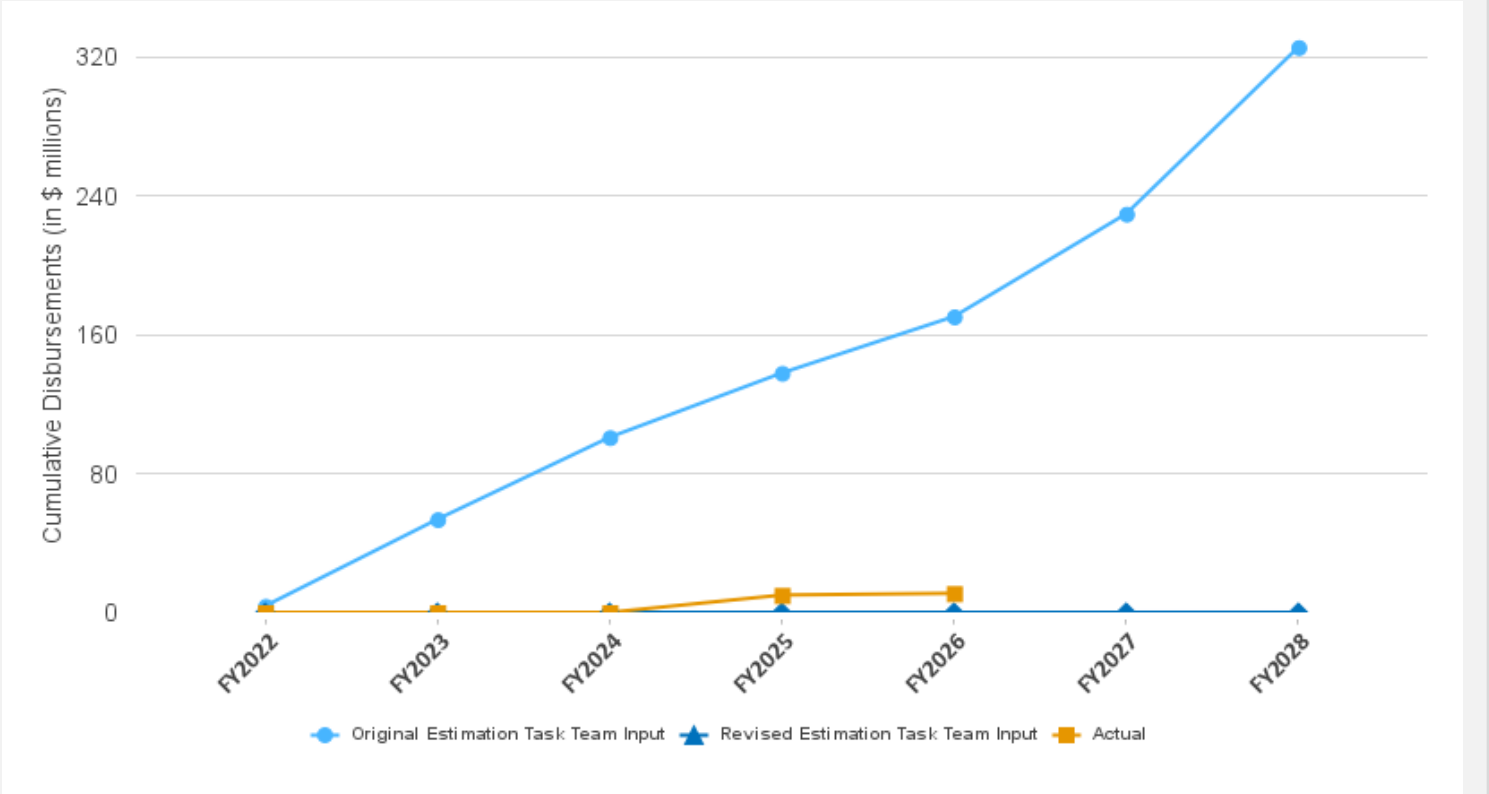
Project management and capacity building

Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period	
	Value	Month/Year	Value	Date	Value	Date	Value	Month/Year
Annual disclosure by CUD of the audited annual financial statements and the operational results of the BRT (Yes/No)	No	May/2022	No	12-Dec-2024	No	25-Feb-2025	Yes	Feb/2028
	Comments on achieving targets		The CUD will be the main entity in charge of monitoring the BRT operations and concession. This indicator will reflect the capacity of CUD in playing that role and the transparent implementation of the BRT operations and concession.					
	0.00	May/2022	0.00	12-Dec-2024	0.00	25-Feb-2025	100.00	Feb/2028

Grievances addressed within the project Grievance Redress Mechanism (GRM) timeframe during construction (Percentage)	Comments on achieving targets		This indicator is to ensure that any citizen has the possibility to provide feedback during the construction of the infrastructure and any complaint/reclamation is appropriately handled and addressed, keeping the citizen informed about the status of the complaint until its conclusion.					
Grievances addressed within the project Grievance Redress Mechanism (GRM) timeframe during BRT operation (Percentage)	0.00	May/2022	0.00	12-Dec-2024	0.00	25-Feb-2025	100.00	Feb/2028
	Comments on achieving targets		This is to ensure that any citizen has the possibility to provide feedback on the BRT operations and any complaint/reclamation is appropriately handled and addressed, keeping the citizen informed about the status of the complaint until its conclusion.					
Reduction in serious injuries and fatalities along the BRT corridor (Percentage)	0.00	May/2022	0.00	12-Dec-2024	0.00	25-Feb-2025	30.00	Feb/2028
	Comments on achieving targets		This indicator measures road safety improvements along the BRT corridor.					
A road safety management plan is in place within the BRT operator (Yes/No)	No	May/2022	No	12-Dec-2024	No	25-Feb-2025	Yes	Feb/2028
	Comments on achieving targets		This indicator will measure the focus on road safety for BRT operations. The requirement for a road safety management plan will be part of the concession agreement.					
A comprehensive communication strategy covering the institutional and social aspects of the project is operational (Yes/No)	No	May/2022	No	12-Dec-2024	No	25-Feb-2025	Yes	Feb/2028
	Comments on achieving targets		A global communication strategy covering the institutional and social aspects of the project is implemented and operational. This strategy will ensure a constant stakeholders' - in particular incumbent operators' - support and buy-in to the project as well as the awareness of the population on BRT development and activities.					

7. DATA ON FINANCIAL PERFORMANCE

7.1 Cumulative Disbursements



7.2 Disbursements (by loan)

Loan/Credit/TF	Status	Original	Revised	Cancelled	Disbursed	Undisbursed	Historical Disbursed	% Disbursed
IBRD-93970	Effective	202.30	222.09	0.00	6.54	215.55	0.00	2.94%
IDA-71360	Effective	217.70	239.02	0.00	5.88	233.15	0.00	2.46%

7.3 Key Dates (by loan)

Loan/Credit/TF	Status	Approval	Signing	Effectiveness	Orig. Closing	Rev. Closing
IBRD-93970	Effective	02-Jun-2022	23-Jul-2024	15-Oct-2024	16-Jun-2028	16-Jun-2028

IDA-71360	Effective	02-Jun-2022	23-Jul-2024	15-Oct-2024	16-Jun-2028	16-Jun-2028

8. KEY DATES

Key Events	Planned	Actual
Approval	02-Jun-2022	02-Jun-2022
Effectiveness	15-Oct-2024	15-Oct-2024
Operation Closing/Cancellation	16-Jun-2028	

9. RESTRUCTURING HISTORY

10. ASSOCIATED OPERATION(S)

There are no associated operations