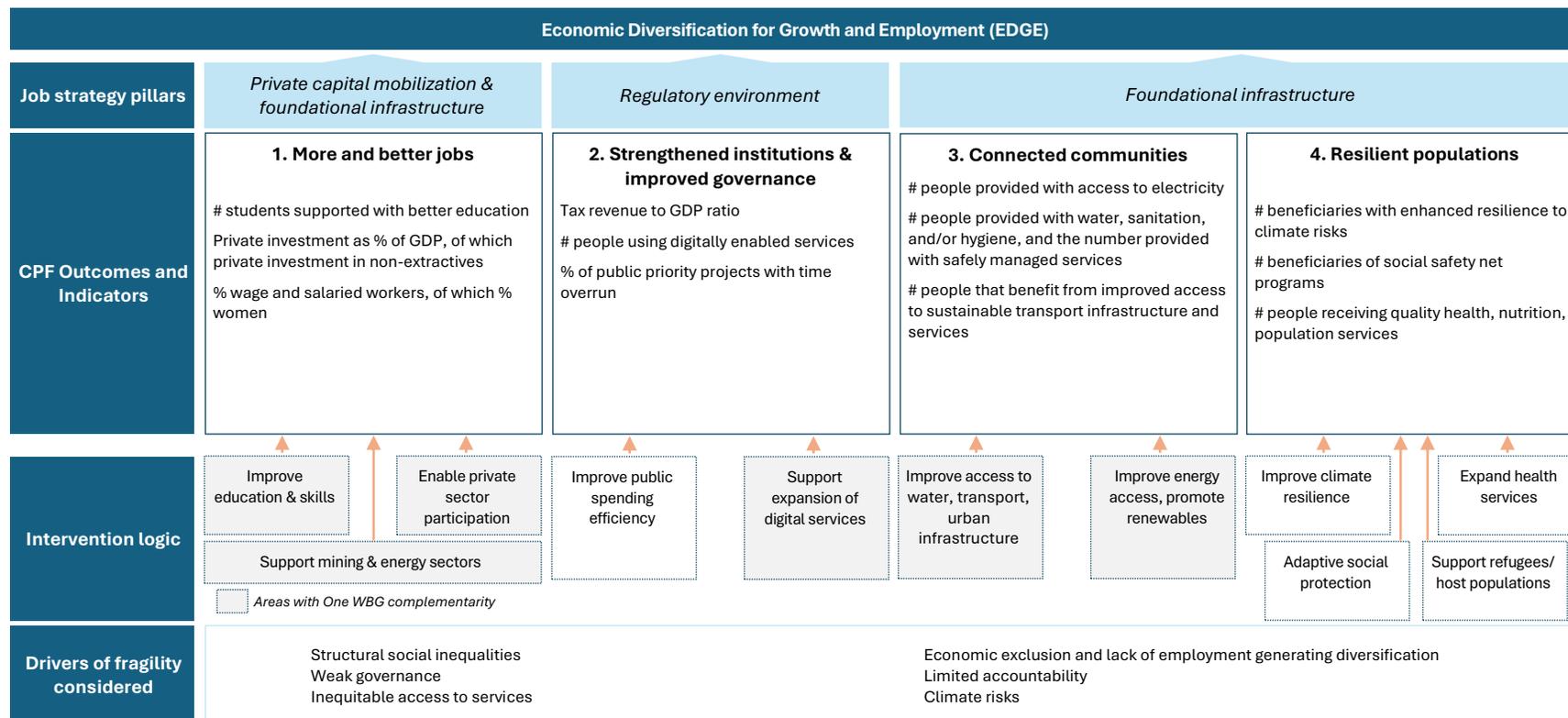


# I. Results Matrix: Intervention Logic and Short-term Business Planning



### Outcome 1: More and better jobs

**Rationale of the outcome:** Mauritania's Human Capital Index (HCI) is low at 0.38. Its unemployment rate exceeds 10 percent, higher than its peers. Low labor force participation (40 percent) and high unemployment result in a low employment-to-working-age population ratio, reflecting prevalent self-employment and skill mismatches. Creating more and better jobs is essential to sustain growth, support economic diversification, and to address exclusion and growing risks of conflict spillover. It will require investing in: (i) better education and skills development to bridge the demand-supply gap in the labor market; (ii) increasing private sector participation and investments in non-extractive sectors; and (iii) raising the percentage of waged and salaried workers, with a focus on women and youth.

Intervention Logic		Business Planning		Results/Targets
Indicator	Reflects on lessons learned, as relevant	Ongoing portfolio: lending, knowledge, and advisory	Pipeline: lending, knowledge, and advisory (18-24 months)	
Indicator 1.1: <b>Students supported with better education</b>	Access to quality education and skill development is crucial to address learning poverty and bridge the gap between labor supply and demand. This also contributes to the fundamentals of job-rich growth – one of Mauritania’s most pervasive challenges. Despite progress, the education sector faces challenges, including uneven quality, especially for marginalized and remote groups. Leveraging the WBG's comparative advantage, efforts will strengthen the foundations for improved sector management, including focusing on teacher management and inclusive service delivery, and strengthen focus on TVET and skills development for the private sector	<b>IDA:</b> Youth employability and basic education projects	<b>IDA:</b> Education quality and access (PforR); SME Support and Youth employment through TVET and skills development project <b>ASA:</b> Regional support for a PPP-based skills system (Umbrella Fund)	Baseline: 459,000 (2024) 5-Year Target: 700,000 (2030)
Indicator 1.2: <b>Private investment as percent of GDP, of which investment in non-extractives</b>	Mauritania’s private sector is small, informal, and dominated by large firms in extractives and fisheries. While the extractives sector is likely to be a main driver of growth for the foreseeable future, it alone is unable to drive job creation, employing less than one percent of the country’s active population. WBG engagements will focus on attracting more private sector investments, including beyond the extractives sector, through capacity building and access to finance, and through improving the enabling environment for labor and land regulations, and infrastructure for production, trade and logistics.	<b>IDA:</b> Energy, mining and agriculture sector development projects <b>IFC:</b> Investments and advisory to strengthen credit reporting and trade environment. <b>MIGA:</b> Tasiast Gold Mine	<b>IDA:</b> Coastal and fishery, and water and irrigation projects <b>IFC:</b> PPP/investments in tourism, mining, energy and solar and potential agribusiness PPP; advisory on development projects funding. <b>MIGA:</b> Support investments in energy, iron ore mining, hospitality and transport sectors	Baseline: 20.5% (2025), non-extractives: US\$100 million
Indicator 1.3: <b>Wage and salaried workers (% of employment), of which (%) are women</b>		<b>IDA:</b> Youth employability projects <b>ASA:</b> Growth and Jobs Report	<b>IDA:</b> Youth employment through TVET and skills project <b>ASA:</b> Regional support for a PPP-based skills system (Umbrella Fund)	Baseline: 42.5% o/w Women: 28.3% (2023)

### Outcome 2: Strengthened institutions and improved governance

**Rationale of the outcome:** An inclusive, effective, and resilient governance system, with better domestic resource mobilization and public investment management, is essential to support growth and economic diversification, and to address grievances associated with low access to services. Strengthening institutions and governance will require: (i) improving effective macroeconomic and fiscal management and domestic revenue collection, (ii) enhancing transparency and accountability of public spending through investments in digital services, and (iii) improving public sector management.

Intervention Logic		Business Planning		Results/Targets
Indicator	Reflects on lessons learned, as relevant	Ongoing portfolio: lending, knowledge, and advisory	Pipeline: lending, knowledge, and advisory (18-24 months)	
Indicator 2.1: <b>Tax revenue to GDP ratio</b>	Mauritania's heavy reliance on extractive industries leads to significant revenue fluctuations and procyclical fiscal policies, eroding fiscal space and effective shock response. To increase fiscal space, better accommodate shocks, and finance adaptation measures, Mauritania needs to enhance tax revenue mobilization, improve public investment efficiency, and strengthen debt management. WBG will support reforms to widen fiscal space through enhanced tax revenue mobilization, improved efficiency in public investment, and strengthened debt management.	<b>IDA:</b> Fiscal management and resilience DPF	<b>IDA:</b> Public spending efficiency and inclusive public finance reform (PforR and DPF series)	Baseline: 15.6% (2024) 5-Year Target: 18% (2030)
Indicator 2.2: <b>People using digitally enabled services</b>	Limited digitalization constrains government efficiency, accountability and public access to services, particularly in remote and underserved areas. The WBG will support the rollout of digital resources to improve access to public services and information, and through this support a stronger social contract.	<b>IDA:</b> Digital transformation in West Africa project <b>IFC:</b> Agribusiness and forestry project <b>ASA:</b> TA to Central Bank of Mauritania (finance market, digital finance and reserve management)	<b>ASA:</b> Regional digital integration support (PASA)	Baseline : 0 5-Year Target : 800,000 (2030)
Indicator 2.3: <b>Percentage of public priority projects with time overrun</b>	Mauritania's PFM system faces significant challenges, including inefficiencies in strategic allocation and execution of resources, weaknesses in public investment management, delays in releasing budget allocations and payments, and lack of transparency and efficiency in public procurement. The WBG will assist the government to improve project selection, initiate program-based budgeting in social sectors, optimize resource allocation to avert future budget overruns, and expand real-time monitoring for key public investments.	<b>IDA:</b> Fiscal management and resilience DPF	<b>IDA:</b> Public spending efficiency and inclusive public finance reform (PforR and DPF series)	Baseline: 5-Year Target: <i>Note: Baseline and targets will be established during the first year of implementation as part of the PforR</i>

### Outcome 3: Connected communities

**Rationale of the outcome:** Mauritania’s vast territory hampers the state’s ability to deliver equitable basic services, deepening urban-rural divide, resulting in high poverty incidence in hard-to-reach areas such as the Triangle of Hope. Improved access to basic services like electricity, water, sanitation, and transport are critical to facilitate economic activities, address territorial inequalities and promote conflict prevention and social stability. Connecting communities across Mauritania will require investment to: (i) deliver affordable, reliable and sustainable energy for all; (ii) increase access to water and sanitation services, and (iii) strengthen the transport network to facilitate movement of goods and services.

Intervention Logic		Business Planning		Results/Targets
Indicator	Reflects on lessons learned, as relevant	Ongoing portfolio–lending, knowledge, and advisory	Pipeline–lending, knowledge, and advisory (18-24 months)	
Indicator 3.1: <b>People provided with access to electricity</b>	Electricity access in Mauritania stands at 52 percent but is just 6 percent in rural areas (representing 45 percent of the population). To improve access and support the country’s energy transition, the WBG will support the implementation of the PPP approach by strengthening capacity for energy investments, advancing gas-to-power and renewable energy projects, and promoting green hydrogen development, utility reform, and regional knowledge exchange through Mission 300.	<b>IDA:</b> Urban development, energy and mining sector development, and regional electricity market projects <b>ASA:</b> Experience and knowledge sharing in PPP design/structuring in large infrastructure	<b>IFC:</b> Potential investments: Addax project to support supply of petroleum products; 60 MW Baseload renewable and 225 MW gas-to-power plant; Renewable plants (solar, wind, BESS) with selected IFC clients <b>MIGA:</b> Potential energy guarantees to renewable energy and gas-to-power projects	Baseline: 2,750,000 (2024) 5-Year Target: 3,671,000 (2030)
Indicator 3.2: <b>People provided with water, sanitation, and/or hygiene, and the number provided with safely managed services</b>	Uneven distribution and climate change exacerbate water scarcity and impact agriculture production. The vast irrigable potential in the Senegal River Valley remains underutilized and effectiveness is complicated by inadequate management and a complex institutional framework. These challenges are especially prevalent in cities. The WBG will consider lessons from addressing delays in conducting preliminary infrastructure studies as it develops its pipeline for water and sanitation access.	<b>IDA:</b> Urban development, water and sanitation projects <b>ASA:</b> Experience and knowledge sharing in PPP design/structuring in large infrastructure	<b>IDA:</b> Secondary cities, regional connectivity and territorial development	Baseline : 50,000 (2025) 5-Year Target : 275,000 (2030)
Indicator 3.3: <b>People that benefit from improved access to sustainable transport infrastructure and services</b>	Limited rural accessibility, especially in eastern and northern regions, and deteriorating road infrastructure hinder mobility and trade. Weak port connectivity further hampers trade potential. Urban development in Mauritania characterized by uncontrolled urban sprawl and significant infrastructure gaps. WBG will support the country in broadening access to transport and resilient urban infrastructure, while also enhancing rural transport connectivity.	<b>IDA:</b> Senegal River Valley Resilience and local development project <b>ASA:</b> Experience and knowledge sharing in PPP design/structuring in large infrastructure	<b>IDA:</b> Senegal River Valley connectivity and integration project, phase 2 <b>MIGA:</b> Potential guarantees in the infrastructure sector	Baseline: 273,000 (2025) 5-Year Target: 283,000 (2030)

### Outcome 4: Resilient populations

**Rationale of the outcome:** Nearly three-quarters of Mauritania’s population is at high risk from climate and conflict-related risks, which disproportionately affects the poor and vulnerable populations. Building resilience to climate and other shocks is critical to protect vulnerable populations and enhance the well-being of communities, reinforcing the social contract. The WBG will build the resilience of populations by (i) protecting urban areas from recurrent flooding, (ii) strengthening the capacity of public administration to manage, implement and expand social protection and cash transfer programs to underserved regions, iii) promoting climate-smart agriculture, and (iv) strengthening the state’s ability to deliver basic health services.

Intervention Logic		Business Planning		Results/Targets
Indicator	Reflects on lessons learned, as relevant	Ongoing portfolio: lending, knowledge, and advisory	Pipeline: lending, knowledge, and advisory (18-24 months)	
Indicator 4.1: <b>Beneficiaries with enhanced resilience to climate risks</b>	Mauritania frequently experiences natural hazards that negatively impact lives and livelihoods of the population. Lessons from handling past crises suggest a shift towards utilizing World Bank financial instruments to enhance crisis preparedness, including through portfolio repurposing for quick disbursement, thereby reducing the trade-off between contingent and development finance. Incorporating a Cat-DDO into the upcoming DPF will further enable the country to respond effectively to any type of crisis that may occur.	<b>IDA:</b> IPFs on SSN, agriculture and pastoralism, and local development <b>IFC/MIGA:</b> None currently <b>ASA:</b> Urbanization, Mobility and Territorial Development PASA	<b>IDA:</b> SSN PforR; project; Regional water project; use of RRO through CERP <b>IFC:</b> Potential investments: SMDDR for agribusiness in rice and horticulture; Desalination project in Nouakchott and/or Nouadhibou <b>ASA:</b> Food System Resilience and Agricultural Transformation Policies PASA; Sahel Adaptive Social Protection Program TF	Baseline: 0 (2025) 5-Year Target: 839,500 (2030)
Indicator 4.2: <b>Beneficiaries of social safety net programs</b>	An effective Social Safety Net (SSN) is crucial for protecting vulnerable households from shocks. The social registry, established in 2016, covers over 200,000 households and an update is underway to include the poorest 40 percent. However, overall SSN coverage is low at 11.3 percent, and the system remains fragmented, limiting its effectiveness. WBG support will promote more progressive spending and poverty-targeted cash transfers and a coordinated shift from untargeted food transfers to targeted cash transfers.	<b>IDA:</b> SSN project	<b>IDA:</b> SSN PforR <b>ASA:</b> Sahel Adaptive Social Protection Program TF	Baseline : 1,435,034 (2024) 5-Year Target : 1,675,034 (2030)
Indicator 4.3: <b>People receiving quality health, nutrition, population services</b>	While strides have been made in increasing access to basic services, significant geographic gaps and disparities remain, disproportionately affecting remote, rural, and marginalized populations, especially women and children. The WBG will support the country in increasing access to quality health, nutrition, and population services in urban and marginalized areas.	<b>IDA:</b> Health system support project, national and regional	<b>IDA:</b> Health project (AF)	Baseline: 1,275,000 (2024) 5-Year Target: 3,500,000 (2030)