Document of

**The World Bank**

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Report No: PAD2771

INTERNATIONAL DEVELOPMENT ASSOCIATION

PROJECT APPRAISAL DOCUMENT

ON A

PROPOSED SCALE-UP FACILITY CREDIT

IN THE AMOUNT OF EURO 260.5 MILLION
(US$315 MILLION EQUIVALENT)

TO THE

REPUBLIC OF CÔTE D'IVOIRE

FOR THE

GREATER ABIDJAN PORT - CITY INTEGRATION PROJECT

June 7, 2018

Transport and Digital Development Global Practice
Africa Region

CURRENCY EQUIVALENTS

(Exchange Rate Effective April 30, 2018)

| | |
|---|---|
| Currency Unit = | EURO |
| US$1 = | Euro 0.826984 |
| US$1 = | SDR 0.695380 |

FISCAL YEAR
January 1 - December 31

| | |
|---|---|
| Regional Vice President: | Makhtar Diop |
| Country Director: | Pierre Frank Laporte |
| Senior Global Practice Director: | Jose Luis Irigoyen |
| Practice Manager: | Nicolas Peltier-Thiberge |
| Task Team Leaders: | Hatem Chahbani, Mahine Diop, Mohamadou S Hayatou |

ABBREVIATIONS AND ACRONYMS

| | |
|---|---|
| AAC | Abidjan Addressing Center |
| AADT | Annual Average Daily Traffic |
| ABWP | Annual Budgeted Work Plan |
| AF | Additional Financing |
| AFD | French Development Agency (*Agence française de développement*) |
| AfDB | African Development Bank |
| AGEROUTE | Road Management Agency (*Agence de gestion des routes*) |
| ALP | Abidjan Logistics Platform |
| ASA | Advisory Services and Analytics |
| BNETD | National Bureau for Technical Studies and Development (*Bureau national d'études techniques et de développement*) |
| BRT | Bus Rapid Transit |
| C&F | Clearing and Forwarding agents |
| CDC | Deposits and Consignments Fund (*Caisse des dépôts et des consignations*) |
| CERC | Contingent Emergency Response Component |
| CIPREL | Ivorian Company for Electricity Production (*Compagnie ivoirienne de production d'électricité*) |
| CNP-PPP | National Public Private Partnership Committee (*Comité national de pilotage des Partenariats Public-Privé*) |
| CPF | Country Partnership Framework |
| DA | Designated Account |
| DAA | Autonomous District of Abidjan (*Districte autonome d'Abidjan*) |
| DAGERU | Directorate of Addressing and Management of Urban Restructuring (*Direction de l'adressage et de la gestion de la restructuration urbaine*) |
| DGTTC | General Directorate of Land Transportation and Traffic Management (*Direction générale des transports terrestres et de la circulation*) |
| DPF | Development Policy Financing |
| DUP | Detailed Urban Plan |
| EIRR | Economic Internal Rate of Return |
| ENSEA | National School of Statistics and Applied Economics (*École nationale des statistiques et de l'économie appliquée*) |
| EOI | Expression of Interest |
| ERP | Enterprise Resource Planning |
| ESIA | Environmental and Social Impact Assessment |
| ESMF | Environmental and Social Management Framework |
| FIATA | International Association of Freight Forwarders |
| FCI | Finance, Competitiveness and Innovation |
| FDI | Foreign Direct Investment |
| FEDERMAR | Ivorian Federation of Maritime Forwarders (*Fédération maritime de Côte d'Ivoire*) |
| FM | Financial Management |
| GAA | Greater Abidjan Agglomeration |
| GAPCIP | Greater Abidjan Port – City Integration Project |
| GBV | Gender-Based Violence |
| GDP | Gross Domestic Product |

| | |
|---|---|
| GHG | Greenhouse Gas |
| GIF | Global Infrastructure Facility |
| GoCI | Government of Côte d'Ivoire |
| GP | Global Practice |
| GRM | Grievance Redress Mechanism |
| GRS | Grievance Redress Service |
| HDM | Highway Design and Management |
| ICD | Inland Container Depot |
| ICT | Information and Communication Technology |
| IFC | International Finance Corporation |
| IFR | Interim Finance Report |
| IGF | General Finance Inspection (*Inspection générale des finances*) |
| IMF | International Monetary Fund |
| IPF | Investment Project Financing |
| IRI | International Roughness Index |
| JICA | Japan International Cooperation Agency |
| KPI | Key Performance Indicator |
| LP | Logistics Platform |
| LZ | Logistics Zone |
| M&E | Monitoring and Evaluation |
| MCC | Millennium Challenge Corporation |
| MCLAU | Ministry of Construction, Housing, Sanitation and Town Planning (*Ministère de la construction, du logement, de l'assainissement et l'urbanisme*) |
| MEDEF | Business Organization of France (*Mouvement des entreprises de France*) |
| MEF | Ministry of Economy and Finance |
| MFD | Maximizing Finance for Development |
| MGS | Metropolitan Governing System |
| MIGA | Multilateral Investment Guarantee Agency |
| MT | Ministry of Transport |
| NGO | Nongovernmental Organization |
| NPV | Net Present Value |
| OIC | Ivoirian Shippers Council (*Office ivoirien des chargeurs*) |
| OP/BP | Operational Policy/Bank Policy |
| PAA | Abidjan Autonomous Port (*Port autonome d'Abidjan*) |
| PAD | Project Appraisal Document |
| PAMOSET | Transport Sector Modernization and Corridor Trade Facilitation Project (*Projet d'appui à la modernisation du secteur des transports*) |
| PAP | Project-affected Person |
| PCS | Port Community System |
| PCU | Project Coordination Unit |
| PDO | Project Development Objective |
| PEA | Project Executing Agency |
| PFCTCAL | Abidjan-Lagos Corridor Trade and Transport Facilitation Project |
| PIM | Project Implementation Manual |
| PK | Kilometric Point |
| PM | Particulate Matter |
| PMIS | Port Management Information System |
| PND | National Development Plan (*Plan national de développement*) |

| | |
|---|---|
| PPP | Public-private Partnership |
| PRG | Partial Risk Guarantee |
| PRICI | Côte d'Ivoire Infrastructure Renewal Project (*Projet de renaissance des infrastructures de Côte d'Ivoire*) |
| PTUA | AfDB's Abidjan Urban Transport Project (*Projet de transport urbain à Abidjan*) |
| PUIUR | Project for Emergency Urban Infrastructure (*Projet d'urgence d'infrastructures urbaines*) |
| RAP | Resettlement Action Plan |
| RDBMS | Relational Database Management System |
| RFP | Request for Proposal |
| RPF | Resettlement Policy Framework |
| SDR | Special Drawing Rights |
| SDUGA | Greater Abidjan Urban Master Plan (*Schéma directeur d'urbanisme du grand Abidjan*) |
| SIA | Specialized Implementation Agency |
| SMEs | Small and Medium Enterprises |
| SODECI | Water Distribution Company (*Société de distribution de l'eau en Côte d'Ivoire*) |
| SoE | Statement of Expenditures |
| SOTRA | Abidjan Public Transport Company (*Société des transports abidjanais*) |
| STEP | Systematic Tracking of Exchanges in Procurement |
| SUF | Scale-Up Facility |
| SURR | Social, Urban, Rural and Resilience |
| SYSCOHADA | Accounting System for the Harmonization of Business Climate in Africa (*Système comptable de l'organisation pour l'harmonisation du droit des affaires*) |
| TAS | Truck Appointment System |
| TDD | Transport and Digital Development |
| TEU | Twenty-foot Equivalent Unit |
| TPF | Truck Parking Facility |
| TTL | Task Team Leader |
| UTA | Urban Transport Authority |
| UVICOCI | Union of Cities and Municipalities of Côte d'Ivoire (*Union des villes et communes de Côte d'Ivoire*) |
| VGE | Valéry Giscard d'Estaing |
| VOC | Vehicles Operations Costs |
| VoT | Value of Time |
| WAEMU | West Africa Economic and Monetary Union |
| WBG | World Bank Group |

## BASIC INFORMATION

| Country(ies) | Project Name |
|---|---|
| Cote d'Ivoire | GREATER ABIDJAN PORT - CITY INTEGRATION PROJECT |

| Project ID | Financing Instrument | Environmental Assessment Category |
|---|---|---|
| P159697 | Investment Project Financing | A-Full Assessment |

### Financing & Implementation Modalities

| | |
|---|---|
| [ ] Multiphase Programmatic Approach (MPA) | [ ] Contingent Emergency Response Component (CERC) |
| [ ] Series of Projects (SOP) | [✓] Fragile State(s) |
| [ ] Disbursement-linked Indicators (DLIs) | [ ] Small State(s) |
| [ ] Financial Intermediaries (FI) | [ ] Fragile within a non-fragile Country |
| [ ] Project-Based Guarantee | [ ] Conflict |
| [ ] Deferred Drawdown | [ ] Responding to Natural or Man-made Disaster |
| [ ] Alternate Procurement Arrangements (APA) | |

| Expected Approval Date | Expected Closing Date |
|---|---|
| 28-Jun-2018 | 31-Dec-2025 |
| **Bank/IFC Collaboration** | **Joint Level** |
| Yes | Complementary or Interdependent project requiring active coordination |

### Proposed Development Objective(s)

The Project Development Objective (PDO) is to support the improvement of urban management, logistics efficiency, port accessibility, and urban mobility in the Greater Abidjan Area (GAA) and to provide immediate and effective response to eligible crisis or emergency.

### Components

| Component Name | Cost (US$, millions) |
|---|---|
| Urban Planning, Services and Governance | 74.00 |
| Urban Transport Infrastructure | 173.20 |
| Logistics Services and Competitiveness | 142.20 |
| Program Management and Monitoring | 11.00 |
| Contingent Emergency Response | 0.00 |

### Organizations

| | |
|---|---|
| Borrower: | Ministry of Finance |
| Implementing Agency: | PRICI (PCU) |

## PROJECT FINANCING DATA (US$, Millions)

### SUMMARY

| | |
|---|---|
| **Total Project Cost** | 400.00 |
| **Total Financing** | 330.00 |
| **of which IBRD/IDA** | 315.00 |
| **Financing Gap** | 70.00 |

### DETAILS

**World Bank Group Financing**

| | |
|---|---|
| International Development Association (IDA) | 315.00 |
| IDA Credit | 315.00 |

**Non-World Bank Group Financing**

| | |
|---|---|
| Counterpart Funding | 15.00 |
| Borrower | 15.00 |

### IDA Resources (in US$, Millions)

| | Credit Amount | Grant Amount | Total Amount |
|---|---|---|---|

| | | | |
|---|---|---|---|
| Scale-up Facility (SUF) | 315.00 | 0.00 | 315.00 |
| **Total** | **315.00** | **0.00** | **315.00** |

**Expected Disbursements (in US$, Millions)**

| WB Fiscal Year | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---|---|---|---|---|---|---|---|---|
| Annual | 0.00 | 45.23 | 63.92 | 89.12 | 37.22 | 24.97 | 24.97 | 24.97 | 4.61 |
| Cumulative | 0.00 | 45.23 | 109.15 | 198.27 | 235.49 | 260.45 | 285.42 | 310.39 | 315.00 |

## INSTITUTIONAL DATA

**Practice Area (Lead)**

Transport & Digital Development

**Contributing Practice Areas**

Finance, Competitiveness and Innovation, Social, Urban, Rural and Resilience Global Practice

**Climate Change and Disaster Screening**

This operation has been screened for short and long-term climate change and disaster risks

**Gender Tag**

| Does the project plan to undertake any of the following? | |
|---|---|
| a. Analysis to identify Project-relevant gaps between males and females, especially in light of country gaps identified through SCD and CPF | Yes |
| b. Specific action(s) to address the gender gaps identified in (a) and/or to improve women or men's empowerment | Yes |
| c. Include Indicators in results framework to monitor outcomes from actions identified in (b) | Yes |

## SYSTEMATIC OPERATIONS RISK-RATING TOOL (SORT)

| Risk Category | Rating |
|---|---|
| 1. Political and Governance | Substantial |
| 2. Macroeconomic | Substantial |

| | |
|---|---|
| 3. Sector Strategies and Policies | Substantial |
| 4. Technical Design of Project or Program | High |
| 5. Institutional Capacity for Implementation and Sustainability | Substantial |
| 6. Fiduciary | Substantial |
| 7. Environment and Social | High |
| 8. Stakeholders | Substantial |
| 9. Other | Low |
| 10. Overall | High |

## COMPLIANCE

### Policy

Does the project depart from the CPF in content or in other significant respects?

[ ] Yes [✓] No

Does the project require any waivers of Bank policies?

[ ] Yes [✓] No

| Safeguard Policies Triggered by the Project | Yes | No |
|---|---|---|
| Environmental Assessment OP/BP 4.01 | ✓ | |
| Performance Standards for Private Sector Activities OP/BP 4.03 | | ✓ |
| Natural Habitats OP/BP 4.04 | ✓ | |
| Forests OP/BP 4.36 | | ✓ |
| Pest Management OP 4.09 | | ✓ |
| Physical Cultural Resources OP/BP 4.11 | ✓ | |
| Indigenous Peoples OP/BP 4.10 | | ✓ |
| Involuntary Resettlement OP/BP 4.12 | ✓ | |
| Safety of Dams OP/BP 4.37 | | ✓ |
| Projects on International Waterways OP/BP 7.50 | | ✓ |
| Projects in Disputed Areas OP/BP 7.60 | | ✓ |

**Legal Covenants**

Sections and Description

The Recipient shall ensure that, throughout Project implementation, (i) the PCU is maintained with staff in sufficient number, with experience and qualifications satisfactory to the Association, in carrying out its responsibilities, including the through recruitment by the PCU, under terms of reference and with qualification and experience satisfactory to the Association, of (A) a deputy coordinator, a procurement specialist, an environmental management specialist, a social management specialist, an accountant, an assistant accountant in charge of disbursement, and an administrative assistant in charge of finance no later than two(2) months after the Effective Date; (B) an external auditor no later than six (6) months after the Effective Date..

Sections and Description

No later than two (2) months after the Effective Date, the PCU shall update the configuration of its accounting software.

Sections and Description

The Recipient shall ensure that the Project is implemented in accordance with the provisions, guidelines, procedures, timetables and other specifications set forth in the ESMF, the ESIAs and the RPF and any Safeguards Document to be prepared under the Project.

Sections and Description

If any Project activity would, pursuant to the RPF, require the preparation of a RAP, no such activity shall be implemented, unless:

(i) a RAP for such activity has been: (A) prepared in accordance with the requirements of the RPF and furnished to the Association; (B) approved by the Association; and (C) publicly disclosed as required by the RPF; and

(ii) (A) all measures required to be taken under said RAP prior to the initiation of said activity have been taken, including, without limitation to the above, providing funds for resettlement compensation when and if required under a RAP; (B) a report, in form and substance satisfactory to the Association, on the status of compliance with the requirements of said RAP has been prepared and furnished to the Association; and (C) the Association has confirmed that the implementation of said activity may be commenced.

Sections and Description

Without limitation upon its other reporting obligations under this Agreement, the Association shall regularly collect, compile and submit to the Association, on a semi-annual basis, reports on the status of compliance with the Safeguard Documents, giving details of: (i) measures taken in furtherance of the Safeguard Documents; (ii) conditions, if any, which interfere or threaten to interfere with the smooth implementation of the Safeguard Documents; and (iii) remedial measures taken or required to be taken to address such conditions.

Sections and Description

Without limitation upon its other obligations under Section 5.03 of the General Conditions, the Recipient shall open and maintain in a commercial bank acceptable to the Association, a counterpart funds account ("Counterpart Funds Account") to be maintained and operated on terms and conditions satisfactory to the Association, and managed by the PCU, into which it shall deposit its counterpart contribution corresponding to its share of the cost of the Project;

Sections and Description

Without limitation upon its other obligations under Section 5.03 of the General Conditions, the Recipient shall deposit into the Counterpart Funds Account an amount corresponding to the Recipient's share of the cost of the Annual Work Plan and Budget for that Fiscal Year as set forth in the following table or in accordance with such other schedule as may be agreed from time to time between the Recipient and the Association: EUR 7,563,000 by 28th of October 2018; EUR 1,677,000 by 28th of October 2019; EUR 0 in 2020; EUR 4,193,000 by 28th of June 2021.

Sections and Description

Without limitation upon its other obligations under Section 5.03 of the General Conditions, the Recipient shall ensure that funds deposited into the Counterpart Funds Account shall be used only for the purposes of implementing any RAP that would be prepared under the RPF.

**Conditions**

| Type | Description |
|---|---|
| Effectiveness | The Recipient has adopted the Project Implementation Manual in accordance with the provisions of Section I.B.3 of Schedule 2 to this Agreement. |
| Effectiveness | The Project Management Contract has been duly executed, on terms and conditions acceptable to the Association, between the Recipient and the PCU. |
| Effectiveness | The Delegated Management Contracts have been duly executed, on terms and conditions acceptable to the Association, between the Recipient, acting through the Project Coordination Unit, and each of the Specialized Implementing Agencies. |
| Effectiveness | The Project Management Contract has been duly authorized, approved or ratified by the Recipient and the Project Coordination Unit, and is legally binding upon the Recipient and the Project Coordination Unit in accordance with its terms. |
| Effectiveness | Each Delegated Management Contract has been duly authorized, approved or ratified by the Recipient, acting through the Project Coordination Unit, on the one hand, and the Specialized Implementing Agency, on the other hand, and is legally binding upon the |

| | |
|---|---|
| | Recipient, acting through the Project Coordination Unit, and the Specialized Implementing Agency, in accordance with its terms. |
| Type<br>Disbursement | Description<br>Notwithstanding the provisions of Part A above, no withdrawal shall be made under Category 2, unless and until the Recipient has entered into one or more Concession Agreements with respect to which financial closing has been achieved, in accordance with the provisions of Section I.B.2 of Schedule 2 to this Agreement. |

## PROJECT TEAM

### Bank Staff

| Name | Role | Specialization | Unit |
|---|---|---|---|
| Hatem Chahbani | Team Leader(ADM Responsible) | TTL | GTD05 |
| Mahine Diop | Team Leader | Co-TTL | GSU19 |
| Mohamadou S Hayatou | Team Leader | Co-TTL | GFCAW |
| Maurice Adoni | Procurement Specialist(ADM Responsible) | Procurement | GGOPF |
| Jean Charles Amon Kra | Financial Management Specialist | Financial Management | GGOAW |
| Abdoul Wahabi Seini | Social Safeguards Specialist | Social | GSU01 |
| Abdoulaye Gadiere | Environmental Safeguards Specialist | Environment | GEN07 |
| Aissatou Seck | Team Member | Legal | LEGAM |
| Akoua Gertrude Tah | Team Member | Program Assistant | AFCF2 |
| Anne Cecile Sophie Souhaid | Team Member | Transport | GTD08 |
| Eric Santos | Team Member | Temporary | GTD08 |
| Haoua Diallo | Team Member | Program Assistant | AFCF2 |
| Issa Thiam | Team Member | Disbursement | WFACS |
| Konjit Negash Gebreselassie | Team Member | Team Assistant | GTD08 |
| Maiko Miyake | Team Member | Private Sector Development | GFCA2 |
| Marc Marie Francois Navelet Noualhier | Team Member | Transport | GTD08 |

| | | | |
|---|---|---|---|
| Monica Augustina Cristina Moldovan | Team Member | Transport | GTD08 |
| Olivier Hartmann | Team Member | Trade and Competitiveness | GMTRI |

**Extended Team**

| Name | Title | Organization | Location |
|---|---|---|---|

CÔTE D'IVOIREPROJECT TO SUPPORT THE COMPETITIVENESS OF THE GREATER ABIDJAN AGGLOMERATION SUF

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# I. STRATEGIC CONTEXT

## A. Country Context

1. **Côte d'Ivoire is in the midst of a healthy recovery from a decade-long civil war**. The country is the largest economy in francophone Sub-Saharan Africa, and the third-largest in West Africa, with a population of 24.3 million and a gross domestic product (GDP) of US$39.91 billion in 2017.[1] Since resumption of political stability at the end of 2011, the country has grown at an average rate of 8.9 percent per year and achieved macroeconomic stability, with inflation held below 3 percent. Growth is expected to continue at a rate above 7 percent per year through 2019,[2] reflecting buoyant domestic demand, steady foreign direct investment (FDI), and continued public spending, particularly on transport, information and communication technology (ICT), and energy infrastructure. The economy however remains vulnerable to external shocks, especially the volatility in the prices of the country's main export commodities (that is, cocoa, cashew nuts, palm oil, and cotton) and climatic changes.

2. **The country is one of the most urbanized in Sub-Saharan Africa, with Abidjan being the most populated city**. More than a half—54 percent—of the Côte d'Ivoire's population lives in urban centers, with urbanization increasing at a high rate of 5 percent yearly, albeit with high spatial disparity between the Greater Abidjan Agglomeration (GAA) and the rest of the country. The GAA is home to approximately 5.4 million people, representing 42 percent of the country's urban population, and has been rapidly expanding as a port city around the *Ebrié* Lagoon. The GAA covers 19 municipal jurisdictions, of which 13 are under the Autonomous District of Abidjan (DAA) and the remaining six are surrounding municipalities.[3] It is the country's main economic hub, contributing to approximately 80 percent of formal employment and 90 percent of formal enterprises.

3. **The Abidjan Autonomous Port (PAA), a major industrial hub of the GAA and Côte d'Ivoire's largest port, is the country's major economic growth driver.** The PAA contributes around 90 percent of Côte d'Ivoire's customs revenue, hosts 65 percent of the country's industrial activities, and constitutes the main economic pole of the country, accounting for 60 percent of the Ivorian GDP. The PAA, with a throughput of around 650,000 twenty-foot equivalent units (TEUs) per year, handles 80 percent of the country's maritime traffic and has the third-largest freight volumes among the 25 ports on the West African coast (between Dakar and Lagos), due in part to its role as a gateway for the landlocked countries of Burkina Faso, Mali, and Niger. The PAA is surrounded by the rapid and dense urbanization of Abidjan and is currently connected to the hinterland through highly congested urban roads and with a small share (less than 5 percent) by rail to the neighboring countries.

## B. Sectoral and Institutional Context

4. **Adequate port-city integration is key for the GAA's sustainable growth**. The GAA strives to secure a sustainable development path through (a) maintaining the competitiveness of the PAA as a

[1] International Monetary Fund (IMF) data available (for 2017): http://www.imf.org/external/datamapper/NGDPD@WEO/OEMDC/ADVEC/WEOWORLD/NGA/CIV.

[2] Current IMF forecast.

[3] The GAA covers the metropolitan area of Abidjan and consists of 19 municipal jurisdictions, of which 13 are under the DAA (*Abobo, Adjamé, Anyama, Attécoubé, Bingerville, Cocody, Koumassi, Marcory, Plateau, Port-Bouët, Songon, Treichville, and Yopougon*) and 6 are surrounding municipalities (*Grand-Bassam, Bonoua, Alépé, Azaguié, Dabou, and Jacqueville*).

regional gateway as well as the country's and Abidjan's main source of economic growth and (b) efficient urban land-use planning for a harmonious and equitable urbanization that enables universal access to housing, jobs, and public services for the GAA population. To this end, it is paramount to ensure synergies between these two development drivers through careful management of the port-city integration by providing better access to the port's hinterland and to the related logistics and industrial facilities. This growth in port-related freight and logistics activities should not negatively affect the city's traffic conditions, road safety, and air quality.

5. **Compared to other port cities in the region and internationally, inefficient freight transport and logistics is a severe constraint to the GAA's growth.**[4] Of all firms in Abidjan, 71 percent report transport as a major or severe obstacle to business, whereas this share is below a third in most comparator cities. Congestion and delays directly affect delivery costs in the metropolitan area, making freight transport costs in Abidjan among the highest in the world, at US$0.32 per ton-kilometer[5]. A recent study[6] estimated the annual cost of such congestion at Euro 1.4 billion, or 4 percent of the country's GDP.

6. **One of the major hindrances to the GAA's sustainable growth path is the increased congestion within the city and the constrained access to its port**. The PAA is at the core of the GAA metropolitan area and is a major economic hub that generates a high volume of truck movements bringing goods in and out of Abidjan, the rest of Côte d'Ivoire, and the hinterland's landlocked countries. The high volume of trucks imposes a strain on traffic flows on the port's main access roads and causes continuous congestion in and around the port area, heavily impeding its efficient operation. This problem is particularly acute during the February-to-June peak season for crops exports (cotton, coffee, cocoa, cashew nut) that generates an intense flow of trucks toward the warehouses and stores in and around the port area for packaging and light conditioning operations before export.[7] The lack of truck parking space in the port area,[8] with only 200 formal parking lots for an average of over 1,200 trucks needing parking at any given time (while waiting to load), leaves truckers with the only option of parking along the port's main access roads, substantially reducing their capacity, damaging their structure, causing accidents, and hindering access to the port.

7. **Another major hindrance is the inefficient operation within the port itself**. The shortage of free storage areas within the port is exacerbated by the slow process of removing the imported goods. As a result, the port's main handling areas are used as stacking (storage) areas, slowing down the berthed ships' unloading operations, causing excessive waiting time at sea to berth (up to 20 days), and limiting the port to only 55 percent of its capacity.[9] All these factors contribute to the loss of attractiveness and competitiveness of the PAA as a regional gateway, which is further affected by the inefficient organizational systems and operating procedures of the actors responsible for port passage, shipowners and consignees, handlers, freight forwarders, and more generally all transport and logistics players. The same challenges can be found in the performance of port authorities, police, customs, phytosanitary

[4] See annex 4 for more details of the benchmarking against other port city comparators using World Bank Enterprise Survey Data.
[5] See World Bank Logistics Index Report (2015), where the costs are much higher than in other developing countries such as Vietnam (US$0.14) and India (US$0.06), and even the United States (US$0.22), where labor costs and overheads are much greater.
[6] Study by the *Mouvement des Enterpises de France* (MEDEF-French Business Organization) and Bolloré Africa Logistics.
[7] Storage, drying, bagging, industrial processing, and potting of containers.
[8] Two public car parks currently exist (Ivoirian Shippers Council [*Office Ivoirien des Chargeurs* OIC] park on Vridi and Ex-Hino park on Treichville) for a total capacity of about 200 trucks.
[9] Currently, the port container terminal's annual throughput is around 650,000 TEUs against a capacity of 1.2 million TEUs.

services, and so on.

8. **The absence of efficient and reliable urban public transport is another important constraint to the rapid and sustainable growth of the GAA.** Today, most of the working population does not have rapid access to jobs, schools, or other public services because of excessive transport costs and delays. While employment opportunities are concentrated in the city center, over 60 percent of trips are taken by foot or bicycle and the average trip is less than 5 km, indicating that many individuals are currently confined to informal employment near their neighborhood. When undertaking such trips, residents face difficult conditions, including (a) lack of sidewalks and cycling routes, while the few that exist are permanently occupied by small businesses or parked vehicles; and (b) unavailability of safe pedestrian crossings. Of the motorized trips, 57 percent are by car (private, taxis, and *wôro-wôro*[10]), 43 percent by public transport (including two-thirds by *gbâka*, one-third by Abidjan Public Transport Company [SOTRA]) public buses and lagoon boat shuttle services, and a few employers' buses). Despite significant Government investments in road infrastructure, the population still suffers from slow and unreliable transport services, especially for commuting trips during peak hours when travel time could reach up to three hours. Consequently, the GAA remains disconnected, developing as a collection of small and fragmented neighborhoods and isolated villages, limiting workers' access to job opportunities, and preventing firms from reaping scale and agglomeration benefits.

9. **The lack of urban planning and governance capacities is an impediment to timely urban infrastructure development and private investments in Abidjan.** The years of civil unrest left most of the key priority projects identified under the Abidjan Urban Master Plan—adopted in 2000—undeveloped, causing a large urban infrastructure investment backlog. It has also led to many parcels of public land being illegally occupied. As a result, access to basic services remains limited in Abidjan, particularly in poor neighborhoods where less than 70 percent of homes benefit from solid waste collection services and only 23 percent of homes are fully equipped with water and sanitation facilities[11]. This calls for urgent action through a combination of investments and improved urban planning and governance. There is a need to develop a detailed land-use framework with planned investments and zoning regulations that will enable timely infrastructure development and facilitate private sector participation. This will be achieved through the operationalization of the Greater Abidjan Urban Master Plan (SDUGA) developed in 2016, which among others will provide visible street addressing and buildings' numbering that would improve accessibility in the city, speed up emergency services response, as well as benefit the development of other spin-off services such as home delivery and e-commerce.

10. **Côte d'Ivoire has started enhancing its business-enabling environment and is ready to scale up private sector participation in infrastructure.** Since the return to stability the country has made significant progress in governance and institutional reform. The Government has adopted measures to improve the business environment and institutional architecture, including the opening of the Commercial Court in Abidjan (in October 2012), the launch of a one-stop shop for business formalities (operational since December 2012), and the creation of a unit and call center in the Government to fight racketeering (in July 2011). In 2012, the Government of Côte d'Ivoire (GoCI) put in place a public-private

[10] In Côte d'Ivoire, minivans are known as '*gbâka*' and pool taxis are known as '*wôro-wôro*'.
[11] Côte d'Ivoire Urbanization Review, World Bank (2015).

partnership (PPP) legal and institutional framework with the adoption of the following two decrees: (a) the PPP decree[12] setting rules for PPP contracts and (b) a decree setting the institutional framework for PPP development, which includes the creation of the National Public Private Partnerships Committee (CNP-PPP). The latter has benefited from comprehensive World Bank support under the Côte d'Ivoire Infrastructure Financing Project (P158820).

11. **With the consolidation of institutions, the Government has also embarked on a strategy to promote PPPs.** This will broaden access to social services and infrastructure as well as help implement the Doing Business reforms and investment promotion agenda (including the rehabilitation and development of industrial zones and the implementation of an industrial development policy).

## C. Higher Level Objectives to which the Project Contributes

12. **The proposed Greater Abidjan Port-City Integration Project (GAPCIP) is aligned with the World Bank Group (WBG) FY16–FY19 Country Partnership Framework (CPF)[13] for Côte d'Ivoire and Performance and Learning Review (PLR)[14].** To achieve its 10 objectives, the CPF comprises three focus areas of intervention: *(a) accelerating sustainable private sector-led growth; (b) building human capital for economic development and social cohesion; and (c) strengthening public financial management (FM) and accountability;* as well as two cross-cutting themes*: (a) governance and (b) spatial inequality*. The proposed project is linked to the first focus area by directly contributing to one of its four objectives, namely *Objective 2: strengthen economic infrastructure especially in transport and logistics*, as well as by embedding the governance cross-cutting theme in project Components 1 and 3. In addition, the project responds to the CPF through leveraging synergies between activities focused on urban governance and land-use planning, urban transport infrastructure development and services delivery, and capacity-building activities on logistics and trade facilitation for both the public and private sectors. To strengthen the WBG's efforts towards poverty reduction and shared prosperity, and in response to recent developments in the country, the PLR of May 2018 proposes further emphasis on addressing inclusion and limited economic opportunities, particularly gender, productive jobs and governance. It stresses the urgent needs to addressing the lingering structural drivers of fragility in the country including land management, and jobs creation for disenfranchised youth through the use of the MFD approach to crowd in private investment and make the most of limited public resources.

13. **The proposed project is aligned with the 2016–2020 National Development Plan (PND) and city-level priorities.** The PND has set as a priority the *strengthening of the competitiveness of urban economies* to drive national growth, promote private sector-led development, and improve competitiveness. It highlights the overarching objectives: (a) *reinforcing the quality of institutions and governance; (b) accelerating the development of human capital and social welfare; and (c) accelerating the structural change of the economy*. This project will directly contribute to achieving these objectives through (a) leveraging private development and financing of infrastructure through the proposed PPP (for example, the logistics platform [LP] under Component 3 aimed at decongesting the PAA, regulating truck movements to/from the PAA, and reducing the environmental impacts of the PAA activities) and (b) facilitating efficient and sustainable mobility of goods and people, better urban planning, and

[12] *Décret n° 12-1151 du 19 Décembre relative aux contrats de partenariats public-privé.*
[13] *World Bank Group (WBG) FY16–FY19 Country Partnership Framework (CPF)13 for Côte d'Ivoire Report No. 96515-CI*
[14] *https://hubs.worldbank.org/docs/ImageBank/Pages/DocProfile.aspx?nodeid=29834408*

improved institutional capacity. Through its various activities, the project aims to facilitate long-term, efficient port-city integration and is expected to contribute to its increased competitiveness, thus helping Côte d'Ivoire regain its critical and pivotal economic role in the sub-region.

14. **The proposed project will contribute to the WBG's twin goals of ending extreme poverty and promoting shared prosperity.** The national household survey indicates that Abidjan and its surrounding area has a poverty rate of 22.7 percent. The proposed project investments focused on land-use planning, urban transport infrastructure,[15] services delivery, and capacity building will benefit the urban mobility of the poor.

15. **The proposed project will leverage existing WBG engagements in the country.** To achieve maximum impact in implementing the Government's strategy, the project will complement ongoing activities focused on (a) urban infrastructure rehabilitation and access to basic services in Abidjan through the Côte d'Ivoire Infrastructure Renewal Project (*Projet de Renaissance des Infrastructures de Côte d'Ivoire*; PRICI; P124715) and (b) trade and transport facilitation for regional integration through the Abidjan-Lagos Corridor Trade and Transport Facilitation Project (ALTTFP; P116323) and the Transport Sector Modernization and Corridor Trade Facilitation Project (PAMOSET; P156900).

16. **IDA-Scale-up Facility (SUF) Funding.** SUF financing has been mobilized for the proposed Project in view of its strong, transformative development impact on the social and economic conditions in the GAA, in terms of improving the efficiency of logistics services and the competitiveness of the PAA, as well as the harmonious future urban development of the city. Specifically: (a) reducing by 20 percent the average access time to the PAA and by 45 percent the travel time along the city main access road Valéry Giscard d'Estaing (VGE) Boulevard; (b) reducing the trucks informal parking in the port area; and (c) increasing the percentage of urban authorizations/construction permits that are in compliance with the Detailed Urban Plans (DUPs).

17. **Abidjan's high economic growth has led to massive population migration**. The absence of a clear strategy together with the investment backlog have resulted in informal settlements of poor migrants in the city periphery, which in turn has led to a lack of land for investment or right of way for infrastructure upgrade. This trend is not sustainable – managing it is challenging however and would require efficient urban governance with clear planning and policy-setting capabilities. In addition, the current operational inefficiencies in Abidjan Port are hindering its future growth and competitiveness, particularly for transshipment and transit traffic, and engendering high costs to the Ivorian economy, reducing its future attractiveness to FDIs, and potentially slowing down the country's economic growth and development momentum.

18. **Abidjan is aspiring to become a regional and international business hub** and the activities proposed under this project will have transformational impacts on the city through enabling improvement of urban management, logistics efficiency, port accessibility, and urban mobility. In addition, with the creation of the LP using a PPP model, the project will help crowd in additional private sector resources and bring in the needed know-how and innovation.

[15] For example, scaling up lagoon transport and construction of safe pedestrian crossing and walking/cycling paths.

**Box 1. Maximizing Finance for Development**

In line with the Maximizing Finance for Development (MFD) approach and in a bid to minimize the use of concessional funding for revenue-generating activities, the project has explored options for blended finance to enable private sector participation. Private investments are key to promoting the sustainable growth of the city but need to be accompanied by selective public support.

Most activities under the proposed project justify public sector financing by their mostly public goods nature. However, some revenue-generating facilities can attract and leverage commercial finance to help minimize the use of scarce public concessional financing resources. The latter would be limited to bridging the funding gap, so long as it is proven to be economically viable, be fiscally and commercially sustainable, be transparent regarding the allocation of risks, provide value for money, and ensure environmental and social sustainability.

- **Logistics Platform (LP).** This is particularly the case of the proposed LP, where the IDA-SUF resources should be minimized to leverage as much as possible private sector financing that can be supported by future revenues generated from the operation of the various facilities it encompasses (dry port, truck parking, and LZ). The feasibility study for the LP is under way and will structure an optimal PPP deal that maximizes value for money by leveraging the private sector's operational and commercial know-how and technical and innovation capabilities.
- **Lagoon Waterway Transport.** Another potential component that may benefit from the MFD approach to scale up investments is the lagoon waterway transport. Currently US$10 million from SUF resources are allocated to investments to improve access infrastructure for the lagoon boat shuttle services, which could be scaled up through blending in private financing. Here too, the feasibility study is under way and will identify priority investments to include in the project.
- **Transport and logistics SME development.** In supporting the promotion and professionalization of businesses in the transport and logistics sectors, the proposed project will encourage the development of small and medium enterprises (SMEs) and start-ups that can benefit women's employment and empowerment.

**PPP experience in Côte d'Ivoire**. The country has a long history of PPPs, among the longest on the African continent. Precedents include management contracts, leasing, concession, and Build Own Operate (BOO) and Build Operate Transfer (BOT) arrangements. The Water Distribution Company (SODECI) has been a privately-operated PPP for over 30 years (first PPP) and is now an affiliate of Saur, the French water company. In 1990, the national power company was given over to a privately-operated management contractor. Additionally, there are two privately owned power plants. Ivorian Company for Electricity Production (CIPREL) (360 MW) is majority owned by Bouygues, the large French construction group. Azito (280 MW) is majority owned by Globeleq, the power subsidiary of Deposits and Consignments Fund (CDC)/Actis of the United Kingdom which was a beneficiary of IDA's first-ever Partial Risk Guarantee in Sub-Saharan Africa. Both these plants have been in operation since 2000 and require capacity extension. Azito was originally funded by the International Finance Corporation (IFC) which is considering offering further support to it. Bouygues constructed the third Abidjan toll bridge, which was procured as a PPP with support from the AfDB and Multilateral Investment Guarantee Agency (MIGA). Bouygues is presently expanding the Foxtrot offshore gas field to provide additional gas for electricity and is supported by an IDA PRG. The total recorded private sector participation in infrastructure in the last 24 years (1990–2014) in Côte d'Ivoire saw 19 projects for a total investment amount of US$4 billion. Private participation was largest in the telecom sector, followed by transport and energy.

## II. PROJECT DEVELOPMENT OBJECTIVES

### A. PDO

19. **The Project Development Objective** (PDO) is to support the improvement of urban management, logistics efficiency, port accessibility, and urban mobility in the Greater Abidjan Agglomeration (GAA) and to provide immediate and effective response to eligible crisis or emergency.

### B. Project Beneficiaries

20. **The project will benefit the population of the GAA, as well as the public and private sectors**. The GAA population will benefit from improved infrastructure, urban mobility, and municipal services. The DAA, the 19 municipalities within the GAA, and various national Government agencies will benefit from capacity building to improve urban governance and implement planned investments. Private enterprises are also expected to benefit from the training programs on logistics management, as well as from investments aimed at improving the efficiency of the logistics sector.

### C. PDO-Level Results Indicators

21. **The project's theory of change is derived from the PDO and the higher-level objectives of the project.** As presented in Figure 1, the project PDO consists of four interdependent and mutually reinforcing sub-objectives of improving urban management, logistics efficiency, port accessibility, and mobility in the GAA. The achievement of the PDO will be measured through the proposed key outcome indicators presented in Section VII, Results Framework and Monitoring.

22. Since the GAA's economy is heavily dependent on the PAA and related activities, it's future prosperity and growth will depend on the port's performance. The fast and poorly planned urbanization of the past has severely constrained the port's accessibility to its hinterland as well as negatively affected mobility in the city. As illustrated in Figure 2, with the provision of new transport and logistics infrastructure and services, the project aims to enhance accessibility to the port and facilitate the movement of goods and people around the city. However, for such investments to be sustainable, it is paramount that greater urban planning, governance, and management capacity are in place to ensure harmonious and mutually supporting port and city development in the future.

***Figure 1: Project Theory of Change***

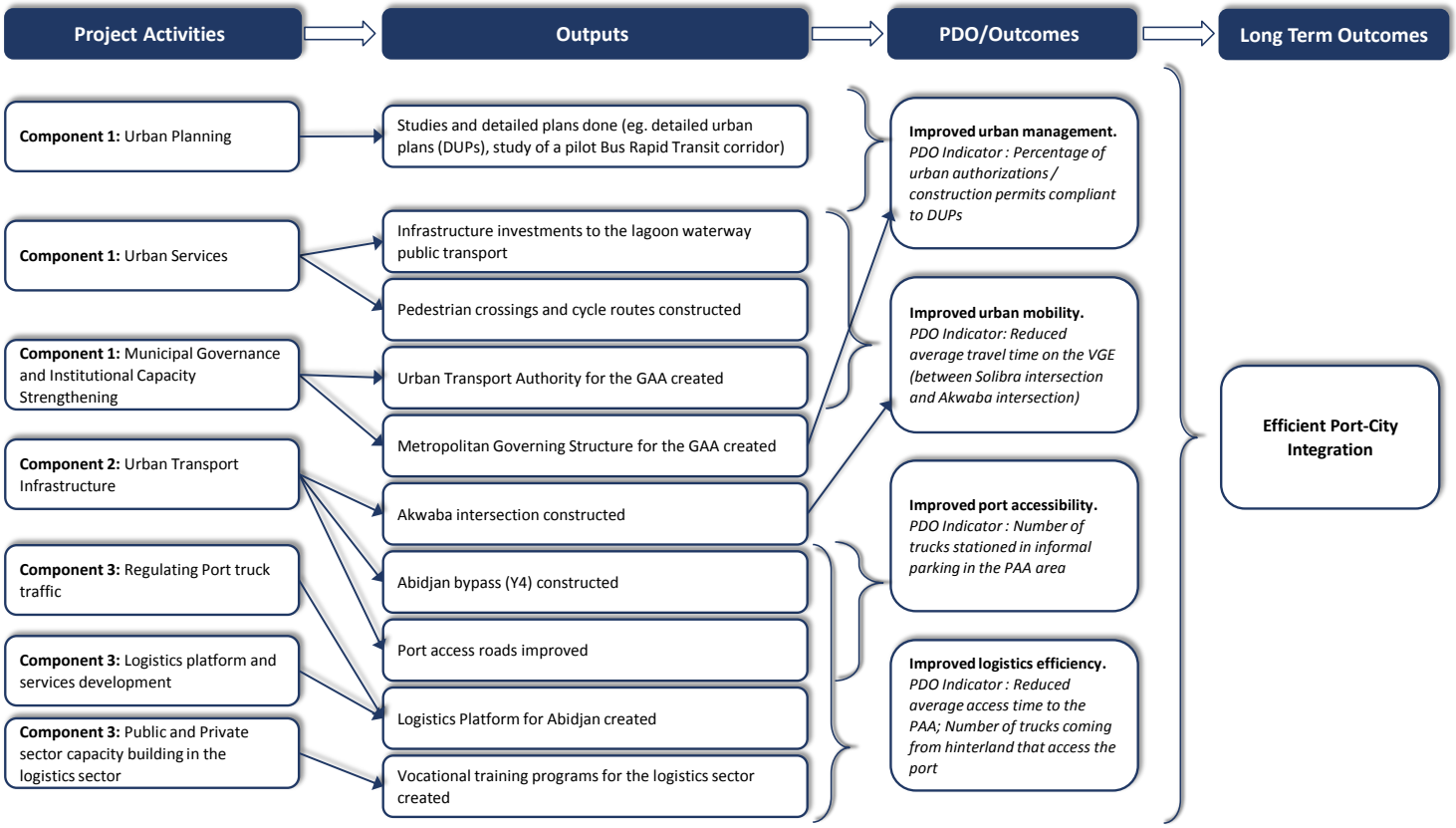
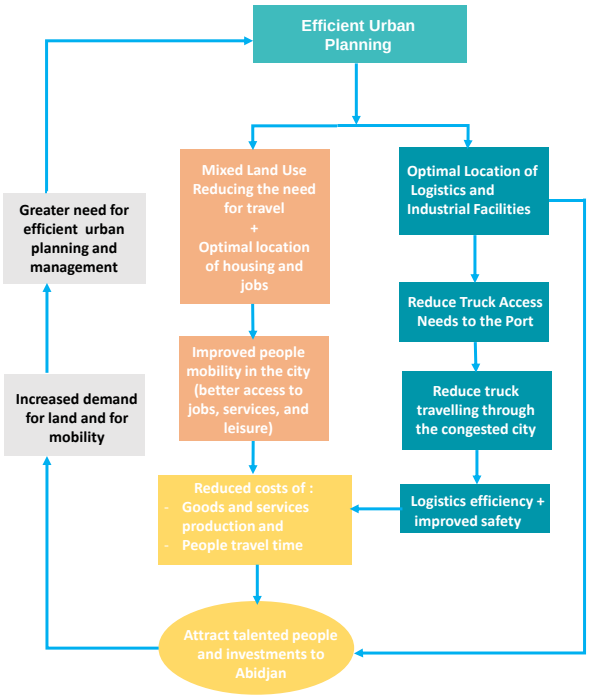



***Figure 2: Interdependence of Port-City Planning and Economic Efficiency and Competitiveness***



## III. PROJECT DESCRIPTION

### A. Project Components

23. **To achieve the PDO, the project comprises three complementary components**: (a) Component 1: Urban Planning, Services and Governance; (b) Component 2: Urban Transport Infrastructure; and (c) Component 3: Logistics Services and Competitiveness. In addition, a cross-cutting component is dedicated to overall project management and monitoring.

**Component 1: Urban Planning, Services and Governance (estimated cost: US$74.0 million, of which US$73.0 million equivalent IDA financing and US$1.0 million counterpart financing)**

24. This component aims to (a) provide operational and effective urban planning instruments for the national, district, and municipal Governments to achieve inclusive and sustainable development in Greater Abidjan; (b) strengthen the institutional capacities of national and local Governments for better urban management; and (c) promote access to basic urban infrastructure and services. Given the importance of urban governance for transport planning and implementation, Component 1 includes technical assistance to help the Government develop urban planning tools and strengthen its urban and transport management institutions. It also supports priority investments to improve the operation and functioning of the District of Abidjan.

25. ***Subcomponent 1.1: Urban Planning.*** The GoCI, with the assistance of the Japan International Cooperation Agency (JICA), has prepared and adopted an SDUGA. To help implement the plan, the project will (a) finance Detailed Urban Plans (DUPs) for selected municipalities to help manage city growth and guide urban investment, including, for example, land use and development and (b) pilot the implementation of DUPs with priority investments identified through consultation with communities and in partnership with other donors (including outdoor recreational spaces such as sports fields to benefit youth).

26. ***Subcomponent 1.2: Municipal Governance and Institutional Capacity Strengthening.*** This component will help the Government improve municipal governance and institutional capacity by providing technical assistance:

(a) for the identification of the most appropriate Metropolitan Governing System (MGS) for the GAA, including reviewing the system of current urban governance, assisting in the development of a new system, and supporting its formation;
(b) for SDUGA-implementing institutions, including the ministry in charge of urban planning and the DAA and the 13 communes of Abidjan through capacity building activities; and
(c) for the preparation of a multimodal transport plan and on-demand support and training on international best practice for the institution responsible for organizing urban transport of the GAA.

27. ***Subcomponent 1.3: Urban Services.*** This subcomponent will focus on the planning and delivery of priority urban services in Abidjan, in particular those identified in the SDUGA, including (but not limited to):

(a) Detailed study of a pilot Bus Rapid Transit (BRT) corridor based on an ongoing feasibility study;

(b) Strategic infrastructure investments to improve the lagoon waterway public transport. This will include renovating and adding stations and improving connectivity between these stations and land public transport services;
(c) Modernizing and scaling up street addressing in the 13 communes of the district of Abidjan to support urban service management;
(d) Construction of pedestrian crossings and bicycle routes in Abidjan to improve road safety conditions. This activity will focus on major public transport nodes where crowding and transfers are particularly hazardous to women, children, and the elderly; and
(e) Environmental management—preparation of a green zone plan and upgrading and conservation of green areas defined in the SDUGA to prevent and mitigate negative environmental externalities caused by economic activities and uncontrolled urban sprawl, and identification and implementation of priority investments in the green zone.

**Component 2: Urban Transport Infrastructure (estimated cost: US$173.3 million, of which US$164.3 million equivalent IDA financing and US$9.0 million counterpart financing)**

28. The main objective of this component is to support the improvement of PAA accessibility as well as the mobility of goods and passengers in the GAA. While solving all problems of mobility within the GAA is not possible under a single operation, the purpose of this component is to implement high-priority investments recommended under the SGUDA in synergy with other complementing investments currently being implemented with other donors funding (African Development Bank [AfDB], Millennium Challenge Corporation [MCC], and JICA). Three key investments in urban transport infrastructure are intended to improve traffic flows along the PAA's main access roads as well as the city's backbones where most economic (industrial and logistics) activities take place.

29. ***Subcomponent 2.1: Construction of the Abidjan bypass (Y4) western section connecting the A1 (Autoroute de l'Est) and A3 (Autoroute du Nord) highways.*** The bypass is a vital section of transport infrastructure that will significantly enhance access to and travel within the GAA by enabling suburb-to-suburb trips. This will reduce congestion in the center and allow traffic accessing Abidjan to self-redistribute along the main radial access highways, easing congestion and providing access to land along the city's fringes for industrial and logistics activities. In addition to the PAA, it will also provide easy access to the Logistics Platform (LP)—included in this project—Abidjan center, various hinterland routes, and the industrial zone PK24-26. The Truck Parking Facility (TPF) under the ALP will benefit from greater access and attractiveness to trucks to/from the various hinterland routes by using the bypass. The AfDB is financing the development of the first section of Y4 between *Mitterrand Boulevard* and *Agboville* Road (24.4 km). If additional funding becomes available, section 3 of the Y4 will be constructed to complete the ring road and provide a link between the industrial zone of *Akoupe-Zeudji* PK24 and Songon in the west, along the *Dabou* Road, where a substantial residential development is under construction to meet future demand for housing in the industrial zone of *Akoupe-Zeudji* PK24 and the rest of Abidjan.

30. ***Subcomponent 2.2: Improvement of Abidjan Port's access roads.*** This activity will improve accessibility to the port's dependent logistics facilities and industrial units in complementarity with the MCC project that will rehabilitate the port's main southern access along Boulevard Petit Bassam. The investment will substantially improve accessibility to those units, reducing congestion, accidents, and vehicle operating costs. A total of 4.4 km of roads will be rehabilitated, including the Zimbabwe

neighborhood access road via Vridi City, UNICAO-OIC Parc Road, and MAERSK-SIEPBA Road.

31. ***Subcomponent 2.3: Redesign of the Akwaba intersection to increase capacity, reduce delays and accidents.*** The upgrade of the Akwaba junction is a high priority for the sustainability of the GAA's current urban and economic growth pattern, given the high volume of traffic transiting daily through this central node. The junction currently serves as the main access to (a) key economic centers such as the port[16] and the industrial zones and logistics zones (LZs) of Vridi, Bietry, and Zone 4; (b) key dense residential areas of *Koumassi, Vridi/Petit Bassam*, and *Trechville*; (c) the *Félix Houphouët Boigny* Airport (located 3.5 km from the *Akwaba* junction); and (d) the *Bassam* Zone, where a substantial part of residential and economic activities in the GAA are expected to develop in the future. In addition, the traffic bottleneck caused by the current ground-level junction causes substantial delays that tailback to the entire length of the *Valéry Giscard d'Estaing* (VGE) Boulevard, where users and riparian populations suffer major problems of accessibility, delays, air and noise pollution, and a high level of accidents.

32. The upgrade of the *Akwaba* junction will consist of grade separation of the dominant traffic flow between VGE Boulevard and *Bassam* Road (A100) through a flyover straddling the other flows. The latter will use the ground-level, redesigned, high-capacity roundabout to move between the junction arms. The design allows for future inclusion of a fifth junction arm to directly serve the Marseille Boulevard via a new lagoon bridge when the proposed real estate developments on the boulevard and road improvements are built. The proposed design will provide a long-term solution to the current traffic deadlock situation.

**Component 3: Logistics Services and Competitiveness (estimated cost: US$142.2 million, of which US$67.2 equivalent million IDA financing, US$5.0 million counterpart financing, and US$70.0 million private sector financing)**

33. This component will address inefficiencies, in port operations and across the logistics sector value chains, which hamper Greater Abidjan's future economic growth and prosperity. Specific activities under this component will focus on (a) easing traffic congestion in and around the port area and improving port connectivity with key logistics centers within the GAA and the port's hinterland as a whole; (b) developing the public sector's logistics planning capacity and professionalizing the logistics industry; and (c) better regulating the logistics industry for a more conducive environment for private sector participation.

34. ***Subcomponent 3.1: Logistics Platform.*** This subcomponent will support the development of an LP for Abidjan. While the feasibility study is currently under way, it is expected that the platform will encompass key facilities such as (a) a dry port providing additional capacity to the PAA offshore area (under customs); (b) a TPF; and (c) an LZ for stowage, warehousing, repackaging, conditioning, and light transformation. The objective of the LP is primarily to help address the main problems of (a) inefficient intra-port operation, essentially due to insufficient storage space and limited handling area, causing major delays in ship unloading and (b) poor truck traffic management around the port area and along its main access roads and delivery routes, causing urban congestion and inefficient logistics services.

[16] Together with western access, via the Houphouët Boigny Bridge, they represent the only two possible access options to the port.

35. In line with the MFD approach, the ongoing feasibility study of the LP will explore options for sustainable private sector solutions, leveraging the private sector for growth and private sector development. This may include the financing and/or delivery of all or parts of the three LP facilities by private entities, so long as it is proven to be economically viable, be fiscally and commercially sustainable, be transparent regarding the allocation of risks, provide value for money, and ensure environmental and social sustainability.

36. ***Subcomponent 3.2: Managing port truck traffic.*** The PAA is surrounded by the metropolitan area and generates a high volume of truck movements to bring in and take out goods for the Abidjan area, the rest of Côte d'Ivoire, and the landlocked countries in the hinterland. The high volume of heavy trucks combined with the informal trucks' parking practices on the port's roads while waiting for a load (due to insufficient formal parking space) further reduces the access roads' capacity and exacerbates the congestion and poor access problems. To help solve this problem, this subcomponent will support the development of an efficient truck traffic management system within the PAA including design and implementation of such system to help to reduce unnecessary dwell time and parking in and around the PAA, and upgrading of the existing port management information system (PMIS) and launching a port community system (PCS) that will include truck appointment system.

37. ***Subcomponent 3.3: Public and private sector development and capacity building in the logistics sector.*** This subcomponent will support the logistics sector's competitiveness through the development of skills to help professionalize the industry and improve its compliance with international best practices. The support will include (a) capacity-building activities for private sector actors in logistics; (b) development and improvement of a certification and accreditation system program for drivers and managers of transport companies; (c) development of a vocational training program; (d) delivery of training in several logistics services functions: operational, administrative, supervisory, and/or managerial jobs, focusing on operational and administrative functions; and (e) acquisition of equipment and training facilities and refurbishment to jump-start training delivery for both the transport and non-transport sectors.

**Component 4: Program Management and Monitoring (estimated cost of US$10.5 million, of which US$10.5 million IDA financing)**

38. **This subcomponent will finance project management support.** The activities under this component include support to fiduciary activities (procurement and FM), project monitoring and evaluation (M&E), safeguard plans implementation, and communication, as well as the coordination among the various Government agencies and the private sector. Moreover, the National School of Statistics and Applied Economics (ENSEA) will closely collaborate with the PRICI unit for project-monitoring-related activities. In view of further involving Côte d'Ivoire's universities, ENSEA will be involved in the collection, analysis, and evaluation of PDO and intermediate results indicators.

**Component 5: Contingent Emergency Response Component (CERC) (US$0 million equivalent)**

39. This component is included in accordance with World Bank Policy on Investment Project Financing (IPF), paragraphs 12 and 13, for situations of urgent need of assistance as a provision of immediate response to an eligible crisis or emergency, as needed. It will allow the GoCI to request the World Bank for rapid reallocation of project funds to respond promptly and effectively to an eligible

emergency or crisis, including natural or man-made disasters or crises that have caused or are likely to imminently cause a major adverse economic and/or social impact. To trigger this component, the GoCI needs to officially declare an emergency or provide a statement of fact justifying the request for the activation of the use of emergency funding. If the World Bank agrees with the determination of an eligible emergency and associated response needs, financing from other project components could be reallocated to cover eligible expenditures for emergency response and recovery. Disbursement would be made based on a positive list of goods, the procurement of specific works and consultant services, and/or emergency operation costs required for immediate response and recovery. A specific CERC Operations Manual will apply to this component, detailing FM, procurement, safeguards, eligible expenditures (including a positive list of goods), and any other necessary implementation arrangements.

40. **Sequencing and readiness.** The project is designed to enable the required flexibility to immediately implement (during the first two years) the most critical activities to improve urban mobility, and for which all studies have already been prepared. Meanwhile, the project will finalize the preparation of necessary technical studies for more complex and strategic activities of the districts that require close consultation with both public and private sector partners. These activities will be implemented from the third year onwards. With regard to infrastructure investments that constitute a large part of the project (52 percent of the total IDA Credit), namely the *Akwaba* intersection, the port's access roads, and the Y4 bypass, it is expected that the bidding documents for the related works will be ready by mid-June 2018 so that the Requests for Proposals (RFPs) will be issued by mid-July 2018 and the contracts with the selected bidders could be signed as early as the Credit effectiveness date. Other infrastructure investments, including the LP and lagoon transport, will require the completion of the ongoing feasibility studies, the structuring of the PPP transactions, and wider consultations with all stakeholders. They will be implemented starting the third year (2021) of the project implementation period.

## B. Project Cost and Financing

41. The total project cost is US$400 million and will be financed through the IDA SUF in the amount of US$315 million, by the GoCI in the amount of US$15 million, and by the private sector in the amount of US$70 million (to be identified). Table 1 overleaf summarizes the project cost breakdown across the four components and underlying activities, as well as by source of funding. A detailed cost table is provided in annex 1.

***Table 1: Summary Project Costs Breakdown***

| Project Components /Activities | Project Cost | Source of Finance | | |
|---|---|---|---|---|
| | | IDA | GoIC | Private Sector |
| **Component 1: Urban planning, services and governance** | **74** | **73** | **1** | **0** |
| *Subcomponent 1.1: Urban planning* | *21* | *21* | *0* | *0* |
| *Subcomponent 1.2: Municipal governance and institutional capacity strengthening* | *5.5* | *5.5* | *0* | *0* |
| *Subcomponent 1.3: Urban services* | *47.5* | *46.5* | *1* | *0* |
| **Component 2: Urban transport infrastructure** | **173.3** | **164.3** | **9** | **0** |
| *Subcomponent 2.1: Construction of Section 2 of the Abidjan bypass (Y4) western section connecting the A1 (Autoroute de l'Est) and A3 (Autoroute du Nord) Highways* | *117.2* | *109* | *8.2* | *0* |
| *Subcomponent 2.2: Improvement of Abidjan Port's access road* | *5.7* | *5.3* | *0.4* | *0* |
| *Subcomponent 2.3: Redesign of the Akwaba intersection to increase capacity, reduce delays and accidents* | *50.4* | *50* | *0.4* | *0* |
| **Component 3: Logistics services and competitiveness** | **142.2** | **67.2** | **5** | **70** |
| *Subcomponent 3.1: Logistics platform* | *130.2* | *55.2* | *5* | *70* |
| *Subcomponent 3.2: Managing port truck traffic* | *6* | *6* | *0* | *0* |
| *Subcomponent 3.3: Public and private sector capacity building in the logistics sector* | *6* | *6* | *0* | *0* |
| **Component 4: Program management and monitoring** | **10.5** | **10.5** | **0** | **0** |
| *Subcomponent 4.1: Project Management* | *8.5* | *8.5* | *0* | *0* |
| *Subcomponent 4.2: Monitoring* | *2* | *2* | *0* | *0* |
| **Component 5: Contingency Emergency Response** | **0** | **0** | **0** | **0** |
| **Total Financing Required** | **400** | **315** | **15** | **70** |

## C. Lessons Learned and Reflected in the Project Design

42. The World Bank's involvement in the proposed project is fully justified by the complexity of its design and the risks surrounding the achievement of its PDO, requiring substantial amounts of coordination among the infrastructure, urban, and private sector development activities and the need to ensure their effective implementation, mitigate any negative social and environmental impacts, and ensure their long-term sustainability. This is particularly relevant for Côte d'Ivoire, where the Government's technical and financial capacity to support the development of SMEs is limited, requiring support from its development partners.

43. The World Bank will leverage the experience it has gained through its past and ongoing interventions, supporting the competitiveness of urban agglomerations through financing key infrastructure investments, the improvement of urban governance, and the delivery of coordinated public services. Its solid track record in this area is demonstrated through the implementation of several projects over the last five years, including the PRICI (P124715) and the PRICI Additional Financing (AF) (P156253), Transport and Urban Mobility Project (P101415) and Transport & Urban Mobility AF (P153078) in Senegal, and Transport and Urban Infrastructure Development Project (P151832) in Burkina

Faso. A similar project for secondary cities in Côte d'Ivoire, the Project of Infrastructure for urban Development and Competitiveness of Secondary Cities in Côte d'Ivoire (PIDUCAS, P151324), was approved by the Board in June 2017. It also draws on lessons learned from the World Bank's research and operational experience in the area of city competitiveness.

44. The urban environment is complex, and its sustainable economic growth relies on the synergies and optimal use of its capital, residents' skills, and businesses know-how. To address and strengthen such an intricate system, the project design combines interdependent activities initiated by three different World Bank Global Practices (GPs) - Transport and Digital development (TDD), Social, Urban, Rural and Resilience (SURR), and Finance, Competitiveness and Innovation (FCI) - in an approach that maximizes the use of diverse World Bank staff skills and expertise. An integrated transportation system which allows for improved mobility is crucial to ease the flow of goods as well as the access of workers to the jobs created by industry and private investment at large, all of which can only happen within the context of sound urban planning with a clear long-term vision.

## IV. IMPLEMENTATION

### A. Institutional and Implementation Arrangements

45. **The project builds on the existing institutional arrangement under the World Bank-funded PRICI.** The Project Coordination Unit (PCU) for the PRICI under the Ministry of Economic Infrastructure will take charge of the coordination of the implementation of the GAPCIP, continuing the shared PCU model already implemented for other World Bank transport projects in the country. The PRICI-PCU is currently satisfactorily managing the PRICI (P156253), Urban Water Supply Project (P156739), PAMOSET (P156900), and Abidjan-Lagos Corridor Trade and Transport Facilitation Project (P096407). The framework structure is discussed in the following paragraphs.

46. **Steering Committee**. Given the dominant infrastructure component of the project, this committee will be chaired by the Minister of Economic Infrastructure or his/her representative, and will include the following ministers or their representatives: the Minister of Economy and Finance; the Secretary of State to the Prime Minister in charge of Budget and State Portfolio; the Minister of Transport; the Minister of Construction, Housing, Sanitation and Urban Planning; the Minister of Vocational Training in charge of SMEs; the President of the District of Abidjan; and the Head of the Union of Cities and Municipalities of Côte d'Ivoire (UVICOCI). The Steering Ccommittee will provide overall supervision of the project, ensure coherence of activities with the sector strategy, and convene inter-sectoral coordination for the subcomponents of other ministerial departments. The committee will also validate Annual Budgeted Work Plans (ABWPs).

47. **PCU.** The PRICI-PCU will be the PCU and will be responsible for fiduciary management, M&E, and communicating project activities and achievements. It will be strengthened by additional technical expertise required by the multi-sectoral nature of the project, including the appointment of a deputy project coordinator who will work full time on the GAPCIP. The PRICI-PCU's existing team will be complemented with a part-time logistics specialist, a procurement specialist, an environmental management specialist, a social management specialist, two accountants, and administrative assistant in finance.

48. **Specialized Implementation Agencies (SIAs) will implement each project activity that falls within their respective institutional mandate.** The scope of the existing implementing agencies under the PRICI will be extended and new agencies will come onboard to cover all the additional sectors involved in the project. The PRICI-PCU will sign a delegated management contracts with all identified SIAs. The contracts will define the scope of roles and responsibilities for the agencies involved in the project implementation (Annex 3 details the distribution of project implementation responsibilities across the different agencies involved).

### B. Results Monitoring and Evaluation

49. **The PCU will be responsible for the M&E of the project outcomes against agreed indicators, as described in the Results Framework**. The GoCI and the WBG will evaluate progress on the indicators presented in Section VII (Results Framework and Monitoring) through regular reports from the PRICI-PCU and implementation support missions. The PRICI-PCU will be responsible for data collection and updates to project indicators. The M&E specialist of the PRICI-PCU will support the agencies involved in project implementation in systematically recording official statistics needed to monitor the project's Results Framework. In addition to the PDO-level results indicators specified under Section VII, progress on each of the components will be measured against intermediate outcomes.

### C. Sustainability

50. **Sustainability of the newly constructed transport and logistics infrastructure.** Abidjan District and Municipalities do not have the capacity or the financial resources to undertake works to ensure the sustainability of the newly constructed transport and logistics infrastructure . While for the LP this will be undertaken by the private sector as part of the PPP contract with Key Performance Indicators (KPIs), there is a risk that other road infrastructure will not receive the required resources for routine and periodic maintenance, if the contract clauses are not properly enforced.

51. **Sustainability of port access and urban decongestion investments.** The proposed transport and logistics infrastructure investments aim essentially to help improve the efficiency of port operation and the mobility of goods and city dwellers. While the effectiveness of the proposed investments is expected to be high, if future GAA land use is not rationalized or urban sprawl is not controlled, the benefits of such investments will erode over time as new goods and passenger travel-demand generated by informal settlements will generate additional traffic that congest the network anew. The virtue of this project is that it combines infrastructure investments with urban institutional reform and capacity building to enable the local Government to fully play its role of land-use regulator, as the best mitigation to such risk.

### D. Role of Partners

52. **Coordinated approach with other donors' interventions in the GAA.** To achieve the country's vision for Abidjan, the World Bank and other development partners will support activities for infrastructure modernization and removal of bottlenecks to support continued economic growth and efficient service delivery.

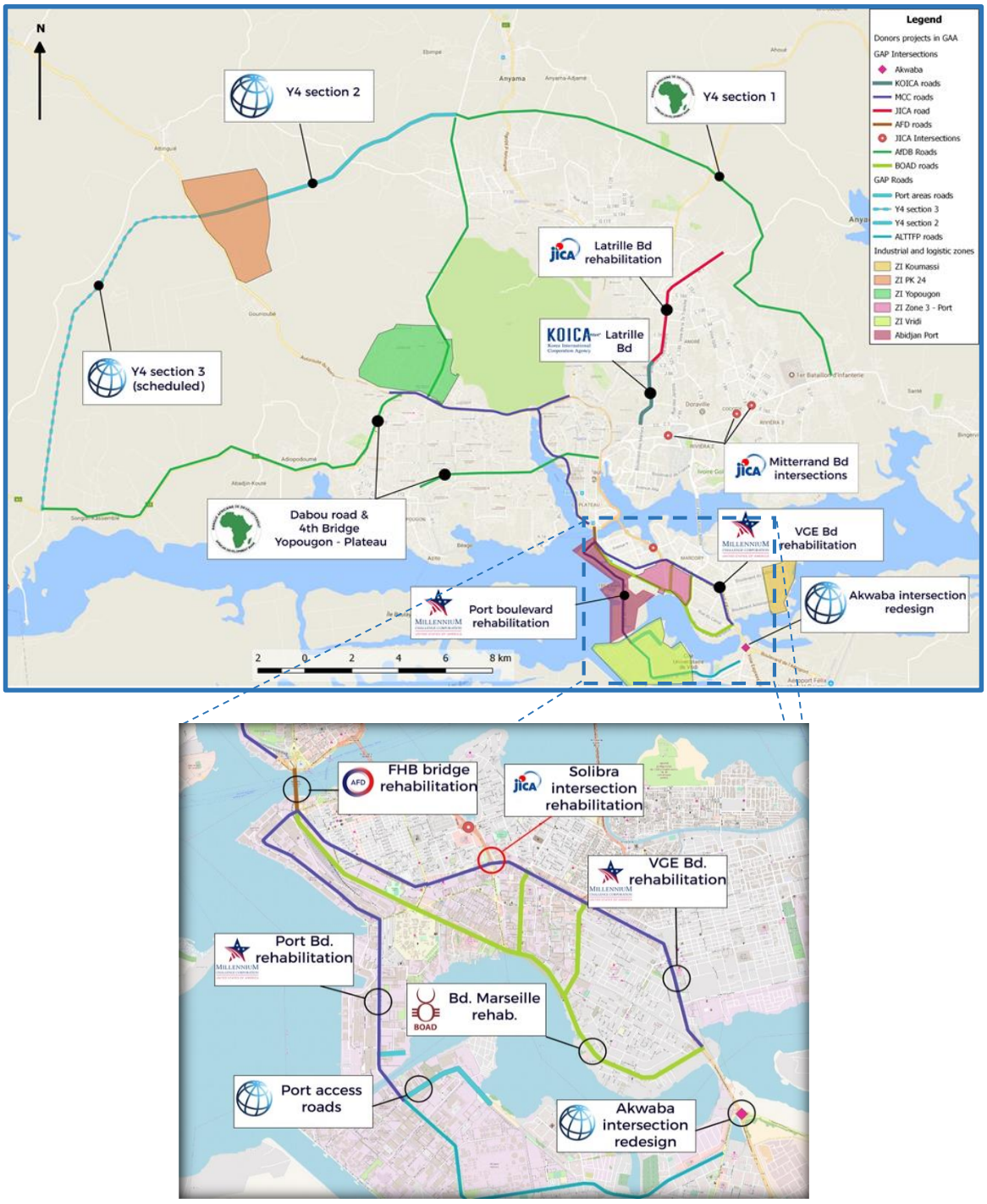
53. As illustrated in Figure 3 overleaf, World Bank interventions through this project will complement other development agencies' initiatives such as (a) the AfDB's Abidjan Urban Transport Project (PTUA) that aims at facilitating urban mobility through the provision of key transport infrastructure (the fourth bridge between the Plateau and Yopougon communes, the first section of the Y4 ring road, rehabilitation of signaling for main road junctions, and so on); (b) a JICA project that aims at providing support to economic growth and mobility (Solibra interchange, extension of the cereal terminal at the PAA, three interchanges on the *Mitterrand* Boulevard, and so on); and (c) MCC's Ivorian Compact Transport Project that includes, for Abidjan, the redesign of road junctions along the VGE Boulevard and the rehabilitation of the PAA main access road along the Petit Bassam Boulevard.

## E. Cross GP initiative to make the most out of the World Bank experience

54. The complexity of the project PDO, particularly in a confined urban space where there is high interdependence between the various socioeconomic activities, makes the success of any intervention dependent on dealing with the multi-sectoral facets of the problem at hand and its design to leverage the synergies among the sectors involved.

55. Within this spirit, the three GPs of TDD, SURR, and FCI have joined forces to bring a comprehensive multi-sectoral approach to achieve the PDO by supporting the improvement of urban management, port accessibility, and mobility in the GAA. This approach has been successfully tested in a few other World Bank projects, particularly the PRICI-AF (P156253) and PIDUCAS (P151324).

***Figure 3: Donor Interventions in the Greater Abidjan Area***




*Source: Open Source Map*

## V. KEY RISKS

### A. Overall Risk Rating and Explanation of Key Risks

56. **The proposed project's overall risk rating is High.** While Côte d'Ivoire has a good track record of implementing infrastructure projects, the High risk rating stems primarily from (a) the potential environmental impacts (Category A) and road infrastructure investments; (b) the weak technical capacity of the District of Abidjan and the municipal authorities to carry out the activities under Component 2B and part of Component 3, and the acceptability of proposed institutional reforms; (c) the very challenging political economy of some of the proposed activities, where some vested interests within the shippers and trucking industry are likely to resist the changes; and (d) the capacity of the public institutions to prepare high-quality studies, particularly for some complex activities, although substantially improved, still needs strengthening.

57. **Political and governance risk is Substantial.** The transport and logistics sector has historically been known to be less prone to changes in policy owing to deeply vested interests and a lack of coordination and collaboration across different stakeholders involved in both the public and private sectors. With the support of other World Bank projects, the Government has initiated over the past five years several policy changes to reform the sector, however these are yet to be implemented. In line with this, the Stakeholders risk is also rated Substantial. The proposed project will focus its interventions on logistics operators primarily represented by the industry trade association, Ivorian Federation of Maritime Forwarders (FEDERMAR) who have been receptive to adjustments in their business operations.

58. Furthermore, mitigation measures the project will lean on to help drive the required change are to (a) build on existing programs already endorsed by the Ministry of Transport (MT) and the sector trade association; (b) work collaboratively with other development partners that are active in the sector, namely French Development Agency (AFD), MCC, AfDB, and JICA so that a common front can be used to exert more pressure for change; and (c) work directly with the port community which stands to benefit from the significant investments to be made by the project, while leveraging long-awaited investments to get the PAA to support peripheral measures that they may have otherwise been opposed to. Last but not least, as part of Subcomponent 3.3, the project will organize awareness-raising campaigns on the virtues of such change in the port and the logistics industry's modus operandi for the benefit of the profession as a whole and Côte d'Ivoire's continued economic growth and prosperity. In addition, the planned trainings for both public and private stakeholders will be an opportunity to present best practices from benchmark countries and clarify concepts and needs for the industry to modernize.

59. **The macroeconomic risk is rated Substantial** primarily due to the need for fiscal adjustment over the next few years, which could impact the PDO due to the lack of government resources needed for the regular maintenance of infrastructure components of the project as well as the operational subsidy required for the affordability of some services. The fiscal deficit should be reduced by approximately 1.2 percent of GDP over the next two years to ensure fiscal and debt sustainability, in line with the IMF-supported program and West Africa Economic and Monetary Union (WAEMU) targets. While the Government has a good record of responsible macroeconomic and fiscal management in recent years, the planned adjustment will require redoubling efforts with regard to revenue mobilization and containing public spending. This risk will be closely monitored through WBG dialogue with the

Government, in close coordination with the IMF through its governance operation and Advisory Services and Analytics (ASA) on taxes.

60. **Risk related to sector strategies and policies is Substantial.** The Government lacks a comprehensive strategy for Abidjan that encompasses both hard and soft infrastructure. While the SDUGA provides a broad framework for such a strategy, there is still an unclear division of labor and poor coordination among the various line ministries in charge of implementing the Government's vision for the city. The project aims to develop the capacity of the local Government, both at the district and municipal levels in the areas of transport and urban planning, to fully play their role of vision holder, policy maker, and coordinator of various line ministries' interventions, as well as to provide an open forum for wider stakeholders' consultation and citizen engagement.

61. **Risk related to the technical design of the project is High.** While Côte d'Ivoire has a good track record of implementing large road infrastructure projects as well as multi-sectoral urban projects, often the technical studies have gone through several reviews. In addition, the GAPCIP includes new infrastructure investments such as the LP, where Côte d'Ivoire has limited experience in designing, procuring, and implementing facilities of this scale through the PPP model. To mitigate this risk, the project intends to seek support from the Global Infrastructure Facility (GIF) to provide advisory services to the Government in structuring and procuring the PPP transaction.

62. **Risk of institutional capacity for implementation and sustainability is Substantial.** The implementation of the project presents a moderate risk given the well experienced PCU in the procurement and financial management aspects, and relying on the expertise of the sectoral Specialized Implementation Agencies (SIA) on all technical matters. In addition, the sustainability of the project's interdependent and mutually reinforcing impacts of improving urban management, port operations and accessibility, and the mobility in the port-city of Abidjan lies greatly on the institutional urban governance and management capacity in place to harness the synergies for a harmonious and mutually supporting port and city development in the future. However, low local Government capacity, often replaced by line ministries' control, presents a major risk to achieve such synergies. For this reason, capacity building of the district and municipal Governments has been central to the project's design, complemented by the creation of dedicated urban authorities to regulate the transport market and urban planning.

63. **Fiduciary risk is Substantial.** The PRICI-PCU—the project implementing unit—is already coordinating several projects, financed by the World Bank, with significant procurement activities of large and complex contracts. However, the PRICI-PCU procurement team is currently led by two procurement specialists, supported by five assistants. Given the volume of fiduciary activities expected under the GAPCIP, a dedicated procurement specialist will be hired to work exclusively on the project, and the financial management team will also be strengthened with additional accountants.

64. **The environmental and social risk is rated High.** The project will finance major civil works such as main road intersections (Akwaba intersection), roads (Y4), and LP, as well as activities related to lagoon transport. The Environmental Assessment has associated those activities with significant and irreversible adverse impacts and rated the project as being a category A, hence the high environmental risk rating. The project is classified as having a substantial social risk too as it will lead to land acquisitions, persons and commercial activities displacement, as well as restriction of access. However, Resettlement Action

Plans (RAPs) have been prepared for the main road works and will be implemented before the start of works.

65. **Other project risks include the risk of under-maintenance of the proposed investments under Component 2 of the project**. Insufficient resources allocated for maintenance, is a major risk for the sustainability of the investments. Lack of maintenance is endemic in Côte d'Ivoire due to insufficient resource allocation from the central Government and the limited resources of local authorities. Currently, the responsibility for road maintenance falls under the Ministry of Economic Infrastructure through its road agency, Road Management Agency (AGEROUTE), which has good expertise in planning and implementing maintenance whenever proper budgetary resources are available. The Government through the Ministry of Finance should therefore ensure sufficient annual resources are budgeted for maintenance.

## VI. APPRAISAL SUMMARY

### A. Economic and Financial (if applicable) Analysis

66. For the purpose of the economic analysis, the impacts of some of these activities that are quantifiable, such as those under Component 2 which account for 43 percent of the total project costs, have been appraised using an econometric evaluation method, while others, such as those under Component 1 and some of Component 3, that are difficult to quantify have consequently been assessed qualitatively.

67. Overall, the proposed project activities are expected to generate significant socioeconomic benefits by (a) lowering transport costs for city dwellers and logistics costs to businesses in the Abidjan and the wider PAA port hinterland; (b) improving GAA urban governance and planning; and (c) enhancing the capacity of both the public and private sectors in planning, regulating, and providing logistics services. This in turn is expected to engender spin-off benefits by attracting investments in higher added-value industries that can create wealth and better-paid jobs and enhancing the distribution of such wealth through improved access to services and employment hubs, inclusive of populations in the lagging suburbs, particularly where women and the poor are concentrated.

***Component 1: Urban Planning, Services and Governance***

68. **Urban Planning**. Through this component, the GAA should benefit from enhanced urban governance and management, as a condition sine qua non for sustainable urban development, offering better quality of life to city dwellers with easier access to housing, jobs, and social services attractive to private investments and with easy access to land for construction and a skilled employment pool, while being environmentally sustainable.

69. **Street Addressing**. The impacts of street addressing are numerous and range from improving living conditions (urban services) and public finances to the security of the country, the exercise of civil rights (elections and justice), modernization of administrative procedures, improving the business climate, and so on. They could be classified into two categories: (a) impacts as seen by the population (orientation in the city, citizenship, access to services, accessibility in the city and jobs, other services such as home delivery and e-commerce, and so on) and (b) those for the administration, particularly land

management and fiscal management, and to facilitate timely responses by emergency services.

70. **Green Zone.** By preserving this area the proposed green zone will have three other types of benefits, including: (a) environmental benefit of reducing the city's $CO_2$ emissions and fight against climate change; (b) socioeconomic benefit of preserving the land and jobs in the agro-pastoral activities in the city's remote suburbs that contribute greatly to food supply for Abidjan; and (c) improving livability and attractiveness of the city by offering public spaces such as urban farms, rural tourism, gardens and parks, sports facilities, agro-pastoral complexes, forests, and so on.

***Component 2: Urban Transport Infrastructure***

71. The economic analysis was conducted for the following urban infrastructure investments: (a) *Akwaba* intersection redesign; (b) Section 2 of the Y4 highway (Abidjan ring road); and (c) selected roads in the Abidjan port area (see Annex 5 for details). The analysis compared the situations with and without the investments under this component, considering the impacts of other future infrastructure projects in the GAA identified by the SDUGA.

72. An economic model was built to compute the costs and benefits cash flows for each infrastructure to help select the design options that achieve the highest socioeconomic return while minimizing the environmental and social impacts. The model has used the following assumptions:

- Traffic volumes and growth rates were estimated from studies and surveys conducted in the project's preparation and growth rate for each vehicle type was estimated as a function of the GDP and population growth;
- Travel time and vehicle operating costs were computed using the World Bank Highway Design and Management (HDM)-4 model, based on surveys of existing road conditions and number of vehicle-kilometer on each itinerary;
- Greenhouse gas (GHG) accounting was derived from the latest World Bank carbon pricing guidance and estimated emissions were based on vehicle-kilometer and average trip speed, based on COPERT models; and
- Accidents costs savings were derived from national statistics and estimated rates of accidents per vehicle-kilometer and the reduction in the number of conflicting movements—especially for the Akwaba intersection.

73. The estimated costs and benefits were assessed for 20 years of infrastructure service life, including the construction period. The Economic Internal Rate of Return (EIRR) and the Net Present Value (NPV) were calculated using a 12 percent discount rate. The costs of the investments are tax free and include the estimated construction and land acquisition costs, while the benefits were derived for savings in vehicle operations costs, travel times, reduced accidents, and GHG emissions. The results are summarized in Table 2 overleaf.

74. It should be noted that those results are rather on the conservative side as other indirect impacts of the project were not computed in the project benefits; among those the impacts of the project on the landlocked hinterland countries, particularly Burkina Faso, Mali, and beyond Niger, for whom the port is one of the main gateways for their exports and imports. The implementation of the LP and the consequent reduction trucks that need to travel to the port area through the congested city will help

reduce truck operating costs, increase truck turnaround, reduce the costs of imported goods, and improve the competitiveness of the exported seasonal crops.

***Table 2: Estimated Costs and Benefits for Component 2***

| Activity (US$, millions) | Investment Costs | | First-year Benefits | | | | EIRR (%) | NPV(at 12%) |
|---|---|---|---|---|---|---|---|---|
| | Construction | Land Acquisition | VOC | Time | Accidents | CO2 | | |
| *Akwaba intersection redesign* | 50 | 0.4 | 21.7 | 11.1 | 0.095 | 0.0001 | 47 | 181.9 |
| *Section 2 of the Y4 ring road* | 109 | 8.2 | 81.2 | 60.1 | 25 | 2.3 | 70 | 782.4 |
| *Abidjan port area roads* | 5.3 | 0.4 | 0.877 | 0.480 | - | - | 49 | 7.25 |
| ***Total Component 2*** | **173.3** | | | | | | **62** | **971.5** |
| ***Sensitivity test (costs + 25%)*** | **216.6** | | | | | | **53** | **936.7** |

***<u>Component 3: Logistics Services and Competitiveness</u>***

75. ***Development of an LP and a truck traffic management system within the PAA.*** Combined with a truck management system, the LP is expected to address the main problems of (a) inefficient intra-port operation, causing substantial ship unloading delays and shortage in storage areas and (b) poor truck traffic management around the port area and along its main access roads and delivery routes, causing urban congestion and inefficient logistics chains.

76. Depending on the chosen location of the LP and its main means of connectivity to the PAA port—that is, by road, rail, barging, or a combination thereof—it will have an impact of additional saving in trucks' access time to the port, vehicle operating costs, road accidents, and GHG emissions, if modes other than the road were retained. However, the main benefit engendered by the LP is the improved operation of the port, substantially reducing the ships' on-sea waiting time by 20 days on average and the related economic costs. In addition, with improved operational efficiency, the port is expected to increase its throughput capacity and its competitiveness in the region as a preferred gateway for the landlocked countries, which will draw in more traffic, economic activities, and growth for Abidjan and Côte d'Ivoire as a whole.

77. ***Public and private sector capacity building in the logistics sector.*** The activities under this heading will support the competitiveness of the logistics sector in the GAA through the development of skills in the areas of logistics services for both the public and private sectors. The gap in competitiveness across the logistics value chain within the port ecosystem is a source of significant productivity and efficiency loss. A professionalized logistics chain will contribute to significantly reducing cost and delays for traffic in and out of the port area, thereby helping to reduce traffic and congestion in and around the

port. Better-trained civil servants will be able to better regulate the sector, reducing informality and improving the quality and reliability of the services rendered to the industry. Also, access to a greater pool of trained employees and firsthand experience in logistics will encourage more investment in this sector in the GAA, in line with the Government's ambition to turn it into a major regional and international logistics hub.

### B. Technical

78. **Urban planning.** In the spirt of citizen engagement, the project proposes a participatory approach to the development of the DUP documents with a strong involvement of the beneficiary population and stakeholders. To ensure greater participation and ownership of the process, awareness-raising campaigns will be conducted during project implementation. In addition, to help operationalize the DUPs, the project will finance the implementation of some priority infrastructure investments identified.

79. **Street address labeling**. Undertaking this activity in a fast-growing city with large informal settlements like Abidjan, increases the complexity and creates additional challenges when setting up a permanent addressing system. Risks were mitigated during project preparation through the design of appropriate addressing and editing techniques, namely limitation of surveys to addresses, identification of the lowest common denominator for the constitution of files, and establishment of a sustainable system to be implemented as soon as the database is updated.

80. **Establishment of the MGS for the GAA**. Lack of consensus on the institutional anchoring of the MGS structure is a risk that can delay the activity's implementation. This risk has been mitigated through the study on urban governance that will, among others, explore options for optimal anchoring of the MGS structure in a participative manner.

81. **Urban transport infrastructure investments.** The Y4 ring road is designed to support the decongesting of the GAA by enabling suburb-to-suburb orbital trips between key economic and industrial zones to bypass the city center. Section 2 of the Y4 is designed to the same standards as Section 1, currently being built under the AfDB-funded PTUA Project, with a two-lane dual carriageway and a central reserve to enable future widening. This design is justified by the level of traffic expected to use Section 2 after opening and the demonstrated high economic viability of the investment.

82. Akwaba junction is a major road node between the southern and the northern areas of the city, as well as the main city exit to the southeastern part of the country and the airport. Currently, the junction is designed as a signaled roundabout—saturated during several hours a day, particularly the morning and evening peaks—requiring an urgent intervention to increase its capacity to reduce the traffic delays and accidents. The project will finance (a) the construction of a three-lane dual carriageway flyover in the main direction of the intersection (VGE Boulevard - A100 highway) and (b) the redesign and enlargement of the roundabout to serve the other junction arms. This solution achieves the highest economic viability and is compatible with future Government projects, in particular the planned widening of the *Marseille* Boulevard and tying it up directly to *Akwaba* junction as a fifth arm via a viaduct over the lagoon.

83. **Adaptation co-benefits.** Given the frequent disastrous events in the past decade, climate risk adaptation measures are given serious consideration and are included as key objectives for all investments in the project to (a) reduce vulnearbility in case of natural disasters; (b) reduce GHG emissions; and (c) improve urban management toward sustainable growth. The project climate screening showed that due to its coastal location, the GAA is prone to coastal erosion and flooding. The expected increase in frequency and magnitude of extreme weather events is likely to exacerbate these negative impacts. Moreover, the screening led to the observation that poor drainage systems within the GAA's urban areas can amplify the effects of flooding during the rainy season. Floods can have a significant impact on the sustainability of roads being rehabilitated or constructed in this project. As a mitigation measure, the roads that are most at risk of being affected by floods will include drainage. The project has identified some adaptation opportunities to address climate change risks by ensuring that under the urban management planning activities, in particular the development of the DUPs, climate change considerations will be included in the land-use plans.

84. **Mitigation co-benefits.** This project is eligible for classification as climate mitigation finance as it falls under three of the four transport subcategories listed in Annex C of the Joint Report on Multilateral Development Banks' Climate Finance 2016.[17] Specifically, the project contributes to

(a) *Urban transport modal change:* the project aims to encourage non-motorized transport through the construction of pedestrian crossings and cycle routes in Abidjan, included under Component 1. To undertake this activity, US$5 million of IDA funds will be allocated.

(b) *Transport-oriented urban development*: planning tools included under Component 1—namely the multimodal Transport Plan for the GAA, the development of the DUPs, as well as the pilot BRT study—aim to support integration of transport and urban development planning. Moreover, through its complementing components the project was designed to respond to specific freight travel-demand management measures needed to decongest the port area. In this regard, the project contributes to building the Y4 bypass through activities under Component 2 and the construction of an LP included under Component 3. The platform will have a dry port and parking facilities where commodities destined for the remote hinterland will be transferred from the port, ideally via rail to reduce the need for trucks to access the port or enter the city, or[18] by truck where access is regulated at appropriate off peak times to substantially reduce the impacts on congestion and hence pollutant emissions including GHG. Total IDA project funds budgeted to facilitate the transport-oriented urban development are estimated at US$177 million.

(c) *Inter-urban transport:* investments allocated for the densification of the lagoon public transport (renovation of existing access infrastructure; construction of new stations serving the communes of *Niangon, Lokoua, and Koumassi* Nord Est; as well as improvement of connectivity to the land public transport services) included under Component 1 will contribute to promoting a modal shift of passenger transport from road to waterway. To support this activity, IDA funds budgeted under the project amount to US$10 million.

85. **GHG Accounting.** Investments under Component 2 will improve the average traffic speed, reduce delays, and reduce the total vehicle-kilometer travelled in the GAA. In addition, these will lead to

[17] http://www.eib.org/attachments/press/2016-joint-report-on-mdbs-climate-finance.pdf.
[18] The feasibility study is assessing both options

a more efficient use of fuel and hence a reduction in $CO_2$ emissions per unit vehicle-kilometer in the GAA. In line with the economic analysis, the $CO_2$ emissions were estimated for the with and without project scenarios. It is expected that over the economic lifetime of the project (20 years), the with-project scenario will generate 16,289,128 $tCO_2eq$ compared to 18,644,659 $tCO_2eq$ in the without-project scenario. The reason for the decrease in $CO_2$ emissions is the impact of the traffic reduction in the whole agglomeration thanks to the construction of the bypass ring road (Y4). Moreover, the enhancement of road quality in the port area with the port access roads will also locally reduce the pollution as the average speed of the vehicles on these roads will be improved (for 22 to 52 percent of trucks, depending on the sections).

## C. Financial Management

86. **The FM arrangements for this project will be based on the existing arrangement in place** under the PRICI (P124715 and P156253); PAMOSET (P156900); PREMU (P156739); and PIDUCAS (P151324). The PRICI-PCU, under the oversight of the Steering Committee chaired by the Minister of Economic Infrastructure or his representative, will have the overall fiduciary responsibility of the project. The overall performance of the PRICI, PAMOSET, PREMU, and PIDUCAS following the last FM supervision was rated Satisfactory, Moderately Satisfactory, Satisfactory, and Satisfactory, respectively.

87. Staffing has remained adequate and proper books of accounts and supporting documents have been kept with respect to all expenditures. The PCU is familiar with the World Bank's FM requirements. In line with the use of country system as stipulated in the new decree number 475 governing the modalities of donor-financed project implementation in Côte d'Ivoire, a Financial Controller from the Ministry of Budget and a Public Accountant from the Ministry of Finance have been assigned to the PCU and their overall performance is adequate. The audit for the year that ended December 31, 2016, for the PRICI was submitted on time, and the external auditor expressed unmodified opinion. Most of the recommendations related to internal control weaknesses have been implemented or are being implemented. Furthermore, the main recommendations of last supervisions related to the projects managed by the PRICI-PCU are being implemented. The issue of sharing operating costs among the various projects by the PRICI-PCU has been addressed. The interim unaudited financial reports for the ongoing projects are also submitted on time. The 2017 audits of these projects are due by June 30, 2018.

88. **The overall FM risk of the project is rated Substantial**. It is considered that the FM arrangements satisfy the World Bank's minimum requirements under the World Bank IPF Policy and Directive and therefore is adequate to provide, with reasonable assurance, accurate and timely FM information on the status of the project required by the World Bank. However, to maintain the continuous timeliness and reliability of information produced by the PCU and an adequate segregation of duties, an assistant accountant in charge of disbursement with qualifications and experiences satisfactory to the World Bank will be appointed and fully dedicated to the accounting and disbursements tasks of this project. These mitigation measures are dated covenants and should be implemented within two to six months following the effectiveness of the project. The Project Implementation Manual (PIM), including fiduciary procedures, will also be updated to include specific arrangements related to the management of this project before the Credit effectiveness.

## D. Procurement

89. **The overall procurement risk of the project is Substantial.** The proposed project will be entrusted to the PRICI-PCU, which is already implementing several ongoing World Bank projects including managing the whole procurement process. The capacity assessment has shown that the PRICI-PCU has experience in World Bank procurement procedures, has a manual of procedures in accordance with World Bank requirements, and has a procurement team comprising two procurement specialists and five procurement assistants.

90. To reduce the procurement risk for the PRICI-PCU, the PCU will recruit a procurement specialist as well as consultants to develop the terms of reference and technical specifications as needed and update the procurement manual. Nevertheless, technical responsibility of procurement (terms of reference and technical standards) will remain with the relevant specialized implementation agencies which have technical mandates and responsibilities. Procurement activities will be carried out in accordance with the World Bank Procurement Guidelines and the provisions stipulated in the Financing Agreement.

91. **The PRICI-PCU will be responsible for coordinating all procurement activities**. In close collaboration with the implementing agencies, the PCU will focus on the following: (a) preparation and update of the procurement plans; (b) preparation, finalization, and launch of the RFPs and bidding documents; (c) drafting of minutes of bids opening and preparation of the evaluation reports; (d) submission of procurement documents (terms of references, RFP, bidding documents, evaluation reports, contracts, and so on) to the World Bank when prior review is required; (e) preparation of the contracts and overseeing the payments to contractors; and (f) drafting the procurement progress report and coordination of the activities.

92. **Project Procurement Strategy for Development (PPSD).** The Borrower has prepared the PPSD and the procurement plan to identify the optimum procurement strategy for meeting the development objectives of the project. Information on the market approach and the procurement methods under the PPSD are guided by the threshold values provided in the procurement plan prepared by the PCU and approved by the World Bank in Systematic Tracking of Exchanges in Procurement (STEP). A summary of the PPSD is included in Annex 6.

## E. Social (including Safeguards)

93. **On the social side, the project will have both positive and negative impacts.** The implementation of the project activities will require land acquisitions on the various sites with loss of property or restriction of access to sources of income essential to the survival of Project-affected Persons (PAPs). These negative social impacts will be consecutive to the start of civil works and could lead to land and habitat loss, loss of crops, loss of fruit and forest trees, and loss of income sources or means of livelihood (farming, farm property, investment activities, and so on).

94. **The project triggers OP/BP 4.12 on Involuntary Resettlement.** To address the potential negative impact associated with the planned investments, the Government has prepared a Resettlement Policy Framework (RPF) for the activities for which the specific sites or impacts of envisioned physical

investments are not yet known. The RPF, consistent with OP 4.12, was prepared by the Borrower and disclosed in country on February 24, 2018, and on the World Bank's website on February 26, 2018. The RPF outlines the principles and procedures for resettlement and/or compensation of people affected by the project and establishes standards for identifying, assessing, and mitigating negative impacts of the activities supported by the project. The RPF will be used as a guide to conduct specific RAPs as needed, as they relate to land acquisition and loss of economic activities, as well as compensation measures to minimize negative impacts on PAPs. The RAPs will be submitted to the World Bank for approval and implementation before the start of the works.

95. **Investments for which the location is known.** RAPs have been prepared for the three activities for which the location is known, namely: (a) rehabilitation of the Akwaba intersection, (b) rehabilitation of access roads to the Abidjan Port; and (c) construction of Section 2 of the Abidjan bypass. All three investments required resettlement by the Borrower; they were reviewed and cleared by the World Bank and disclosed as follows:

(a) the *Akwaba* intersection rehabilitation: February 27, 2018 in country and February 28, 2018 in the Infoshop;
(b) the development and rehabilitation of access roads to the port of Abidjan: February 24, 2018 in country and February 27, 2018 in the Infoshop; and
(c) the construction of Section 2 of the Abidjan bypass (Y4): February 27, 2018 in country and Infoshop.

96. *RAP of the Akwaba intersection.* The footprint of the direct impact zone of the Akwaba intersection upgrade is mainly occupied by commercial and craft activities (food and takeaways, factories, and sale of bricks and cement) and the activities of production and marketing of flowers. In total, there were 249 people working in the direct impact zone of the Akwaba intersection. The PAPs were owners of commercial and craft activities, florists, commercial employees or agricultural workers, as follows: 123 operators (four owner-managers of commercial and artisanal activities, 118 florists, and 1 market gardeners) who employ 126 people. Given the impossibility of finding relocation sites, the method of compensation in cash was retained, especially as all PAPs agreed to this option.

97. The overall cost of the implementation of the RAP of the Akwaba intersection upgrade is valued at CFAF 199,964,374 and is entirely financed by the Ivorian Government. The PAPs' points of view are taken into account throughout the study, in particular the terms of losses compensation.

98. *RAP of the access roads to the port of Abidjan.* The direct impact zone of the PAA access roads rehabilitation is mainly occupied by economic activities including shops, scrub/bistros, restaurants, mechanical workshops/hardware, sales shops, and so on. A total of 215 people were identified as affected in the project area, namely: 122 owner-managers of commercial and craft activities; 50 employees; one owner of commercial equipment; 29 fishmongers; and 13 non-resident building owners. On the basis of the inventory, losses mainly include buildings, loss of income from economic activities, employees' wages, and rents of building owners. The overall cost of implementation of the RAPs is valued at CFAF 223,755,620.

99. *RAP of Section 2 of the Abidjan bypass (Y4).* The footprint of Section 2 of the Y4, 120 m wide, covers an area of 180,000,000 m². The socioeconomic environment of this area consists mainly of

plantations of cassava, rubber, oil palm, cocoa, and so on; some constructions (foundations, unfinished buildings); subdivisions; and bare land. The RAP investigation on the project's direct impact zone revealed the 188 PAPs as follows: 56 private landowners, 10 owners of non-built lots, 113 building owners (non-residents), one poultry farmer, and eight farm workers. In addition, a total of 295 properties are affected by the project: 20 buildings (18 under construction, one for economic use (farm), and one serving as a place of worship (prayer camp); 119 plantations including cash crops (rubber, oil palm, cocoa, and so on), food crops (plantain, cassava, peanuts, vegetables, and so on), and orchards (papayas and so on); 115 lots on 87,700 $m^2$; and 41 plots of a total of 1,364,700 $m^2$ of village land.

100. The overall cost of the RAP implementation of the Abidjan bypass (Y4) is estimated at CFAF 4,536,807,126. The displacement will not affect households or infrastructure and social services. The views of the PAPs were taken into account throughout the study, especially the purge of customary rights[19]. This consultation process will continue throughout implementation by organizing specific meetings before and during the implementation of the project to inform, educate, and gather opinions, suggestions, and satisfaction of the PAPs.

101. **Citizen engagement.** The project will support citizen engagement through public consultation on the information related to the implementation of urban management activities as well as to the development and implementation of training programs in logistics. As part of the implementation of World Bank-financed projects executed by the PRICI, a methodological guidance note is being prepared for all projects. The PRICI has already sent to the World Bank a draft version that will serve as a working basis between the project team and the World Bank's specialists. Once validated, this guide will be applicable to all projects under the coordination of the PRICI and each project will have to adapt it to its implementation context. To this end, the GAPCIP will adapt it to guarantee strong citizen engagement through an inclusive participation process of all the actors.

102. **Grievance redress mechanism (GRM).** A project's GRM is prepared to allow beneficiary communities, mainly those affected by project activities, to have a listening and treatment platform for their complaints and grievances relating to the implementation of project activities. The mechanism must be operational and very close to the communities and mainly the people affected by the project activities; it will be widely disseminated. The World Bank's safeguards team has started working with the PRICI-PCU to develop a strategic framework for managing complaints. This framework will be used as a guide for all projects to set up an operational complaints-handling mechanism. In addition, a reporting system will also be developed to allow rapid sharing of information and efficient follow-up of complaints. The GRM will be in place before the start of the works.

103. **Gender.** How to provide easy, safe, and affordable access for women to their places of employment, businesses, and public services will be analyzed as part of the study for the densification of the lagoon transport under Component 1. A gender gap is expected with reagrd to access to stations, negatively affecting the mobility and security of women in particular. Proposals will be made to adequately include amenities that specifically seek to address this gender gap and any constraints that

[19] The purge of customary rights refers to the procedure of expropriation for reasons of public use which applies to land owned based on customary rights, in use or not, and included in the perimeter of urban development plans or development of general interest.

affect women in the context of existing and new stations at Niangon, Lokoua, and Koumassi Nord Est. The project will monitor the effectiveness of these investments through an intermediate results indicator in the Results Framework. Contractual arrangements and terms of reference will include clauses to prevent and report any case of gender-based violence (GBV), including though the enforcement of codes of conduct for all workers.

104. Under this project, the involvement and participation of women and youths will be sought during the elaboration of the DUPs and the Green Zone plan, and they will have the opportunity to express their expectations, opinions, and concerns regarding the selection and implementation of activities during the community's development process. Provisions are made for the consultation and participation of the communities' stakeholders, mainly women and youth, through gender-sensitive participatory approaches and methods (including local appropriated tools and skills).

105. **GBV and labor influx**. While national contractors' presence and capacity in the GAA is significant, some infrastructure contracts may involve labor influx through the contracting of international firms and the involvement of workers who are not from the area. The occurrence of GBV incidents may therefore be possible even if that risk might be less than in rural areas . To mitigate the risk of GBV, all infrastructure contracts executed under this project will include explicit contractual clauses prohibiting GBV, including the enforcement of a code of conduct for all workers. The code of conduct will be translated in all relevant languages and will be displayed in the contractor's main facilities in such a way that local populations are also informed. Specific reporting mechanisms of GBV incidents will also be established through the GRM, the supervision engineers, the PIU, and the project's safeguards specialists.

## F. Environment (including Safeguards)

106. **Activities under the project are likely to generate both positive and negative impacts**. The positive impacts include facilitation of movement of goods and people; reduction of number of accidents; improvement in people's access to basic infrastructure; creation of a recreational area; improvement in the port's attractiveness and an increase in its competitiveness over other ports in the sub-region; development of commercial activities (catering activities and small shops); improvement of the living environment in the project area (removal of garbage dumps and rehabilitation of stagnant domestic wastewater); job creation; and poverty reduction. The potential negative impacts include dust flushes, production of waste, noise nuisance, disruption of traffic during work, risk of accidents during work, risk of conflict following the various expropriations, and risk of loss of plant species and landscaped areas during the expropriation of the rights of way.

107. *Akwaba intersection*. As measures of enhancement of positive impacts of the project on the environment during work phases (preparation/installation, construction) and operating/maintenance, it is recommended to (a) give priority to the recruitment of local labor for unskilled jobs by relying on local authorities, (b) take into account gender (young women as a priority), (c) prioritize the local workforce in the recruitment process, and (d) promote the recruitment of women and vulnerable people.

108. *Access roads to the port of Abidjan and Section 2 of the Abidjan bypass (Y4).* Among mitigation measures for negative impacts of the project on the environment during work phases (preparation/installation, construction) and operating/maintenance, the Environmental and Social

Impact Assessments (ESIAs) recommend, among others, (a) prohibiting the storage of any waste products along the roads; (b) collecting and storing unused oils temporarily under environmentally acceptable conditions; (c) developing the passage corridors to facilitate the movement of residents; (d) facilitating the movement of people near sensitive equipment in the best possible conditions; (e) raising awareness of local populations to risks of traffic accidents; and (f) making necessary arrangements to protect persons carrying out activities near the site against any traffic accident.

109. **The project was rated as a category 'A' and triggers four safeguards policies: OP4.01 'Environmental Assessment; OP4.04 Natural Habitats; OP4.11 Physical Cultural Resources; and OP4.12 Involuntary Resettlement**. To address the potential negative impact associated with the planned investments, the Government has prepared four appropriate environmental safeguards instruments: an Environmental and Social Management Framework (ESMF) and three ESIAs. The ESMF has been disclosed within the country on January 30, 2018, and on the World Bank website on February 26, 2018. The ESIAs for the Y4 road and port access roads have been disclosed in Côte d'Ivoire on February 24, 2018 while the ESIA of *Akwaba* roundabout has been disclosed on February 26, 2018. Thereafter the three ESIAs have been disclosed on the World bank website on February 26, 2018. A GRM was set up to allow stakeholders and interested parties to bring up any concerns regarding the project to the PCU with the aim of finding a solution.

110. The key stakeholders are the populations of the District of Abidjan, transporters, the MT, the Ministry of Economic Infrastructure (and their relevant agencies/departments), the PAA, Non-governmental Organizations (NGOs), and so on. One of the key principles of this project from the onset was to foster participation of all relevant stakeholders. This approach will be sustained throughout project implementation. The environmental and social assessment studies were also carried out according to the same principle, using broad-based public consultation approach involving the above stakeholder groups. The objective was to raise awareness on the project activities and impacts and foster ownership on their part. All the relevant bodies have been adequately informed of the project.

## G. World Bank Grievance Redress Service

111. Communities and individuals who believe that they are adversely affected by a World Bank (WB) supported project may submit complaints to existing project-level grievance redress mechanisms or the WB's Grievance Redress Service (GRS). The GRS ensures that complaints received are promptly reviewed in order to address project-related concerns. Project affected communities and individuals may submit their complaint to the WB's independent Inspection Panel which determines whether harm occurred, or could occur, as a result of WB non-compliance with its policies and procedures. Complaints may be submitted at any time after concerns have been brought directly to the World Bank's attention, and Bank Management has been given an opportunity to respond. For information on how to submit complaints to the World Bank's corporate Grievance Redress Service (GRS), please visit *http://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service*. For information on how to submit complaints to the World Bank Inspection Panel, please visit www.inspectionpanel.org.

## VII. RESULTS FRAMEWORK AND MONITORING

### Results Framework

#### Project Development Objective(s)

The Project Development Objective (PDO) is to support the improvement of urban management, logistics efficiency, port accessibility, and urban mobility in the Greater Abidjan Area (GAA) and to provide immediate and effective response to eligible crisis or emergency.

| PDO Indicators by Objectives / Outcomes | DLI | CRI | Unit of Measure | Baseline | Intermediate Targets | | | | | | End Target |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | 1 | 2 | 3 | 4 | 5 | 6 | |
| **Improved urban management** | | | | | | | | | | | |
| Percentage of urban authorizations/construction permits compliant to DUPs | | | Percentage | 0.00 | 0.00 | 10.00 | 20.00 | 30.00 | 40.00 | 40.00 | 40.00 |
| **Improved logistics efficiency** | | | | | | | | | | | |
| Reduced average access time to PAA | | | Percentage | 0.00 | 0.00 | 0.00 | 10.00 | 15.00 | 20.00 | 20.00 | 20.00 |
| Number of trucks coming from hinterland that access the port | | | Number | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 50.00 | 20.00 | 10.00 |
| **Improved port accessibility** | | | | | | | | | | | |
| Number of trucks stationed in informal parking in the PAA area | | | Number | 1,300.00 | 1,300.00 | 1,300.00 | 800.00 | 500.00 | 300.00 | 300.00 | 200.00 |
| **Improved urban mobility** | | | | | | | | | | | |
| Reduced average travel time on the VGE (between Solibra intersection and Akwaba intersection) | | | Minutes | 24.00 | 24.00 | 24.00 | 24.00 | 24.00 | 13.00 | 13.00 | 13.00 |

| Intermediate Results Indicators by Components | DLI | CRI | Unit of Measure | Baseline | Intermediate Targets | | | | | | End Target |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | 1 | 2 | 3 | 4 | 5 | 6 | |
| **Component 1: Urban Planning, Services and Governance** | | | | | | | | | | | |
| Number of DUPs adopted | | | Number | 0.00 | 0.00 | 1.00 | 2.00 | 3.00 | 4.00 | 4.00 | 4.00 |
| Number of agreed priority activities to improve the lagoon waterway transport are done | | | Number | 0.00 | 0.00 | 0.00 | 2.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Percentage of streets labeled | | | Percentage | 3.00 | 10.00 | 30.00 | 40.00 | 50.00 | 80.00 | 80.00 | 80.00 |
| Improvement of Road Safety for Pedestrians and Cyclists | | | Kilometers | 0.00 | 0.00 | 10.00 | 10.00 | 15.00 | 20.00 | 25.00 | 25.00 |
| Green Zone development plan adopted | | | Yes/No | N | N | N | Y | Y | Y | Y | Y |
| Percentage of agreed priority activities for the development of the Green Zone are done | | | Percentage | 0.00 | 0.00 | 0.00 | 30.00 | 70.00 | 80.00 | 80.00 | 100.00 |
| Urban Transport Master Plan Developed | | | Yes/No | N | N | N | Y | Y | Y | Y | Y |
| Identification of MGS | | | Yes/No | N | N | N | N | N | Y | Y | Y |
| Technical assistance for the SDUGA implementing agencies | | | Yes/No | N | N | N | N | N | Y | Y | Y |
| Number of facilities that specifically address women's identified mobility and security constraints | | | Number | 0.00 | 0.00 | 0.00 | 2.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Number of footbridges | | | Number | 0.00 | 0.00 | 2.00 | 4.00 | 6.00 | 6.00 | 6.00 | 6.00 |
| **Component 2: Urban Transport Infrastructure** | | | | | | | | | | | |
| Roads constructed | | Yes | Kilometers | 0.00 | 13.00 | | | | | | 13.00 |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Roads constructed - non-rural | | Yes | Kilometers | 0.00 | 0.00 | 0.00 | 0.00 | 13.00 | 13.00 | 13.00 | 13.00 |
| Roads rehablitated | | Yes | Kilometers | 0.00 | 4.40 | | | | | | 4.40 |
| Roads rehabilitated - non-rural | | Yes | Kilometers | 0.00 | 0.00 | 4.40 | 4.40 | 4.40 | 4.40 | 4.40 | 4.40 |
| Akwaba intersection works done | | | Yes/No | N | N | N | Y | Y | Y | Y | Y |
| **Component 3: Logistics Services and Competitiveness** | | | | | | | | | | | |
| Logistics platform developed | | | Yes/No | N | N | N | N | Y | Y | Y | Y |
| Adoption of legal and institutional framework for logistics platform | | | Yes/No | N | N | N | Y | Y | Y | Y | Y |
| Traffic managed by terminals connected to the TAS | | | Percentage | 0.00 | 0.00 | 0.00 | 10.00 | 20.00 | 30.00 | 40.00 | 50.00 |
| Curriculum of logistics training programs adopted | | | Yes/No | N | N | Y | Y | Y | Y | Y | Y |
| Number of persons trained under the logistics program | | | Number | 0.00 | 0.00 | 20.00 | 80.00 | 120.00 | 150.00 | 150.00 | 150.00 |
| **Component 4: Project Management** | | | | | | | | | | | |
| Share of grievances registered related to delivery of project that are addressed | | | Percentage | 0.00 | 90.00 | 90.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 |

| Monitoring & Evaluation Plan: PDO Indicators | |
|---|---|
| **Indicator Name** | Percentage of urban authorizations/construction permits compliant to DUPs |
| **Definition/Description** | Percentage of urban authorizations/construction permits compliant to DUPs in the 4 urban zones that have adopted a DUP |
| **Frequency** | Annual |
| **Data Source** | Project implementation report/ Guichet unique de PC |
| **Methodology for Data Collection** | Database / license registry / audits |
| **Responsibility for Data Collection** | MCLAU (DAGERU) |
| **Indicator Name** | Reduced average access time to PAA |
| **Definition/Description** | Reduced average travel time between Gesco (Yopougon) and the beginning of the FHB bridge. The baseline will be established by the end of the first year of project implementation. |
| **Frequency** | Annual |
| **Data Source** | PAA report/ Surveys |
| **Methodology for Data Collection** | PAA report/ Surveys |
| **Responsibility for Data Collection** | DGTTC / PAA |

| | |
|---|---|
| **Indicator Name** | Number of trucks coming from hinterland that access the port |
| **Definition/Description** | Daily average of trucks coming from hinterland that access the port during daytime |
| **Frequency** | Quarterly |
| **Data Source** | DGTTC/PAA Database |
| **Methodology for Data Collection** | DGTTC/PAA Database |
| **Responsibility for Data Collection** | DGTTC/PAA |

| | |
|---|---|
| **Indicator Name** | Number of trucks stationed in informal parking in the PAA area |
| **Definition/Description** | Number of trucks stationed in non dedicated parking (main road, secondary road, public spaces etc.) in the PAA area (Vridi, Treichville, Z4) |
| **Frequency** | Quarterly |
| **Data Source** | PAA Report / Surveys |
| **Methodology for Data Collection** | PAA Report / Surveys |
| **Responsibility for Data Collection** | DGTTC / PAA / OIC |

| | |
|---|---|
| **Indicator Name** | Reduced average travel time on the VGE (between Solibra intersection and Akwaba intersection) |
| **Definition/Description** | Reduced average travel time at peak hour on the itinerary VGE - Akwaba intersection - A100 road (Bassam Road) |
| **Frequency** | Annual |
| **Data Source** | Surveys |
| **Methodology for Data Collection** | Surveys / Average travel time at peak hour |
| **Responsibility for Data Collection** | AGEROUTE / PCU |

| **Monitoring & Evaluation Plan: Intermediate Results Indicators** | |
|---|---|
| **Indicator Name** | Number of DUPs adopted |
| **Definition/Description** | Number of DUPs adopted that specify in detail the orientations (access to housing, land, land use, etc.) of the SUDGA. The goal is to solve urbanization problems in Greater Abidjan. |
| **Frequency** | Annual |
| **Data Source** | Project implementation report |
| **Methodology for Data Collection** | MCLAU report |
| **Responsibility for Data Collection** | MCLAU |

| | |
|---|---|
| **Indicator Name** | Number of agreed priority activities to improve the lagoon waterway transport are done |
| **Definition/Description** | These lagoon densification activities (development of wharves and access to wharves, renovation of lagoon stations) in Abidjan are aimed at optimizing lagoon transport, improving intermodality and offering a better transport service to the population. |
| **Frequency** | Annual |
| **Data Source** | Project implementation report |
| **Methodology for Data Collection** | Project implementation report |
| **Responsibility for Data Collection** | DGTTC |

| | |
|---|---|
| **Indicator Name** | Percentage of streets labeled |
| **Definition/Description** | This is the proportion of carriageways addressed in the District of Abidjan (12,000 streets). |
| **Frequency** | Annual |
| **Data Source** | Project implementation report |
| **Methodology for Data Collection** | Project implementation report |
| **Responsibility for Data Collection** | DAGERU |

| | |
|---|---|
| **Indicator Name** | Improvement of Road Safety for Pedestrians and Cyclists |
| **Definition/Description** | Total kilometers of pedestrian and cycle routes constructed or improved for road safety by the project in the Greater Abidjan Agglomeration. |
| **Frequency** | Annual |
| **Data Source** | Project implementation report |
| **Methodology for Data Collection** | Project implementation report |
| **Responsibility for Data Collection** | DAA |

| | |
|---|---|
| **Indicator Name** | Green Zone development plan adopted |
| **Definition/Description** | Green Zone development plan for the suburban area adopted |
| **Frequency** | Annual |
| **Data Source** | Regulatory text |
| **Methodology for Data Collection** | Project implementation report |
| **Responsibility for Data Collection** | DAA |

| | |
|---|---|
| **Indicator Name** | Percentage of agreed priority activities for the development of the Green Zone are done |
| **Definition/Description** | Percentage of agreed priority activities for the development of the Green Zone are done |
| **Frequency** | Annual |
| **Data Source** | Project implementation report |
| **Methodology for Data Collection** | Project implementation report |
| **Responsibility for Data Collection** | DAA |

| | |
|---|---|
| **Indicator Name** | Urban Transport Master Plan Developed |
| **Definition/Description** | Urban Transport Master Plan Developed |
| **Frequency** | Annual |
| **Data Source** | Project implementation report |
| **Methodology for Data Collection** | Project implementation report |
| **Responsibility for Data Collection** | DGTTC |

| | |
|---|---|
| **Indicator Name** | Identification of MGS |
| **Definition/Description** | Technical assistance for the identification of the most appropriate Metropolitan Governing System (MGS) for the GAA delivered |
| **Frequency** | Annual |
| **Data Source** | Technical assistance delivered/ Project implementation report |
| **Methodology for Data Collection** | Project implementation report |
| **Responsibility for Data Collection** | PIU |

| | |
|---|---|
| **Indicator Name** | Technical assistance for the SDUGA implementing agencies |
| **Definition/Description** | Technical assistance of the SDUGA implementing agencies through studies and on demand tailored support |
| **Frequency** | Annual |
| **Data Source** | Project implementation report |
| **Methodology for Data Collection** | Project implementation report |
| **Responsibility for Data Collection** | PIU |

| | |
|---|---|
| **Indicator Name** | Number of facilities that specifically address women's identified mobility and security constraints |
| **Definition/Description** | Number of facilities that specifically address women's identified mobility and security constraints |
| **Frequency** | Annual |
| **Data Source** | Project implementation report |
| **Methodology for Data Collection** | Project implementation report |
| **Responsibility for Data Collection** | PIU |

| | |
|---|---|
| **Indicator Name** | Number of footbridges |
| **Definition/Description** | Number of footbridges built by the project |
| **Frequency** | Annual |
| **Data Source** | Project implementation report |
| **Methodology for Data Collection** | Project implementation report |
| **Responsibility for Data Collection** | AGEROUTE |

| | |
|---|---|
| **Indicator Name** | Roads constructed |
| **Definition/Description** | |
| **Frequency** | Annual |
| **Data Source** | Works progress reports/Project implementation report |
| **Methodology for Data Collection** | Works progress reports/Project implementation report |
| **Responsibility for Data Collection** | AGEROUTE |

| | |
|---|---|
| **Indicator Name** | Roads constructed - non-rural |
| **Definition/Description** | |
| **Frequency** | Annual |
| **Data Source** | Works progress reports/Project implementation report |
| **Methodology for Data Collection** | |
| **Responsibility for Data Collection** | AGEROUTE |

| | |
|---|---|
| **Indicator Name** | Roads rehablitated |
| **Definition/Description** | |
| **Frequency** | Annual |
| **Data Source** | Works progress reports/Project implementation report |
| **Methodology for Data Collection** | Works progress reports/Project implementation report |
| **Responsibility for Data Collection** | AGEROUTE |

| | |
|---|---|
| **Indicator Name** | Roads rehabilitated - non-rural |
| **Definition/Description** | |
| **Frequency** | |
| **Data Source** | |
| **Methodology for Data Collection** | |
| **Responsibility for Data Collection** | |

| | |
|---|---|
| **Indicator Name** | Akwaba intersection works done |
| **Definition/Description** | Akwaba intersection works done |
| **Frequency** | Annual |
| **Data Source** | Works progress reports/Project implementation report |
| **Methodology for Data Collection** | Works progress reports/Project implementation report |
| **Responsibility for Data Collection** | AGEROUTE |

| | |
|---|---|
| **Indicator Name** | Logistics platform developed |
| **Definition/Description** | Logistics platform developed and operational |
| **Frequency** | Annual |
| **Data Source** | Works progress report/ Project implementation report |
| **Methodology for Data Collection** | Works progress report/ Project implementation report |
| **Responsibility for Data Collection** | DGTTC |

| | |
|---|---|
| **Indicator Name** | Adoption of legal and institutional framework for logistics platform |
| **Definition/Description** | Adoption of legal and institutional framework for logistics platform |
| **Frequency** | Annual |
| **Data Source** | Regulatory text adopted |
| **Methodology for Data Collection** | Regulatory text adopted |
| **Responsibility for Data Collection** | DGTTC |

| | |
|---|---|
| **Indicator Name** | Traffic managed by terminals connected to the TAS |
| **Definition/Description** | the indicator measures the performance of the Truck Appointment System (TAS) (eg. containers, bulk food, construction materials) |
| **Frequency** | Annual |
| **Data Source** | Project implementation report/Database/surveys |
| **Methodology for Data Collection** | Project implementation report/Database/surveys |
| **Responsibility for Data Collection** | PAA |

| | |
|---|---|
| **Indicator Name** | Curriculum of logistics training programs adopted |
| **Definition/Description** | the indicator measures the set of training programs on the logistics sector defined and adopted. |
| **Frequency** | Annual |
| **Data Source** | Report/ Project implementation report |
| **Methodology for Data Collection** | Report/ Project implementation report |
| **Responsibility for Data Collection** | INPBH/Académie des sciences et Techniques de la Mer |

| | |
|---|---|
| **Indicator Name** | Number of persons trained under the logistics program |
| **Definition/Description** | the indicator monitors the number of public and private actors in the logistics sector and the trade facilitation activities formed by the project. |
| **Frequency** | Annual |
| **Data Source** | Report/Project implementation report |
| **Methodology for Data Collection** | Report/Project implementation report |
| **Responsibility for Data Collection** | INPBH, Académie des sciences et Techniques de la Mer |

| | |
|---|---|
| **Indicator Name** | Share of grievances registered related to delivery of project that are addressed |
| **Definition/Description** | This indicator measures the efficiency of the Government in addressing the registered complaints. |
| **Frequency** | Annual |
| **Data Source** | Project implementation report |
| **Methodology for Data Collection** | Project implementation report |
| **Responsibility for Data Collection** | PIU |

**ANNEX 1: DETAILED PROJECT DESCRIPTION**
**COUNTRY: CÔTE D'IVOIRE**
**PROJECT TO SUPPORT THE GREATER ABIDJAN PORT - CITY INTEGRATION SUF**

1. **To achieve the PDO, the project comprises three complementary components**: (a) Component 1: Urban Planning, Services and Governance; (b) Component 2: Urban Transport Infrastructure; and (c) Component 3: Logistics Services and Competitiveness. In addition, a cross-cutting component is dedicated to overall project management and monitoring.

**Component 1: Urban Planning, Services and Governance (estimated cost: US$74.0 million, of which US$73.0 million equivalent IDA financing and US$1.0 million counterpart financing)**

112. This component aims to: (i) provide operational and effective urban planning instruments needed for the national, district and municipal Governments for inclusive and sustainable development of The Greater Abidjan Area; (ii) strengthen the institutional capacities of national and local Governments for better urban management; and (iii) promote population access to basic urban infrastructure and services. Given the importance of urban governance for transport planning and implementation, Component 1 includes technical assistance to help the Government develop urban planning tools and strengthen its urban and transport management institutions. It also supports priority investments to improve the operation and functioning of the District of Abidjan.

113. The development of the port of Abidjan is not dissociated from that of Greater Abidjan. Sound urban planning and service delivery policies are needed for the port of Abidjan to integrate harmoniously into the urban fabric and play its role of engine of economic growth of the Greater Abidjan Agglomeration. The proposed activities under this component are of three complementary levels: i) Activities to develop and implement the planning instruments necessary to create an enabling environment for balanced growth of the district. These include, among other things, the development of detailed urban plans with related urban regulations, the development of greening spaces around the agglomeration and priority investment programs, etc. It will be important to ensure that once developed, these plans are rapidly implemented to avoid any deviation that could be detrimental to the development of economic activities in the district. This planning implementation process should also be supported by strong public engagement to ensure acceptability and endorsement by the population; ii) Investments supporting institutional and capacity building activities critical to the implementation and efficient management of the plans. In particular, the project will provide technical assistance to support the development of the structures in charge of the management of SDUGA (at both national and local levels); and iii) Activities to address pressing issues faced by the District of Abidjan, by supporting priority investments in selected urban services identified by the Government during project preparation to improve the functioning and performance of the District. This component includes three sub-components:

114. ***Subcomponent 1.1: Urban Planning:*** The GoCI, with the assistance of JICA, has prepared and adopted the Urban Master Plan for Greater Abidjan (SDUGA). To help operationalize the Plan, the following two activities will be financed:

***1.1. a) Detailed Urban Plans (DUPs):*** This activity will finance studies and DUPs for selected municipalities in Greater Abidjan, as defined in SDUGA, to provide local and national Governments practical tools to

manage the city growth and guide urban investments, with a focus on improved land use planning as an instrument for urban transformation. DUPs will be developed for a limited number of urban units, in close consultation with local and national authorities, assorted with a priority investment program for each municipality. Special attention will be given to the areas around the Port of Abidjan, with alternative development proposals for decongesting the port and to promote compact development of the city. The prioritized investment program will then be used as a roadmap for future investments, to be discussed among stakeholders, including national and local Governments, private sectors, as well as technical and financial partners. DUPs will also take into account recent trends in urban densification, regeneration, property appreciation, and mixed land use, in addition to climate change and environmental considerations for sustainable cities. The DUPs will be assorted with planning regulatory and guidelines documents. Such documents aim to better institutionalize the process, and shall include general planning regulations for SDUGA, specific urban planning regulations, and updating the legislative and regulatory documents on urbanization. To operationalize the DUPs, this activity will also finance:

***1.1 b) Implementation of DUPS with priority investments on urban services and sports facilities:*** Based on the prioritized investment programs identified in the DUPs, this subcomponent will develop and support an emergency investment program to pilot the implementation of DUPs. These investments will be identified through consultation with communities and in partnership with other donors (including outdoor recreational spaces such as sports facilities to benefit youth) to promote the beneficiaries' ownership, and shall meet, inter alia, the following criteria; (i) cost effectiveness; (ii) equitable cost-benefit ratio for stakeholders; (iii) sustainability, management, maintenance; (iv) potential impact for employment; (v) synergies with other donors' interventions to maximize and crowd in financing sources of identified investments; vi) contributors to greater inclusiveness of the youth in the GAA, particularly from the lagging suburbs, to help develop and channel their creative and entrepreneurial skills, in particular in areas of arts and sports.

115. ***Subcomponent 1.2: Municipal Governance and Institutional Capacity Strengthening:*** This component will provide technical assistance to help the Government improve municipal governance and institutional capacity.

***1.2.a) Identification of the most appropriate MGS for the GAA:*** Since the SDUGA is a planning document that involves several sectors and stakeholders, it is important to ensure that a coordination and communication mechanism is in place to maximize cross-sector synergies and provide safeguards against risks of deviations from the plan's objectives which would adversely affect its implementation. The importance of such structure was emphasized by the various stakeholders who highlighted the urgency to establish such mechanism to ensure efficient implementation of the SDUGA. To achieve this objective, the project will finance the following activities:

(i) Review of the current urban governance structure, analyze roles and responsibilities, and assist in the development of a new system based on recognized international good practices; and
(ii) Provide technical assistance to support its set up and develop its capacity.

***1.2.b) Strengthening the capacities of SDUGA implementing institutions:*** This activity will finance the institutional strengthening and capacity building of the Ministry in charge of urban planning, the Autonomous District of Abidjan (ADA) and the 13 communes of Abidjan, including on: (i) urban

planning and investment planning; (ii) monitoring and evaluation; (iii) land management and environmental and social safeguards; (iv) ad-hoc capacity building for stakeholders to meet their specific needs;

**1.2.c) Preparation of a multimodal transport plan and on-demand support and training on international best practice.**

116. ***Subcomponent 1.3: Urban Services:*** This sub component will focus on the planning and delivery of priority urban services in Abidjan, in particular those identified in the SDUGA. Opportunities for private sector investments in infrastructure and service delivery will also be explored and promoted. This Subcomponent will consist of the following activities, inter alia:

***1.3.a) Study for a pilot Bus Rapid Transit (BRT) corridor:*** This study will allow the preparation of a BRT project to develop an efficient, affordable and high-performance transport mode with high commercial speed, level of service and reliability. A feasibility study under Swedish cooperation funding is underway for a potential East-West Corridor linking the dense areas of Yopougon, Plateau, Cocodi, and Bingerville. This activity will finance the detailed designs of the project, once a corridor has been defined, to support the fund raising for its implementation.

***1.3b)*** **Strategic infrastructure investments to improve the lagoon waterway public transport:** This activity will focus on improving access infrastructure for SOTRA lagoon transport network, including the modernization of existing stations and the construction of new stations to serve the communes of Niangon, Lokoua and Koumassi Nord Est. It will also improve the connectivity of the newly constructed CITRANS and STL stations to the land public transport services. The improved waterway services will benefit the municipalities of Yopougon, Koumassi, Marcory, Cocody, Treichville, Plateau, and Attecoubé, with the main objectives of:

(i) Reducing congestion on Abidjan streets by encouraging modal shift to lagoon transport;
(ii) Ensuring an efficient use of Abidjan natural asset of Ebrié lagoon;
(iii) Providing a better (more reliable and affordable) public transport service; and
(iv) Enhancing the multi-modality of transport

***1.3.c) Modernizing and scaling up of street addressing in the district of Abidjan:*** This activity contributes to a broader scheme of modernization of the Ivoirian administration and support to the improvement of urban services in Abidjan. It will cover the 13 municipalities of the District of Abidjan. Four activities are included:

(i) Field operations including surveys and installation of the street signs;
   a. Finalizing the street labelling master plan for the whole agglomeration;
   b. Naming the streets and numbering the lots;
(ii) Setting up geographic databases (GIS format);
(iii) Referencing of all the addresses in the systems used by the local and national authorities.
(iv) A communication campaign and setting up of an update mechanism.

***1.3.d) Construction of pedestrian crossings and cycle routes in Abidjan:*** While cycling and walking are the dominant modes of transport in Abidjan, accounting for 60 percent of daily trips in some municipalities, citizens face difficult conditions, including: lack of sidewalks and cycle routes;

uncontrolled occupation of sidewalks by small businesses or parked vehicles; and severe road accidents. In an effort to improve road safety conditions in the city, this activity will identify major black spots on the urban and suburban road network in Abidjan and design mitigating solutions to facilitate safe crossings and paths for pedestrians and cyclists. The activity will focus on access to major public transport nodes, where crowding and transfers are particularly hazardous, to women and elderly, with particular emphasis on the last kilometers around those nodes.

***1.3.e) Environmental management*: *preparation of a green zone plan and upgrading and conservation of green areas defined in SDUGA:*** One of the recommendations of the SDUGA, was the need for upgrading and conservation of green areas in the peripheral zone of Abidjan to prevent and mitigate negative environmental externalities caused by economic growth and the uncontrolled urban sprawl in the GAA. These green areas are located in the Greater Abidjan extension zone called "*Zone d'Aménagement Différé*" and comprise green forests, crop areas, watersheds, groundwater catchment areas etc. The objective is to valorize and preserve the character as a green zone by the development of a specific land use plan and define the rules governing land use. Protection of watersheds/catchment areas is key to long term environmental sustainability/water supply for the city. This activity will prepare a Green Zone Plan as a planning tool for central and local Governments to guide future public and private investment in the city outskirts. The following activities are included: (i) technical/feasibility study of the green zone to define the vision, scale, and functions of the Green Zone; (ii) development of a land use plan of the Green Zone, based on an analysis of the current uses and activities; (iii) a priority investments program needed in and around the green zone and (iv) the implementation of some urgent activities identified in the plan.

**Component 2: Urban Transport Infrastructure (estimated cost: US$173.3 million, of which US$164.3 million equivalent IDA financing and US$9.0 million counterpart financing)**

2. The main objective of this component is to support the improvement of PAA accessibility as well as the mobility of goods and passengers in the GAA. While solving all problems of mobility within the GAA is not possible under a single operation, the purpose of this component is to implement high-priority investments recommended under the SGUDA in synergy with other complementing investments currently being implemented with other donors' funding (AfDB, MCC, and JICA). Three key investments in urban transport infrastructure are intended to improve traffic flows along the PAA's main access roads as well as the city's backbones where most economic (industrial and logistics) activities take place. Specifically, these are provided in the following paragraphs:

3. ***Subcomponent 2.1: Construction of the Abidjan bypass (Y4) western section connecting the A1 (Autoroute de l'Est) and A3 (Autoroute du Nord) Highways.*** The bypass is a vital section of transport infrastructure that will significantly enhance access to and travel within the GAA by enabling suburb-to-suburb trips. This will reduce congestion in the center and allow traffic accessing Abidjan to self-redistribute along the main radial access highways, easing congestion and providing access to land along the city's fringes for industrial and logistics activities. In addition to the PAA, it will also provide easy access to the ALP—included in this project—Abidjan center, various hinterland routes, and the industrial zone PK24-26. The TPF under the ALP will benefit from greater access and attractiveness to trucks to/from the various hinterland routes by using the bypass. The AfDB is financing the development of the first section of Y4 between *Mitterrand Boulevard* and *Agboville* Road (24.4 km). If additional funding becomes available, Section 3 of the Y4 will be constructed to complete the ring road and provide a link between

the industrial zone of *Akoupe-Zeudji* PK24 and Songon in the west, along the *Dabou* Road, where a substantial residential development is under construction to meet future demand for housing in the industrial zone of *Akoupe-Zeudji* PK24 and the rest of Abidjan.

4. ***Subcomponent 2.2: Improvement of Abidjan Port's access roads.*** This activity will improve accessibility to the port's dependent logistics facilities and industrial units in complementarity with the MCC project that will rehabilitate the port's main southern access along *Boulevard Petit Bassam*. The investment will substantially improve accessibility to those units, reducing congestion, accidents, and vehicle operating costs. A total of 4.4 km of roads will be rehabilitated, including the Zimbabwe neighborhood access road via Vridi City, UNICAO-OIC Parc Road, and MAERSK-SIEPBA Road.

5. ***Subcomponent 2.3: Redesign of the Akwaba intersection to increase capacity, reduce delays and accidents.*** The upgrade of the Akwaba junction is a high priority for the sustainability of the GAA's current urban and economic growth pattern, given the high volume of traffic transiting daily through this central node. The junction currently serves as the main access to (a) key economic centers such as the port,[20] the industrial zones and LZs of *Vridi, Bietry, and Zone 4*; (b) key dense residential areas of Koumassi, Vridi/Petit Bassam, and Trechville, where most of the port and *Vridi* industrial zone employees live; (c) the *Félix Houphouët Boigny* Airport (located 3.5 km from the *Akwaba* junction); and (d) the *Bassam* Zone, where a substantial part of residential and economic activities in the GAA are expected to develop in the future. In addition, the traffic bottleneck caused by the current ground-level junction causes substantial delays that tail back to the entire length of the VGE Boulevard, where users and riparian populations suffer major problems of accessibility, delays, air and noise pollution, and a high level of accidents.

6. The *Akwaba* junction upgrade will substantially increase its throughput capacity and complement the planned and ongoing interventions by other donors such as MCC (redesign of signaling junctions along the VGE) and JICA (upgrading the *Solibra* junction into an interchange). This will provide seamless, safe, and reliable access to the port for trucks and for commuters between the city center in the *Plateau* and beyond and *Zone 4*, *Koumassi*, and *Bassam* areas, as well as journeys to the airport.

7. The upgrade of the *Akwaba* junction will consist of grade separation of the dominant traffic flow between VGE Boulevard and *Bassam* Road (A100) through a flyover straddling the other flows. The latter will be using the ground level, redesigned, high-capacity roundabout to move between the junction arms. The design allows for future inclusion of a fifth junction arm to directly serve the *Marseille* Boulevard via a new lagoon bridge when the proposed real estate developments on the boulevard and road improvements are built. The proposed design will provide a long-term solution to the current traffic deadlock situation.

**Component 3: Logistics Services and Competitiveness (estimated cost: US$142.2 million, of which US$67.2 million equivalent IDA financing, US$5.0 million counterpart financing, and US$70.0 million private sector financing)**

8. This component will address inefficiencies, in port operations and across the logistics sector value

[20] Together with western access, via the Houphouët Boigny Bridge, they represent the only two possible access options to the port.

chains, which hamper Greater Abidjan's future economic growth and prosperity. Specific activities under this component will focus on (a) easing traffic congestion in and around the port area and improving port connectivity with key logistics centers within the GAA and the port's hinterland as a whole; (b) developing the public sector's logistics planning capacity and professionalizing the logistics industry; and (c) better regulating the logistics industry for a more conducive environment for private sector participation.

9. ***Subcomponent 3.1: Logistics Platform.*** This subcomponent will support the development of an LP for Abidjan. While the feasibility study is under way, it is expected that the platform will encompass key facilities such as (a) a dry port providing additional capacity to the PAA offshore area (under customs); (b) a TPF; and (c) an LZ for stowage, warehousing, repackaging, conditioning, and light transformation. The objective of the LP is primarily to help address the main problems of (a) inefficient intra-port operation, essentially due to insufficient storage space and limited handling area, causing major delays in ship unloading and (b) poor truck traffic management around the port area and along its main access roads and delivery routes, causing urban congestion and inefficient logistics services.

10. The LP investment is expected to alleviate inefficiencies by (a) providing additional offshore storage space to free up the port's main handling area and expedite the loading and unloading of ships, resulting in increased port throughput capacity and (b) regulating truck access to the port to reduce congestion along its main access roads, informal parking around the port area, and unnecessary trips when possible. The study is also assessing the option of providing railway shuttle services between the LP and the port, which will substantially reduce the need for truck access to the port and greatly boost the future utilization of the LP facilities, and consequently its economic and financial viability. When operational, the LP will also have positive externalities not related to logistics activities, including (a) improving urban mobility for city dwellers by removing trucks from urban roads and (b) attracting investments and creating jobs in and around the LZ itself.

11. In line with the MFD approach, the ongoing feasibility study of the LP will explore options for sustainable private sector solutions, leveraging the private sector for growth and private sector development. This may include the financing and/or delivery of all or parts of the three LP facilities by private entities, so long as it is proven to be economically viable, be fiscally and commercially sustainable, be transparent regarding the allocation of risks, provide value for money, and ensure environmental and social sustainability.

12. The ongoing feasibility study will provide the preliminary designs of the LP as well as estimates of the required capital and operating costs and the potential revenue streams from each of the three facilities. This will serve as inputs for a detailed financial viability assessment. The viability assessment will test the value for money of procuring the LP facilities through a PPP model and determine the optimal risk share between the public and private parties for each facility and the amount of funding or guarantees, if any, needed to make it financially viable and bankable. The study will be completed in December 2018.

13. The next steps for the preparation, procurement, and implementation of the LP will be as follows:

(a) Once the feasibility study is completed by the end of 2018, a validation workshop will be held in Abidjan involving the various authorities in charge and the stakeholders to select the design option and investment phasing that maximizes the project's socioeconomic viability;

(b) Transaction advisory support will then be provided by the GIF to structure feasible PPP models and identify the one that maximizes value for money and then prepare the related tendering and contractual documents, by summer 2019;
(c) The PPP tender will then be organized in autumn 2019 and completed by spring 2020, with the selection of the preferred bidder with whom negotiations will be carried out and completed by summer 2020; and
(d) The financial close will then require approximately six months to complete, leading to the signing of the financing agreement by early 2021 and the kickoff of the works shortly after that.

14. While the exact amount of needed subsidy to bridge a potential funding gap will be determined by the market and will only be known after the bids are received, a provisional amount of US$55 million of public contribution has been allocated (based on preliminary estimates) to complement the expected private sector contribution of up to US$70 million. This is an important indicator for the project's bankability, that public funding is available to support the LP transaction, should it be needed, and that the Government is committed to the project. This amount of public contribution will be disbursed only when mobilization of the Government has: (i) entered into one or more Concession Agreement(s) for the design, construction, operation and maintenance and financing of the activities included in Component 3.1 of the project, each with one or more Concessionaire(s) selected on the basis of terms of reference, qualifications and experience acceptable to the World Bank; and (ii) ensure and submit to the World Bank satisfactory evidence that, financing is available to the Concessionaire to finance the implementation of the activities for which the concession is granted.

15. Should part of the allocated subsidy remain unutilized, this could be redirected to support other public transport improvement in the GAA such as a scale up of the lagoon transport activities and/or a public transport fleet renewal scheme[21] for the minivans known as *Gbâka* and pool-taxis known as *Wôro-Wôro*, both of which are prone to private sector participation.

16. It should be noted that the MFD approach requires much longer time to prepare to achieve a bankable project compared to an all-public one. The reason being that the full life costs and risks of the project should be assessed, priced, negotiated, and shared in an optimal way between the different parties to the partnership, for the entire project life, with no options for renegotiation except for force majeure. Such long-term commitment requires substantial amounts of advisory support, studies, and investigations of potential future events, which results in high transaction costs and time that private parties are only willing to go through if they are reassured of the Government's firm commitment to the project, which is indicated by earmarking US$55 million for potential public support to the project.

17. To assert the MFD approach, an initial market testing was recently undertaken by the Ivorian MT through a call for Expressions of Interest (EoI) to invest in the LP. The received EoIs were very encouraging,[22] with respondents expressing strong interest in the LP which they consider as a viable investment with a strong business case. In addition, the ongoing study has consulted potential customers for the LP, namely the FEDERMAR, as well as the representations in the PAA of the Burkina Faso and Mali associations of importers/exporters. This is to gauge their willingness to use the facilities once built and

[21] A similar truck fleet renewal scheme is currently being piloted under the PAMOSET (P156900) and is progressing well.
[22] More than five major maritime and logistics operators responded.

at what price and quality of service, including the additional cost of shuttling between the PAA and the LP. The respondents expressed a strong need for the LP and interest to use it in the future, particularly for all destinations outside the port's immediate area which represents more than 60 percent of PAA containerized traffic.

18. Finally, support from the GIF has already been arranged and will be used once the ongoing feasibility study is completed, to provide advisory services to structure the PPP transaction and support during tendering and negotiations. This will include a review of the legal and regulatory framework in change and will craft a specific framework that regulates the operation and management of the LP facilities, including the freedom to develop services within the LP, such as warehouses and Inland Container Depots (ICDs), as well as setting policies on land management, transport and trade facilitation, and environmental and social safeguards.

19. **Subcomponent 3.2: Managing port truck traffic.** The PAA is surrounded by the metropolitan area and generates a high volume of truck movements to bring in and take out goods for the Abidjan area, the rest of Côte d'Ivoire, and the landlocked countries in the hinterland. The high volume of heavy trucks combined with the informal trucks' parking practices on the port's roads while waiting for a load (due to insufficient formal parking space) further reduces the access roads' capacity and exacerbates the congestion and poor access problems.

20. To help solve this problem, this subcomponent will support the development of an efficient truck traffic management system within the PAA that, among other activities, will help regulate and monitor trucks' access time to the port area to reduce unnecessary dwell time and parking in and around the PAA. The port currently uses a PMIS and enterprise resource planning (ERP) designed to manage daily operations including services to ships, transit, and invoicing of port-related services. Among the soft measures to be supported, traffic management will be a priority, with the double objective of removing trucks parking in the port vicinity to take advantage of off-peak hours in urban movements to move the major part of goods out of the port. The activity will add functionalities to the existing PMIS through the launch of a PCS that includes a TAS linking the port to the LP to manage traffic within the port premises. The new PCS will ensure close coordination with the activities of the Single Window to ensure synergies between the two systems, namely in the areas of documents processing and tracking the movement of shipments. This would require implementing an appointment scheme for the receipt and delivery of the goods in the port, either organized at terminal level[23] or at port level. In this system, trucks will be allowed in the port only at a prescribed time, with a booking system that would ensure that stevedores have mobilized the required resources to ensure quick delivery or receipt and prevent further appointments in the slot when the handling capacity is reached. The system could be set in a manner that would incentivize off-peak deliveries and receipts.

21. **Subcomponent 3.3: Public and private sector capacity building in the logistics sector.** The creation of the LZ will open up opportunities for value-added activities in the logistics sector, such as warehousing for third parties, loads deconsolidation/consolidation, last mile logistics in the Abidjan metropolitan area, to name a few. For most shippers, due to a lack of adequate services in the logistics industry, a large part of their logistics functions is internalized.

[23] Most of the terminal operating systems used for container terminals have that functionality which can be activated.

22. This subcomponent will therefore support the logistics sector's competitiveness through the development of skills in the areas of services to help professionalize the industry and improve its compliance with international best practices. The support will include (a) capacity-building activities for private sector actors in logistics; (b) development and improvement of a certification and accreditation system program for drivers and managers of transport companies; (c) development of a vocational training program; (d) delivery of training in several logistics services functions: operational, administrative, supervisory, and/or managerial jobs, focusing on operational and administrative functions; and (e) acquisition of equipment and training facilities and refurbishment to jump-start training delivery for both the transport and non-transport sectors.

23. **The subcomponent will design and implement vocational training programs for the logistics sector.** An assessment of skills and competency within the logistics sector will be carried out. Based on this, training programs targeting identified competency gaps will be designed to help professionalize economic operators (formal and informal) across the trade logistics value chain. The programs will give priority to two main target beneficiaries: (a) the Clearing and Forwarding agents (C&F), licensed by customs and (b) the FEDERMAR companies (stevedores and shipping agents). The activity will identify an implementing partner from academia, schools, or training institutes working strategically with FEDERMAR; The International Association of Freight Forwarders (FIATA), the global association of freight forwarders which has established training programs or train-the-trainer schemes, will also be approached as a strategic partner. The activity will identify training initiatives that can be implemented in the educational and logistics sectors.

24. **Technical Assistance (TA) to the GoCIvernmentGOCI to support regulations in the logistics sector.** The TA will help the Government departments and agencies involved in the logistics sector to fully play their role in enhancing competencies and skills in the logistics sector, including education policy and development of curricula; advocacy; public-private dialogue and multi-stakeholder collaboration; regulation of freight and logistics services; and customs brokerage. In its current form, the regulation of the logistics sector is incomplete and needs to be reviewed and expanded to cover how operators are licensed to access the industry (regulation of the industry) and how the provision of logistics service is regulated (regulation of the market).

**Component 4: Program Management and Monitoring (estimated cost of US$10.5 million, of which US$10.5 million equivalent IDA financing)**

25. **This subcomponent will finance project management support.** The activities under this component include support to fiduciary activities (procurement and FM), project M&E, safeguard plans implementation, and communication, as well as the coordination among the various Government agencies and the private sector. Moreover, the ENSEA will closely collaborate with the PRICI unit for project-monitoring-related activities. In view of further involving Côte d'Ivoire's universities, ENSEA will be involved in the collection, analysis, and evaluation of PDO and intermediate results indicators.

**Component 5: Contingent Emergency Response Component (CERC) (US$0 million equivalent)**

26. This component is included in accordance with World Bank IPF Policy, Paragraphs 12 and 13, for situations of urgent need of assistance as a provision of immediate response to an eligible crisis or

emergency, as needed. It will allow the GoCI to request the World Bank for rapid reallocation of project funds to respond promptly and effectively to an eligible emergency or crisis, including natural or man-made disasters or crises that have caused or are likely to imminently cause a major adverse economic and/or social impact. To trigger this component, the GoCI needs to officially declare an emergency or provide a statement of fact justifying the request for the activation of the use of emergency funding. If the World Bank agrees with the determination of an eligible emergency and associated response needs, financing from other project components could be reallocated to cover eligible expenditures for emergency response and recovery. Disbursement would be made based on a positive list of goods, the procurement of specific works and consultant services, and/or emergency operation costs required for immediate response and recovery. A specific CERC Operations Manual will apply to this component, detailing FM, procurement, safeguards, eligible expenditures (including a positive list of goods), and any other necessary implementation arrangements.

27. **Sequencing and readiness.** The project is designed to enable the required flexibility to immediately implement (during the first two years) the most critical activities to improve urban mobility, and for which all studies have already been prepared. Meanwhile, the project will finalize the preparation of necessary technical studies for more complex and strategic activities of the districts that require close consultation with both public and private sector partners. These activities will be implemented from the third year onwards. With regard to the infrastructure investments that constitute a large part of the project (52 percent of the total IDA Credit), namely the *Akwaba* intersection, the port's access roads, and the Y4 bypass, it is expected that the bidding documents for the related works will be ready by mid-June 2018 so that the RFP will be issued by mid-July 2018, and the contracts with the selected bidders could be signed as early as the Credit effectiveness date. Other infrastructure investments, including the LP and the lagoon transport, will require the completion of the ongoing feasibility studies, the structuring of the PPP transactions, and wider consultations with all stakeholders. They will be implemented starting the third year (2021) of the project implementation period.

*Table 1.1: Detailed Project Costs Breakdown*

| Project Components /Activities | Project Cost | Source of Finance | | |
|---|---|---|---|---|
| | | IDA | GoIC | Private Sector |
| **Component 1: Urban planning, services and governance** | **74.0** | **73.0** | **1.0** | **0.0** |
| *Subcomponent 1.1: Urban planning* | *21.0* | *21.0* | *0.0* | *0.0* |
| (i) Development of DUPs | 6.0 | 6.0 | 0.0 | 0.0 |
| (ii) Pilot implementation of DUPs | 15.0 | 15.0 | 0.0 | 0.0 |
| *Subcomponent 1.2: Municipal governance and institutional capacity strengthening* | *5.5* | *5.5* | *0.0* | *0.0* |
| (i) Identification of the most appropriate MGS for the GAA. | 1.0 | 1.0 | 0.0 | 0.0 |
| (ii) Strengthening the capacities of SDUGA implementing institutions | 1.0 | 1.0 | 0.0 | 0.0 |
| (iii) Preparation of a multimodal transport plan and on-demand support and training on international best practice. | 3.5 | 3.5 | 0.0 | 0.0 |
| *Subcomponent 1.3: Urban services* | *47.5* | *46.5* | *1.0* | *0.0* |
| (i) Detailed design of a pilot BRT project | 3.0 | 3.0 | 0.0 | 0.0 |

| | | | | |
|---|---|---|---|---|
| (ii) Improvement to the lagoon waterway public transport services | 10.5 | 10.0 | 0.5 | 0.0 |
| (iii) Street addressing in the District of Abidjan | 13.0 | 13.0 | 0.0 | 0.0 |
| (iv) Construction of pedestrian crossings and cycle routes in Abidjan | 10.0 | 9.5 | 0.5 | 0.0 |
| (v) Environnemental management (Green Zone) | 11.0 | 11.0 | 0.0 | 0.0 |
| **Component 2: Urban transport infrastructure** | **173.3** | **164.3** | **9.0** | **0.0** |
| *Subcomponent 2.1: Construction of Section 2 of the Abidjan bypass (Y4) western section connecting the A1 (Autoroute de l'Est) and A3 (Autoroute du Nord) Highways* | *117.2* | *109.0* | *8.2* | *0.0* |
| *Subcomponent 2.2: Improvement of Abidjan Port's access road* | *5.7* | *5.3* | *0.4* | *0.0* |
| *Subcomponent 2.3: Redesign of the Akwaba intersection to increase capacity, reduce delays and accidents* | *50.4* | *50.0* | *0.4* | *0.0* |
| **Component 3: Logistics services and competitiveness** | **142.2** | **67.2** | **5.0** | **70.0** |
| *Subcomponent 3.1: Logistics platform* | *130.2* | *55.2* | *5.0* | *70.0* |
| (i) Construction of LP or area, including heavy vehicle parking | 130.2 | 55.2 | 5.0 | 70.0 |
| *Subcomponent 3.2: Regulating port truck traffic* | *6.0* | *6.0* | *0.0* | *0.0* |
| (i) Creating an IT platform for the management of truck flow to the port | 4.0 | 4.0 | 0.0 | 0.0 |
| (ii) Facilitation of transport activities including strengthening the institutional and regulatory framework | 2.0 | 2.0 | 0.0 | 0.0 |
| *Subcomponent 3.3: Public and private sector capacity building in the logistics sector* | *6.0* | *6.0* | *0.0* | *0.0* |
| (i) Vocational training programs on logistics planning and operation | 4.0 | 4.0 | 0.0 | 0.0 |
| (ii) Capacity building and trade facilitation activities in the logistics sector | 2.0 | 2.0 | 0.0 | 0.0 |
| **Component 4: Program management and monitoring** | **10.5** | **10.5** | **0.0** | **0.0** |
| *Subcomponent 4.1: Project Management* | *8.5* | *8.5* | *0.0* | *0.0* |
| *Subcomponent 4.2: Monitoring* | *2.0* | *2.0* | *0.0* | *0.0* |
| **Component 5: Contingency Emergency Response** | **0.0** | **0.0** | **0.0** | **0.0** |
| **Total Financing Required** | **400.0** | **315.0** | **15.0** | **70.0** |

## ANNEX 2: IMPLEMENTATION SUPPORT PLAN

**COUNTRY: CÔTE D'IVOIRE**
**PROJECT TO SUPPORT THE GREATER ABIDJAN PORT - CITY INTEGRATION SUF**

### Strategy and Approach for Implementation Support

1. The strategy for implementation support describes how the World Bank Group and other development partners will support the implementation (see Table 2.1) of the risk mitigation measures and provide the technical advice necessary to achieve the PDO. It was developed based on the nature of the project and its risk profile. Supervision and field visits will be carried out semi-annually, led by a team of one Task Team Leader (TTL), responsible from different DPs, such as TDD GP, and two co-TTLs from SURR and FCI GPs, and focus on the following:

(a) **Close coordination between the World Bank Group, the implementing agencies, and development partners.** The World Bank Group task team will bring a comprehensive set of instruments and expertise to advice on project activities and implementation. It will work closely with the implementing agencies to ensure project success.

(b) **Technical.** There will be close coordination with the partner institutions during the implementation phase to preserve the synergies and complementarity between the project and partners' interventions, particularly when amendments to plans are made on the latter, requiring adjustments to the project design and the procurement plan to mitigate any risks to the PDO achievement. The continuous M&E will be the guiding tool for monitoring progress toward the achievement of the PDO and a trigger for amendments when necessary.

(c) **Fiduciary.** While the PRICI-PCU is well familiar and has a good track record of using the World Bank rules and procedures on ongoing World Bank projects, the FM and procurement specialists will (a) support the PCU in its familiarization with any amendments to World Bank Guidelines and Procedures, (b) train the PCU staff to work with any updates to Procurement Guidelines, (c) ensure the PCU's capacity to manage flow of funds and accounting procedures in line with FM guidelines, and (d) work with the PCU in scaling up its overall FM and procurement capacity to deal with the additional activities generated from the implementation of this project.

Supervision of the project's fiduciary arrangements will be conducted semi-annually over the project's lifetime. Implementation support will focus primarily on contract management and in improving proficiency and efficiency in implementation, according to the World Bank Guidelines; reviewing procurement documents; and monitoring procurement progress against the detailed Procurement Plan. The objective of the implementation support plan is to ensure the project maintains a satisfactory FM system throughout its life.

(d) **M&E.** The World Bank Group will review the updated Results Framework submitted quarterly by the PCU during the supervision mission or as a desk review. The Leaders (TTLs and co-TTLs will discuss the progress and deviations, if any, with the PCU to identify any areas where additional help from the World Bank Group is needed. The TTL and co-TTLs will facilitate the use of the M&E data to promote awareness of the project results and strengthen both the World Bank's and the PCU's ability to monitor project progress and assess the impact of interventions.

(e) **Client relations.** The TTLs and the team will (a) coordinate World Bank supervision to ensure consistent project implementation, as specified in the Financing Agreement and detailed in the PIM and (b) maintain regular liaison with the client and PCU to gauge project progress in achieving the PDO and troubleshoot implementation bottlenecks as they may arise.

(f) **Safeguards.** World Bank implementation support missions will also include the review of environmental and social safeguards to ensure that all issues are addressed properly on time. They will work with the PCU in the implementation of the ESMF and RAP and will (a) support the PCU and stakeholders with familiarization of the World Bank's instruments, (b) ensure the PCU capacity to develop and implement mitigation measures, and (c) ensure regular and close supervision of progress in implementing the plans.

### Implementation Support Plan and Resource Requirements

*Table 2.1: Implementation Support Plan*

| Time | Focus | Skills Needed | Number of Trips | Resource Estimate (Staff Weeks) |
|---|---|---|---|---|
| First 12 months | Project management, coordination, and supervision | TTL (Transport) | 2 | 10 |
| | FM experience, knowledge of World Bank FM norms, and training | FM Specialist | 0 | 4 |
| | Procurement experience, World Bank's procurement norms knowledge, and training | Procurement Specialist | 0 | 4 |
| | Environmental and safeguards, World Bank norms knowledge | Environmental/Safeguards Specialist | 0 | 6 |
| | Implementation support and monitoring | Urban Development Specialist (Co-TTL) | 0 | 6 |
| | | Logistics Specialists (Co-TTL) | 2 | 6 |
| 12–90 months | Project management, supervision, and coordination | TTL | 2 per year | 8 per year |
| | FM (FM reviews and supervision, training, and monitoring) | FM Specialist | 0 | 4 per year |
| | Procurement management (reviews and supervision, training as needed) | Procurement Specialist | 0 | 4 per year |
| | Environmental safeguards, supervision and monitoring, training as needed | Environmental/Safeguards Specialist | 0 | 4 per year |
| | Implementation support and monitoring | Urban Development Specialist (Co-TTL) | | 6 per year |
| | | Logistics Specialists (Co- | 1 per year | 6 per year |

| | | | | |
|---|---|---|---|---|
| | | TTL) | | |

*Table 2.2. Skills Mix Required over the seven and a half years of project implementation period*

| Skills Needed | Number of Staff Weeks | Number of Trips | Comments |
|---|---|---|---|
| TTL (Transport) | 60 | 15 | Based in Washington, D.C. |
| Co-TTL (Urban Development) (Co-TTL) | 30 | 0 | Based in Côte d'Ivoire |
| Co-TTL (FCI with Logistics expertise) (Co-TTL) | 30 | 6 | Based in Washington, D.C./ Côte d'Ivoire |
| Environmental and Safeguards Specialist | 30 | 0 | Based in Côte d'Ivoire |
| FM Specialist | 30 | 0 | Based in Côte d'Ivoire |
| Procurement Specialist | 30 | 0 | Based in Côte d'Ivoire |

## ANNEX 3: INSTITUTIONAL ARRANGEMENTS

### COUNTRY: CÔTE D'IVOIRE
### PROJECT TO SUPPORT THE GREATER ABIDJAN PORT - CITY INTEGRATION SUF

1. **The project builds on the existing institutional arrangement under the World Bank-funded PRICI.** The PCU for the PRICI under the Ministry of Economic Infrastructure will also take charge of the coordination of the implementation of the GAPCIP, continuing the shared PCU model already implemented for other World Bank transport projects in the country. The PRICI-PCU is currently satisfactorily managing the PRICI (P156253), Urban Water Supply Project (P156739), PAMOSET (P156900), and Abidjan-Lagos Corridor Trade and Transport Facilitation Project (P096407).

2. Due to the diversity of components and activities, this complex project requires good coordination among the various structures in charge of the implementation, including sector ministries, specialized agencies, municipalities, and local Governments. For this purpose, the capacity of the PCU will be strengthened accordingly**. Roles and responsibilities will be further detailed in the PIM, to be adopted before the Credit effectiveness.** These arrangements consider capacity limitations in the Government and relevant agencies.

3. **A Steering Committee**. Given the dominant infrastructure component of the project, this committee will be chaired by the Minister of Economic Infrastructure or his/her representative, and will include the following ministers or their representatives: the Minister of Economy and Finance; the Secretary of State to the Prime Minister in charge of Budget and State Portfolio; the Minister of Transport, the Minister of Construction, Housing, Sanitation and Urban Planning; the Minister of Vocational Training in charge of SMEs; the President of the District of Abidjan and representatives of municipalities; and the Head of the UVICOCI.

4. The Steering Ccommittee will provide overall supervision of the project, ensure coherence of activities with the sector strategy, and convene inter-sectoral coordination for the subcomponents of other ministerial departments. The committee will also validate ABWPs and provide a platform for resolution of conflicts among the PCU and the SIAs.

5. **PCU.** The PRICI-PCU will be the PCU for this project and will be responsible for fiduciary management, M&E, and communicating project activities and achievements. It will be strengthened by additional technical expertise required by the multi-sectoral nature of the project, including the appointment of a deputy project coordinator who will work full time on the GAPCIP. The PRICI-PCU's existing team will be complemented with a full-time deputy coordinator, a part-time logistics specialist, a procurement specialist, an environmental management specialist, a social management specialist, two. Two accountants, administrative assistant in finance, and external auditor.

6. **The SIAs, listed in Table 3.1, will implement each project activity that falls within their respective institutional mandate.** The scope of the existing implementing agencies under the PRICI will be extended and new agencies will come onboard to cover all the additional sectors involved in the project. The PRICI-PCU will sign a delegated management contract with all identified project-executing agencies. The contracts will define the scope of roles and responsibilities for the agencies involved in the project implementation. Table 3.1 overleaf details the distribution of project implementation responsibilities across the different agencies involved.

*Table 3.3: Distribution of Specialized Implementing Agencies Per Project Activity*

| Project Components /Activities | Specialized Implementing Agencies |
|---|---|
| **Component 1: Urban planning, services and governance** | |
| *Subcomponent 1.1: Urban planning* | |
| (i) Development of DUPs | MCLAU (DGUF) |
| (ii) Pilot implementation of DUPs | MCLAU (DGUF) |
| *Subcomponent 1.2: Municipal governance and institutional capacity strengthening* | |
| (i) Identification of the most appropriate MGS for the GAA. | PCU |
| (ii) Strengthening the capacities of SDUGA implementing institutions | PCU |
| (iii) Preparation of a multimodal transport plan and on-demand support | MT/DGTTC |
| *Subcomponent 1.3: Urban services* | |
| (i) Detailed design of a pilot BRT project | MT/DGTTC |
| (ii) Improvement to the lagoon waterway public transport services | MT/DGTTC |
| (iii) Street addressing in the District of Abidjan | MCLAU/DAGERU |
| (iv) Construction of pedestrian crossings and cycle routes in Abidjan | AGEROUTE |
| (v) Environnemental management (Green Zone) | DAA |
| **Component 2: Urban transport infrastructure** | |
| *Subcomponent 2.1: Construction of Section 2 of the Abidjan bypass (Y4) western section connecting the A1 (Autoroute de l'Est) and A3 (Autoroute du Nord) Highways* | AGEROUTE |
| *Subcomponent 2.2: Improvement of Abidjan Port road access* | AGEROUTE |
| *Subcomponent 2.3: Redesign of Akwaba intersection to increase capacity, reduce delays and accidents* | AGEROUTE |
| **Component 3: Logistics services and competitiveness** | |
| *Subcomponent 3.1: LP* | |
| (i) Construction of LP or area, including heavy vehicle parking | MT/DGTTC |
| *Subcomponent 3.2: Managing port truck traffic* | |
| (i) Creating an IT platform for the management of truck flow to the port | MT/PAA |
| (ii) Facilitation of transport activities including strengthening the institutional and regulatory framework | MT/DGTTC |
| *Subcomponent 3.3: Public and private sector capacity building in the logistics sector* | |
| (i) Vocational training programs on logistics planning and operation | MT/DGTTC |
| (ii) Capacity building and trade facilitation activities in the logistics sector | TBC |
| **Component 4: Program management and monitoring** | |
| *Subcomponent 4.1: Project management* | *PCU* |
| *Subcomponent 4.2: Monitoring* | *PCU* |
| **Component 5: Contingency Emergency Response** | Unallocated |

*Note:* DAGERU = Directorate of Addressing and Management of Urban Restructuring DGTTC = General Directorate of Land Transportation and Traffic Management; MCLAU = Ministry of Construction, Housing, Sanitation and Town Planning.

7. **Street labeling in the District of Abidjan**. Considering the multiple actors involved in street addressing (Ministry of Interior, Postal Services, Ministry of Urbanism, District of Abidjan and its 13 municipalities), a single coordination structure will be put in place for the implementation of this activity, the Abidjan Addressing Center (AAC). The recommendation is to entrust the establishment of the AAC to a private operator selected after competition, under the coordination of the DAGERU/MCLAU. The AAC may eventually be housed in the District of Abidjan, with decentralized offices in the various municipalities.

8. The AAC will have the dual mission of (a) organizing, in a relatively short and efficient manner, the logistical tasks of surveys and numbering buildings and (b) preparing the Guide Plan as well as a Geographic Information System (GIS) and a Relational Database Management System (RDBMS). It will intervene in close technical collaboration with the organizations that would be responsible for the sustainability of the operation, namely the maintenance of the repository of addresses made available to different users. The Ivorian Government has already put in place during the preparation of the project a Steering Committee placed under the supervision of the Ministry of Construction, Housing, Sanitation and Urban Planning, indicating a strong commitment for this activity.

## ANNEX 4: BENCHMARKING ABIDJAN AGAINST COMPARATOR PORT CITIES

**COUNTRY: CÔTE D'IVOIRE**

**PROJECT TO SUPPORT THE GREATER ABIDJAN PORT - CITY INTEGRATION SUF**

**1. Due to the civil unrest, Abidjan's GDP per capita contracted slightly during 2008–2012, whereas comparable port cities in Africa and Asia grew rapidly.** Table 4.1 below presents GDP and population growth for Abidjan and a set of comparable port cities. During that period, other port cities of comparable size in Asia—Surat, Ho Chi Min City, and Wenzhou—grew more quickly both in terms of population and GDP. Smaller port cities in Africa with 1 million or fewer residents—Mombasa, Cotonou, and Port Said—also grew quickly in terms of GDP, though less quickly in terms of population. Only one city, Douala, grew more slowly slower than Abidjan in per capita terms, though this was largely because GDP growth did not keep up with extremely rapid population growth. As Abidjan has one of the highest forecast rates of population growth through 2030, maintaining sufficient GDP growth to raise incomes for the population will be a key concern.

*Table 4.1 Socio-economic Profile of Comparator Cities*

| City | Population Growth | GDP Growth | GDP Per Capita Growth | Forecast Population Growth | Population | GDP Per Capita |
|---|---|---|---|---|---|---|
| | CAGR[24], % | CAGR, % | CAGR, % | CAGR, % | Millions | US$ |
| | *2008–2012* | *2008–2012* | *2008–2012* | *2017–2030* | *2012* | *2012* |
| Abidjan, CIV | 3.2 | 3.0 | -0.1 | 3.2 | 4.4 | 2,045 |
| Surat, IND | 5.0 | 10.3 | 5.3 | 2.6 | 4.9 | 3,201 |
| Douala, CMR | 4.7 | 3.6 | -1.1 | 3.2 | 2.6 | 1,965 |
| Wenzhou, CHN | 3.9 | 9.2 | 5.2 | 1.8 | 2.9 | 7,311 |
| Ho Chi Min City, VNM | 3.5 | 8.7 | 5.2 | 2.2 | 6.6 | 3,404 |
| Durban, ZAF | 1.4 | 2.3 | 0.9 | 1.0 | 2.8 | 8,221 |
| Mombasa, KEN | 3.2 | 5.7 | 2.5 | 4.0 | 1.0 | 2,247 |
| Cotonou, BEN | 0.2 | 4.3 | 4.1 | 2.7 | 0.7 | 968 |
| Port Said, EGY | 1.9 | 2.9 | 1.0 | 2.1 | 0.6 | 5,104 |

***SOURCE: Oxford Economics (GDP) and UN Urbanization Prospects (Population). GDP data not available after 2012.***

**2. Deficiencies in transportation and ease of trading stand out as key constraints on firms in Abidjan.** Table 4.2 below compares responses to World Bank Enterprise Survey questions by firms in Abidjan to those of firms in other comparable port cities. Transportation emerges as a severe constraint, relative to in other cities, with 71 percent of firms reporting it is a major or severe obstacle. This share is below one-third in all cities other than Douala. Customs at the port also stand out, with 19 days to clear exports and 27 days to clear imports, far more than all cities other than Cotonou. Regulation and taxes appear to be the next greatest challenges, with managers spending 15 percent of their time dealing with regulation. While corruption access to finance, electricity shortages, and security appear to be concerns, Abidjan does not fare worse on these measures than at least some Asian port cities, which have sustained

[24] CAGR, Compound Average Growth Rate

rapid growth.

*Table 4.2 World Bank Enterprise Survey results by City* [25]

| | Abidjan | Douala | Cotonou | Mombasa | Durban | Gujarat State[26] | Southeast Region[27] | Wenzhou |
|---|---|---|---|---|---|---|---|---|
| | *CIV* | *CMR* | *BEN* | *KEN* | *ZAF* | *IND* | *VNM* | *CHN* |
| | *2016* | *2016* | *2016* | *2013* | *2007* | *2014* | *2015* | *2012* |
| Public Infrastructure and Services | | | | | | | | |
| Firms listing transportation as a major or severe obstacle (%) | 70.7 | 49.5 | 31.3 | 33.3 | 25.9 | 3.4 | 21.0 | 26.4 |
| Number of electrical outages in typical month | 3.2 | 25.9 | 28.3 | 11.8 | 0.5 | 0.0 | 0.2 | 0.4 |
| Sales paid for security services (%) | 5.0 | 6.6 | 4.0 | 8.1 | 1.3 | 1.8 | 5.9 | 1.2 |
| Ease of Trading | | | | | | | | |
| Manufacturing firms serving national or international market versus local (%) | 26.3 | 40.6 | 80.3 | 60.3 | 27.7 | 97.1 | 78.4 | 54.7 |
| Days to clear direct exports through customs | 19.0 | 7.2 | 21.9 | 8.7 | 4.5 | 14.0 | 5.6 | 12.2 |
| Days to clear imports through customs | 26.5 | 11.9 | 36.5 | 10.2 | 13.6 | 10.3 | 5.7 | 5.3 |
| Regulation and Taxes | | | | | | | | |
| Manager's time spent dealing with regulation (%) | 14.8 | 33.5 | 7.5 | 8.0 | 5.6 | 0.2 | 2.8 | 1.9 |
| Number of visits by tax officials in a typical year | 4.5 | 4.6 | 1.6 | 2.0 | 2.4 | 1.9 | 3.6 | 1.4 |
| Number of days to obtain a construction permit | 71.5 | 59.2 | 52.4 | 22.4 | 360.0 | 21.6 | 25.4 | 25.2 |
| Number of days to obtain an operating license | 44.5 | 35.6 | 14.0 | 8.5 | N/A | 1.0 | 14.9 | 13.1 |
| Access to Finance | | | | | | | | |
| Firms with access to an overdraft account (%) | 43.8 | 54.9 | 51.5 | 19.9 | 69.2 | 32.0 | 16.8 | 34.9 |
| Sales paid for after delivery (%) | 33.1 | 30.4 | 23.6 | 25.3 | 62.8 | 25.5 | 50.9 | 53.5 |
| Corruption | | | | | | | | |
| Firms asked give gifts in meetings with tax official (%) | 20.2 | 15.6 | 10.6 | 13.7 | 2.0 | 6.9 | 28.4 | 0.0 |
| Firms asked give gifts to get a construction permit (%) | 4.5 | 61.1 | 23.9 | 3.7 | 0.0 | 0.0 | 12.9 | 0.0 |

*SOURCE: World Bank Enterprise Surveys.*

[25] Red to Blue (Relevant/Severe to Irrelevant/Moderate)
26 Contains Surat, the major port city within the state.
27 Contains the Ho Chi Min City, site of the Port of Saigon.

**ANNEX 5: DETAILED ECONOMIC ANALYSIS**
**COUNTRY: CÔTE D'IVOIRE**
**PROJECT TO SUPPORT THE GREATER ABIDJAN PORT - CITY INTEGRATION SUF**

***Introduction***

1. The project was designed to achieve the intended PDO of supporting the improvement of the GAA's urban management, the PAA accessibility and operation efficiency, and the mobility in the port-city of Abidjan, through several activities of different nature, including physical investments, capacity building, and institutional reforms.

2. For the purpose of the economic analysis, the impacts of some of these activities that are quantifiable, such as those under Component 2 which account for 43 percent of the total project costs, have been appraised using econometric evaluation methods, while others such as those under Component 1 and some of Component 3 that are difficult to quantify have consequently been assessed qualitatively.

3. Overall, the proposed project activities are expected to generate significant socioeconomic benefits by (a) lowering transport costs for city dwellers and logistics costs to businesses in the Abidjan and the wider PAA port hinterland; (b) improving GAA urban governance and planning; and (c) enhancing the capacity of both the public and private sectors in planning, regulating, and providing logistics services. This in turn is expected to engender spin-off benefits by attracting investments in higher added-value industries that can create wealth and better-paid jobs and enhancing the distribution of such wealth through improved access to services and employment hubs, inclusive of populations in the lagging suburbs, particularly where women and the poor are concentrated.

***Component 1: Urban Planning, Services and Governance***

4. **Urban Planning**. Through this component, the GAA should benefit from enhanced urban governance and management, as a condition sine qua non for sustainable urban development, offering better quality of life to city dwellers with easier access to housing, jobs, and social services attractive to private investments and with easy access to land for construction and a skilled employment pool, while being environmentally sustainable.

5. As part of this component, the creation of an MGS for the SDUGA and the development of local authorities' capacity in urban planning, including the production of detailed planning documents, will provide a strong framework to guide future urban investments and land-use management. The improvement in land-related information is expected to ease access to land for investment. Moreover, street labelling will enable the development of critical economic activities as well as better delivery of civic and administrative services, generate additional fiscal revenues to local authorities to better deliver on their mandate, and enhance safety and security in the city. Furthermore, the preparation of an Urban Transport Master Plan and the technical support to the urban authorities in charge of transport in Abidjan will be a game changer for urban transport in the GAA, better regulating the sector and planning and prioritizing viable public investments with greater private sector participation. Overall, the benefits from the proposed activities under this component are expected to largely outweigh the investment costs.

6. **Street Addressing**. The impacts of street addressing are numerous and range from improving living conditions (urban services,) and public finances to the security of the country, the exercise of civil rights (elections and justice), modernization of administrative procedures, improving the business climate, and so on. They could be classified into two categories: (a) impacts as seen by the population (orientation in the city, citizenship, access to services, accessibility in the city and jobs, other services such as home delivery and e-commerce, and so on) and (b) those for the administration, particularly land management and fiscal management, and to facilitate timely responses by emergency services. Street addressing has the potential to exponentially drive economic expansion in some critical sectors and activities and improve private services designed to improve the quality of urban life, including transportation, courier delivery, and entertainment. It also has the potential to increase the penetration and use of cutting-edge technology including Global Positioning System (GPS) and could have an impact on improving the security of inhabitants with faster reaction times by police, health services, and the fire department.

7. **Green Zone.** By preserving this area the proposed green zone will have three other benefits, including: (a) environmental benefit of reducing the city's $CO_2$ emissions and fight against climate change, (b) socioeconomic benefit of preserving the land and jobs in the agro-pastoral activities in the city's remote suburbs that contribute greatly to food supply for Abidjan, and (c) improving livability and attractiveness of the city by offering public spaces such as urban farms, rural tourism, gardens and parks, sports facilities, agro-pastoral complexes, forests, and so on. Furthermore, the green zone, accompanied by appropriate planning/zoning regulations, will reduce the urban sprawl and encourage densification and compactness of the city, hence increasing the overall economic efficiency**.**

***Component 2: Urban Transport Infrastructure***

8. The economic analysis for urban transport infrastructure investments was based on the consolidated results of GAA models that compared the situations with and without the specified project, as well as other infrastructure projects of the GAA that are planned to be executed per the timeline issued in the SDUGA. It was conducted for every road transport infrastructure investment financed by the project. More specifically, this analysis evaluated the following investments: (a) *Akwaba* intersection redesign; (b) Y4 Section 2 ring road highway; and (c) selected roads in Abidjan port area (see Annex 1 for details).

9. To help select the options that achieve the highest economic return, several technical design options were considered for each infrastructure investment. Main assumptions used in the models are as follows:

- Traffic volumes and growth rates were estimated from studies and surveys conducted in project's preparation and growth rate for each vehicle type was estimated from the GDP and population growth;
- Travel time and vehicle operation costs were computed from the traffic forecasts of the different models described below;
- GHG accounting was derived from the latest World Bank carbon pricing guidance and estimated emission based on vehicle-kilometer and average trip speed, based on COPERT models; and
- Accidents costs savings were derived from national statistics and estimations of the number

of accidents per vehicle-kilometer and the improvement in the number of conflict areas—especially for the *Akwaba* intersection.

10. For the *Akwaba* Intersection and Section 2 of the Y4 ring road, the economic analysis was conducted with the consultants' traffic model with EMME-4 software. This model has been modified with the central traffic model held by the Government and developed with the SDUGA. Thus, it takes into account the whole traffic of the Abidjan agglomeration and its forecast of future scenarios, includes scheduled major infrastructure projects (including lagoon transportation, Metro Line 1, rehabilitation of the VGE Boulevard, and planned urban areas construction and rehabilitation such as the development of the Industrial Zone in PK24 or the development of the real estate operation of Aéro-Cité near the airport and the *Akwaba* intersection). It relies on a classic multimodal four-step model and is based on Origin-Destination surveys conducted in 2014 for the SDUGA and latest demographic data for 313 zones provided by the Government (National Bureau for Technical Studies and Development [BNETD], see Figure 5.1 below) and completed with several traffic counts realized in 2015 and updated with the current socioeconomic situation of the city. Based on the demographic and socioeconomic data on each zone, the models simulate the number of trips from one zone to another, then affects this demand in the provided multimodal transport network (roads, walking, or public transport), and the traffic counts help calibrating the model.

*Figure 5.1: Zoning Used for the Model*

11. For the port access roads, HDM-4 model was used to assess the benefits in vehicle operations costs as this activity consists of rehabilitating and paving small but essential roads in the port area. HDM-4 computes the Vehicles Operations Costs (VOC) based on the quality of the road pavement, assessed through the International Roughness Index (IRI); based on this index, the model computes the associated vehicles costs.

12. The estimated costs and benefits were assessed for 20 years after the launch of the works and the EIRR and the NPV were calculated using a 12 percent discount rate. The costs of the specified activities are tax free and include the estimated construction and land acquisition costs, while the benefits were derived at the scale of the GAA from the savings of vehicle operations costs, travel times, reduced accidents, and GHG emissions. The results are summarized in Table 5.1 below.

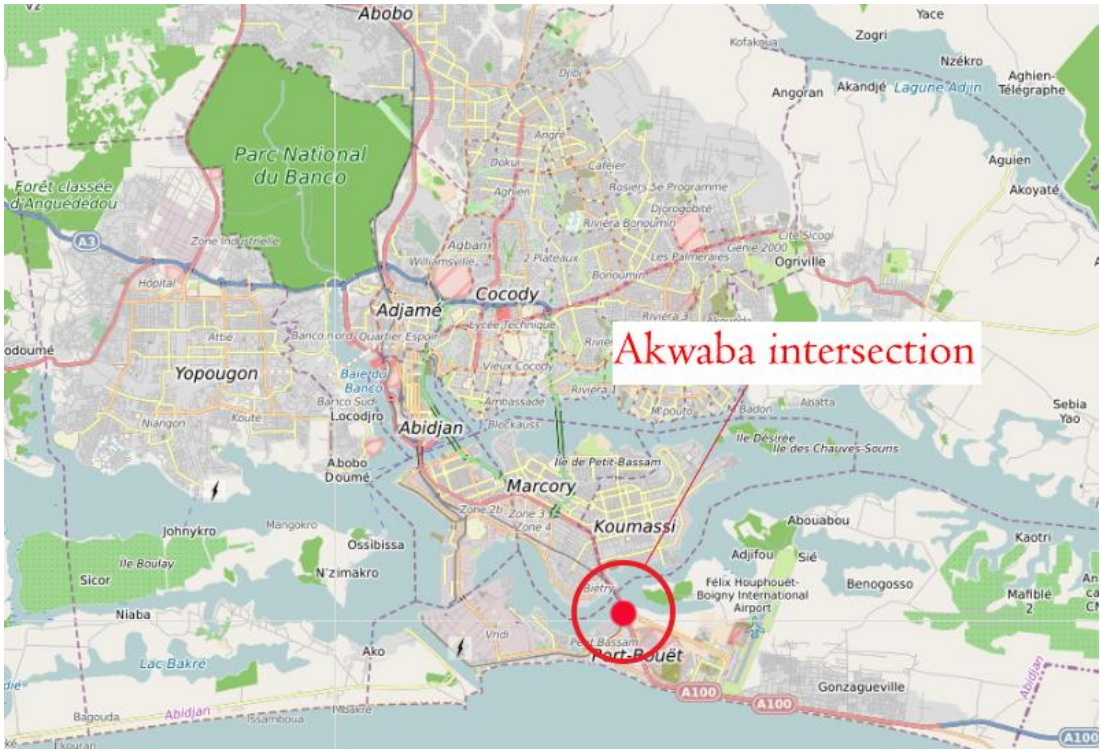
*Table 5.1 Component 2- Estimated costs and benefits*

| Activity (US$, millions) | Investment Costs | | First-year Benefits | | | | EIRR (%) | NPV(at 12%) |
|---|---|---|---|---|---|---|---|---|
| | Construction | Land Acquisition | VOC | Time | Accidents | $CO_2$ | | |
| *Akwaba intersection redesign* | 50 | 0.4 | 21.7 | 11.1 | 0.095 | 0.0001 | 47 | 181.9 |
| *Section 2 of the Y4 ring road* | 109 | 8.2 | 81.2 | 60.1 | 25 | 2.3 | 70 | 782.4 |
| *Abidjan port area roads* | 5.3 | 0.4 | 0.877 | 0.480 | - | - | 49 | 7.2 |
| ***Total Component 2*** | **173.3** | | | | | | **62** | **971.5** |
| ***Sensitivity test (costs + 25%)*** | **216.6** | | | | | | **53** | **936.7** |

***Akwaba junction upgrade***

13. The project intends to enhance the capacity of the *Akwaba* junction, a key node of the Abidjan road network, being the main link between the communes of *Port Bouet* (including the international airport), *Gonzagueville, Grand Bassam*, and the northern areas of the city. The redesign will enhance the capacity of the main movement (North-South, between Boulevard VGE and Highway A100) and reduce congestion along the VGE and in the roundabout for the other movements. As summarized below, three options—each with two phases—were analyzed and the most economically efficient one was selected by Côte d'Ivoire's national authorities.

*Figure 5.2: Akwaba Intersection Situation in the GAA*




***Source: Open source Map***

***Main assumptions***

14. The proposed project will finance the first phase of a broader governmental program in this area focused on the new urban zone of the Aéro-Cité and the fifth branch of the *Akwaba* intersection. The without-project situation therefore included several investments scheduled in the Abidjan Urban Master Plan from 2020 to 2040: (a) Y4 bypass highway (also financed by the World Bank's project); (b) Abidjan's Metro; (c) Aéro-Cité urban project; (d) Bietry-Vridi bridge; (e) capacity enhancement of *Marseille Boulevard*, *rue des Caraïbes*, *Boulevard de Vridi*, and *Boulevard Petit Bassam*.

15. The traffic counts and estimations for the average peak-hour traffic forecasts on the intersection by direction, without project, were conducted by the consultant. Average peak-hour traffic forecast by direction, with project, include the fifth branch of the intersection that is not part of this project's investments.

*Table 5.2: Akwaba Hourly Traffic at Peak Hour 2020 (Without Project)*

| | Airport | A100 | Rue Caraïbes | VGE Blvd. | Total |
|---|---|---|---|---|---|
| **Airport** | - | 61 | 32 | 1,314 | **1,407** |
| **A100** | 89 | - | 16 | 1,128 | **1,233** |
| **Rue Caraïbes** | 26 | 31 | - | 953 | **1,010** |

| | | | | | |
|---|---|---|---|---|---|
| **VGE Bd.** | 864 | 31 | 1,148 | - | **953** |
| **Total** | **979** | **1,710** | **1,176** | **3,395** | **7,260** |

*Table 5.3: Akwaba Hourly Traffic at Peak Hour 2040 (Without Project)*

| | Airport | A100 | Rue Caraïbes | VGE Bd. | Total |
|---|---|---|---|---|---|
| **Airport** | - | 42 | 176 | 1,566 | **1,784** |
| **A100** | 40 | - | 20 | 2,408 | **2,468** |
| **Rue Caraïbes** | 185 | 38 | - | 1,241 | **1,464** |
| **VGE Blvd.** | 1,052 | 2,345 | 1,847 | - | **5,244** |
| **Total** | **1,277** | **2,425** | **2,043** | **5,215** | **10,960** |

*Table 1.4: Akwaba Hourly Traffic at Peak Hour 2020 (With Project)*

| | Airport | A100 | Rue Caraïbes | VGE Blvd. | Total |
|---|---|---|---|---|---|
| **Airport** | - | 62 | 42 | 761 | **1,575** |
| **A100** | 71 | - | 16 | 682 | **1,438** |
| **Rue Caraïbes** | 20 | 31 | - | 926 | **1,004** |
| **VGE Blvd.** | 361 | 1,086 | 1,089 | - | **2,536** |
| **Total** | **853** | **1,910** | **1,187** | **2,369** | **7,725** |

*Table 5.5: Akwaba Hourly Traffic at Peak Hour 2040 (With Project)*

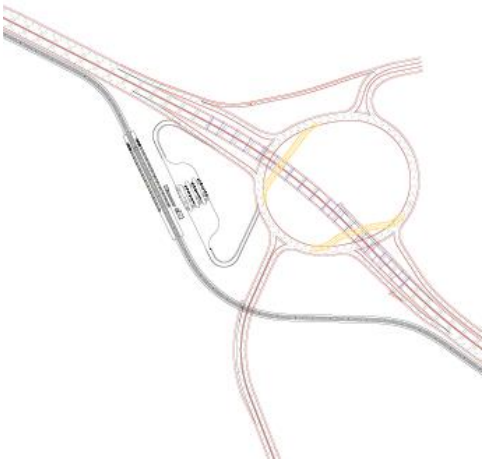
| | Airport | A100 | Rue Caraïbes | VGE Blvd. | Total |
|---|---|---|---|---|---|
| **Airport** | - | 72 | 216 | 1,227 | **1,515** |
| **A100** | 71 | - | 35 | 3,025 | **3,131** |
| **Rue Caraïbes** | 228 | 38 | - | 1,038 | **1,106** |
| **VGE Bd.** | 986 | 2,914 | 1,438 | - | **5,338** |
| **Total** | **1,285** | **3,024** | **1,689** | **5,290** | **11,288** |

16. **Investments costs and residual values** include work and land acquisitions costs. Three different options were estimated by the consultants for the upgrade of the Akwaba junction. Figure 5.3 overleaf and the subsequent table detail the current state and the proposed options for the first layer of the redesign.

*Figure 5.3: Akwaba Intersection Current and Future Designs*

**Existing Akwaba Junction Layout**


**Proposed Upgrade**



| | Option 1 | Option 2 | Option 3 |
|---|---|---|---|
| Flyover span | 450 m | 320 m | 50 m |
| Flyover design | Prestressed concrete | Prestressed concrete + backfill | Backfill |

*Table 5.6: Akwaba Design Options' Investment Costs*

| | **Option 1 (450 m bridge)** | **Option 2 (340 m bridge)** | **Option 3 (50 m bridge)** |
|---|---|---|---|
| **Work costs (US$,[28] millions)** | 80.53 | 66.32 | 47.9 |
| Land acquisition costs (US$, millions) | 0.4 | 0.4 | 0.4 |
| Residual values (%) | 69 | 70 | 64 |

17. **Maintenance costs** consist of (a) general maintenance: visual inspection, cleaning, and so on and (b) periodic maintenance: detailed inspection of the bridge structure, corrosion inspection, pavement inspection and replacement, and so on. The assumptions for the economic analysis considered that only minor routine maintenance will be needed during the first five years of operation. Starting year 6, every five years, periodic maintenance will be needed, estimated at 5 percent of the investments costs.

*Table 5.7: Akwaba Design Options' Maintenance Costs*

| | **Option 1(450 m span flyover)** | **Option 2(340 m span flyover)** | **Option 3(50 m span flyover)** |
|---|---|---|---|
| Maintenance costs (US$, millions[29]) | 4 | 3.3 | 2.25 |

[28] At rate of January 30.
[29] At rate of January 30.

18. The reduction of congestion enables substantial **time savings**. The average Value of Time (VoT) for all vehicles types was estimated at XOF 214 per passenger.

*Table 5.8: Value of Time*

| Type of vehicle | Motorbike | Bus | Articulated Bus | Heavy Truck | Truck | Light Truck | Mini Bus (Gbaka) | Taxi (Woro Woro) | Car |
|---|---|---|---|---|---|---|---|---|---|
| % of traffic | 7 | 0.5 | 0.5 | 2 | 3 | 3 | 14 | 27 | 43 |
| Number of passengers | 1.1 | 22 | 30 | 2.3 | 2.3 | 2.3 | 10.3 | 3.2 | 1.8 |
| VoT[30] | 275.3 | 303.3 | 341.5 | 324.2 | 322.1 | 301.1 | 271.3 | 240.5 | 285 |

| **Vehicles x hours (without project)** | **Vehicles x hours (with project)** |
|---|---|
| 1,964 | 199 |

19. In addition to the enhancement of the traffic conditions, an estimation of the accidents costs reductions was calculated. With the project, the number of conflicting movements is widely reduced (from 24 to 9) and each year the projects saves at least US$0.095 million.

20. **GHG accounting:** This activity reduces congestion in the area of the intersection, slightly improves average speed, but produces an important induced traffic. Globally, the model estimated a slight reduction of the emissions, but the model underestimated the actual waiting time before project and the poor state of the current vehicle fleet. The assumptions were based on Euro III type (2005 type cars on average per surveys in the GAA) diesel vehicles, with a model based on speed and distance.

*Table 5.9: Tons of $CO_2$ emitted (2020-2040)*

| without project | with project |
|---|---|
| 18,644,659 | 16,289,128 |

21. **Results** The selected option (50 m bridge) represents the highest EIRR and NPV due to its lower costs for the same benefits.

*Table 5.10: Results of the Economic Appraisal*

| **EIRR** | **NPV (US$, millions)** |
|---|---|
| **47%** | **181.9** |

***Y4 bypass***

22. As defined by the SDUGA, the project will continue the establishment of the Abidjan ring road Y4. At the project's appraisal (2018), the AfDB finances the first section between *Boulevard Mitterrand* and

[30] Per passenger and per hour.

*Anyama*, and the GAPCIP will finance the second section between Anyama and Autoroute du Nord. These 15 km of highway (2x2 lanes), with a possible extension, are key to the future development of the agglomeration toward the northwest areas.

23. **Main assumptions** This economic analysis is conducted at the scale of the whole agglomeration and the benefits are issued from (a) time savings for vehicles using the Y4 infrastructure and for other users who benefitted from the decrease of the congestion linked with the Y4, (b) vehicle operation costs for the users specified before, (c) reduction of accidents, and (d) potential savings in $CO_2$ emissions.

24. **Project costs** Three options were studied. Among these, the Government chose Option 1 due to costs and the need to link the PK24 industrial zone along the *Autoroute du Nord*. For Section 2 (in red below), the costs per options are described in Table 5.11 below. The periodic maintenance costs are estimated as 5 percent of the investments costs each seven years.

*Figure 5.3: Akwaba Intersection Current and Future Designs*

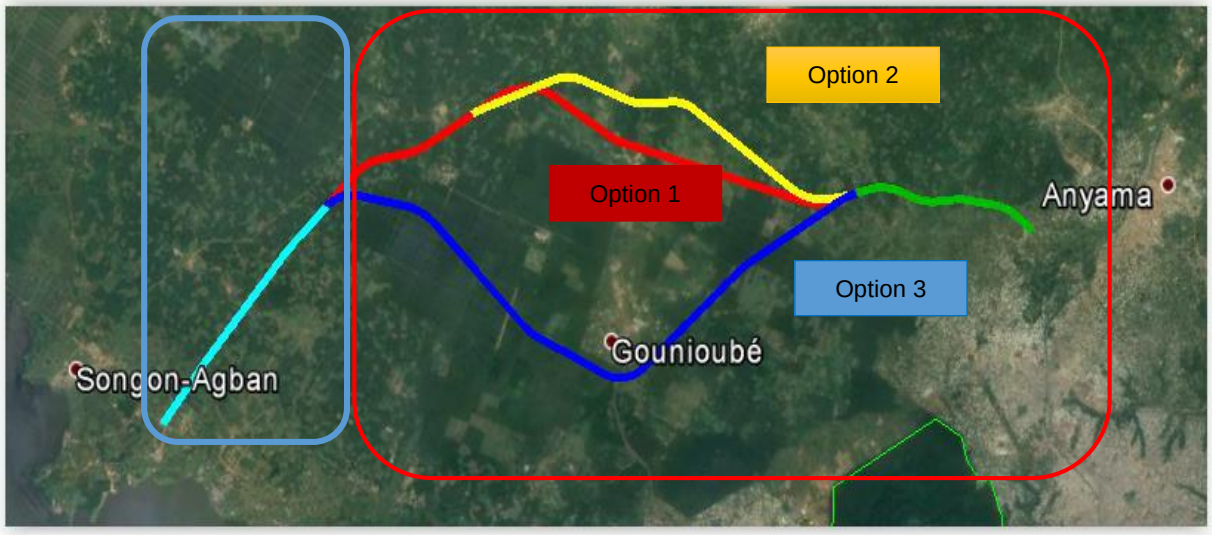



*Table 5.11: Results of the Economic Appraisal*

| Option | *Option 1* | Option 2 | Option 3 |
|---|---|---|---|
| Distance (km) | *11.9* | 12.5 | 13 |
| Work costs (US$, millions) | *105* | 109 | 119.5 |
| Cost per km (US$/km) | *8.8* | 8.7 | 9.2 |
| Land acquisition costs (US$, millions) | *1,906,344* | - | - |

25. **Traffic** This new highway should help avoid some travel through the center of the Abidjan Agglomeration, especially for trucks. The model estimated the following annual average daily traffic (AADT) for Section 2.

*Table 5.12: Annual average daily traffic*

| Timeline | AADT Total | AADT Trucks | % Trucks |
|---|---|---|---|
| 2020 | 6 164 | 785 | 12.7 |
| 2030 | 17,898 | 2,307 | 12.8 |
| 2040 | 34,187 | 4,953 | 14.5 |

26. The traffic growth rate used here is derived from the Urban Planning Master Plan and the consultant's model.

*Table 5.13: Traffic growth rate*

| | Growth Rate (%) – All Vehicles | Growth Rate (%) – Trucks |
|---|---|---|
| 2020–2030 | 8 | 9 |
| 2030–2040 | 6 | 7 |

27. **Daily time saving benefits for the Abidjan agglomeration.** The time savings due to this infrastructure are derived from (a) the Y4 road and (b) the time saved by the road users on other itineraries that have been relieved from congestion due to the shift of itinerary after the opening of the Y4. These savings are thus assessed at the scale of the whole agglomeration. These numbers are derived from a global traffic simulation.

*Table 5.14: Daily time saving benefits*

| | ***Passengers*** | | ***Goods*** | |
|---|---|---|---|---|
| **Timeline** | **Vehicles x Hours (Without Project)** | **Vehicles x Hours (With Project)** | **Number of Vehicles x Hours (Without Project)** | **Number of Vehicles x Hours (With Project)** |
| 2020 | 766,077 | 516,230 | 9,844 | 7,004 |
| 2030 | 1,250,969 | 842,980 | 19,593 | 13,884 |
| 2040 | 2,231,345 | 1,503,619 | 38,867 | 27,541 |

28. **VOC savings for the Abidjan agglomeration** are saved thanks to the reduction of the length of the itineraries at the scale of the GAA, as presented in the tale below.

*Table 5.15: VOC savings for the Abidjan agglomeration*

| | ***Passengers*** | | | | ***Goods*** | | | |
|---|---|---|---|---|---|---|---|---|
| Timeline | Vehicles x km (Without Project) | VOC (Without Project) XOF, million, | Vehicles x km (With Project) | VOC (With Project) | Vehicles x km (Without Project) | VOC (Without Project) | Vehicles x km (With Project) | VOC (With Project) |
| 2020 | 2,267,732,289 | 314 | 1,974,286,834 | 273 | 58,173,470 | 43.6 | 56,449,941 | 42.3 |
| 2030 | 3,703,101,804 | 514 | 3,223,918,967 | 445 | 115,323,542 | 86.5 | 111,906,804 | 83.9 |
| 2040 | 6,605,199,890 | 917 | 5,750,484,413 | 795 | 228,767,021 | 171.6 | 221,989,247 | 166.5 |

29. Specific examples are presented in the table below**.**

| Itinerary | Travel Time Without Project (Minutes) | Travel Time with Project (Minutes) |
|---|---|---|
| Anyama - PK24 industrial zone | 63 | 29 |
| Palmeraie - Songon | 91 | 77 |
| PK24 industrial zone - Abidjan Port | 92 | 80 |

30. **$CO_2$ Emissions** The reduction in vehicle-kilometer in the whole city translates into reduction of $CO_2$ emitted by the traffic. The savings in monetary terms were estimated with the World Bank carbon pricing guide, with the following values for a ton of $CO_2$:

| US$ per $CO_2$ Ton | 2015 | 2020 | 2030 | 2040 | 2050 |
|---|---|---|---|---|---|
| Low | 15 | 20 | 30 | 40 | 50 |
| **Base** | **30** | **35** | **50** | **65** | **80** |
| High | 50 | 60 | 90 | 120 | 150 |

31. **Main assumptions.** As the reduction of vehicle-kilometer is considered for the whole agglomeration, the accounting considered a diesel car (Diesel 1.4 -2.0 l), Euro III (2001–2002), which is the average vehicle in Abidjan.[31] The United States Environmental Agency provides average consumption standards for each year of vehicle manufacturing. Euro III diesel consumes on average 8 L for 100 km and

[31] Duzan Conseil, IFC-funded study on the car market in Côte d'Ivoire: *Feasibility Study of the Automobile Industry Development in Côte d Ivoire.*

emits on average 214.53 $gCO_2$ per km. Also, the reduction of Particulate Matters (PM) related to this old diesel-based fleet amounts to 11,500, providing minor but non-negligible environment improvement in Abidjan.

| Timeline (Yearly) | $CO_2$ Savings ($tCO_2$) | $CO_2$ Savings (XOF, billions) | $CO_2$ Savings (US$, millions) |
|---|---|---|---|
| 2020 | 63,461 | 1.17 | 2.22 |
| 2030 | 103,758 | 2.73 | 5.19 |
| 2040 | 185,221 | 6.34 | 12.04 |

32. **Results.** The project yields a high EIRR and NPV (at 12 percent).

| EIRR | NPV (US$, millions) |
|---|---|
| **70%** | **782.4** |

***Abidjan Port access roads***

33. The project intends to rehabilitate three key roads of the port area: (a) MAERSK-SEPBA (V16), (b) UNICAO-OIC (V17), and (c) Zimbabwe access road-Boulevard Petit Bassam (V18).

34. **Traffic counts.** Surveys were conducted to assess the AADT on these roads and the results are presented below.

| Itinerary | Section | Cars | Taxis | Vans | Small Buses | Buses | Light Trucks | Trucks | Heavy Trucks | Motor-cycles | Total | Trucks % |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| MAERSK – SEPBA | | 172 | 24 | 0 | 0 | 2 | 38 | 60 | 323 | 176 | 795 | 52 |
| UNICAO – OIC | OIC – UNICAO | 1,433 | 1,157 | 71 | 3 | 2 | 232 | 347 | 856 | 2,259 | 6,360 | 22 |
| | UNICAO – Port Blvd. | 728 | 331 | 38 | 0 | 0 | 69 | 201 | 461 | 486 | 2,314 | 32 |
| PETIT BASSAM – ZIMBABWE | - | 703 | 674 | 22 | 0 | 2 | 104 | 158 | 450 | 575 | 2,688 | 26 |

35. Due to the proximity of the port area, these roads demonstrate a significant percentage of trucks and heavy vehicles. This is the main rationale for improving these roads that are not fully paved.

36. **Traffic growth**. The traffic growth estimations are based on the national GDP and city population expected growth rates.

| Freight | Passengers |
|---|---|
| 7% | 3% |

37. **Induced additional traffic.** The significant enhancement of the road state will induce additional traffic opportunities, which is summarized below.

| Itinerary | Section | Cars | Taxis | Vans | Small Buses | Buses | Light Trucks | Trucks | Heavy Trucks | Total | Trucks % |
|---|---|---|---|---|---|---|---|---|---|---|---|
| MAERSK – SEPBA | | 52 | 7 | 0 | 0 | 0 | 11 | 6 | 87 | 163 | 64 |
| UNICAO – OIC | OIC – UNICAO | 430 | 348 | 21 | 1 | 1 | 70 | 46 | 112 | 1,029 | 22 |
| | UNICAO – Port Bd. | 218 | 99 | 11 | 0 | 0 | 21 | 47 | 135 | 531 | 38 |
| PETIT BASSAM – ZIMBABWE | - | 211 | 202 | 7 | 0 | 0 | 31 | 93 | 247 | 791 | 47 |

38. **Project costs**

| Costs | V16 | V17 | V18 |
|---|---|---|---|
| | | Option 1 | Option 2 |
| Length (km) | 0.4 | 1.2 | 2.8 |
| Total investments costs (XOF, millions) | 224.2 | 523.3 | 1,076.4 |
| Total investments costs (US$, millions) | 0.43 | 0.99 | 2.04 |

39. **Road quality enhancement** is presented in the table below through the improvement of the IRI.

| Road | V16 | V17 | V18 | Average |
|---|---|---|---|---|
| **IRI without project** | 11 | 20 | 12 | 15 |
| **IRI with project** | 2 | 2 | 2 | 2 |
| **Yearly VOC without project (k XOF per vehicle-km)** | 8,125 | 13,148 | 13,854 | 11,709 |
| **Yearly VOC with project (k XOF per vehicle-km)** | 2,953 | 3,456 | 3,481 | 3,296 |

40. **Overall results** are presented in the table below:

| | V16: MAERSK SEPBA | V17: UNICAO - OIC | V18: Zimbabwe – Petit Bassam | Overall |
|---|---|---|---|---|
| **EIRR** | **4%** | **64%** | **49%** | **49%** |

| | | | | |
|---|---|---|---|---|
| **NPV (US$, millions)** | **-0.161** | **4.518** | **2.893** | **7.249** |

**Summary economic analysis for the road infrastructures activities**

41. The economic evaluation of the overall road transport infrastructure investments financed by the project yields an NPV of US$971.5 billion and an ERR of 62 percent. These investments are economically viable and will significantly improve transportation in the GAA. The detailed results are presented in the table below.

| Activity | Investments Costs (US$, millions) | EIRR (%) | NPV (at 12%) (US$, millions) |
|---|---|---|---|
| *Akwaba intersection redesign* | 50.4 | 47 | 181.9 |
| *Y4 ring road Section 2* | 117.2 | 70 | 782.4 |
| *Abidjan port area roads* | 5.7 | 49 | 7.2 |
| ***Overall*** | **164.3** | **62** | **971.5** |

***Component 3: Logistics services and Competitiveness***

42. This component will address inefficiencies, in port operations and across the logistics sector value chains, which hamper Abidjan City's future economic growth and prosperity. Specific activities under this component will focus on easing traffic congestion in and around the port area, professionalizing the logistics industry, and helping create the condition for increased private sector participation in the financing and operating the LP/dry port to be built.

43. ***Development of an LP and a truck traffic management system within the PAA.*** The development of an LP to be procured through PPP, in line with the MFD approach, will maximize value for money for Côte d'Ivoire by leveraging private sector know-how and innovation to reduce the investment costs and improve the delivery of logistics services. While the LP feasibility study and structuring of the PPP transaction in under way, it is expected that it will encompass key facilities such as (a) a dry port providing additional capacity of the PAA offshore area (under customs); (b) a TPF; and (c) an LZ for stowage, warehousing, repackaging, and light transformation. Combined with a truck management system, the LP is expected to address the main problems of (a) inefficient intra-port operation, causing substantial ships unloading delays and shortage in storage areas and (b) poor truck traffic management around the port area and along its main access roads and delivery routes, causing urban congestion and inefficient logistic chains.

44. Depending on the chosen location of the LP and its main means of connectivity to the PAA port—that is, by road, rail, barging, or a combination thereof—it will have an impact of additional saving in trucks' access time to the port, vehicle operating costs, road accidents, and GHG emissions, if modes other than the road were retained. However, the main benefit engendered by the LP is the improved operation within the port, substantially reducing the ships' on-sea waiting time by 20 days on average, and as a consequence the related economic costs. In addition, with the improved operational efficiency, the port

is expected to increase its throughput capacity and its competitiveness in the region as a preferred gateway for the landlocked countries, which will draw in more traffic and more economic activities and growth for Abidjan and Côte d'Ivoire as a whole.

45. ***Public and private sector capacity building in the logistics sector.*** The activities under this heading will support the competitiveness of the logistics sector in the GAA through the development of skills in the areas of logistics services for both the public and private sectors. The gap in competitiveness across the logistics value chain within the port ecosystem is a source of significant productivity and efficiency loss. A professionalized logistics chain will contribute to significantly reducing the costs and delays of traffic movements in and out of the port area, thereby helping to reduce traffic and congestion in and around the port. Better-trained civil servants will be able to better regulate the sector, reducing informality and improving the quality and reliability of the services rendered to the industry. Also, the access to a greater pool of trained employees and firsthand experience in logistics will encourage more investment in this sector in the GAA, in line with the Government's ambition to turn it into a major regional and international logistics hub.

## ANNEX 6: SUMMARY OF PROJECT PROCUREMENT STRATEGY FOR DEVELOPMENT

### COUNTRY: CÔTE D'IVOIRE
### PROJECT TO SUPPORT THE GREATER ABIDJAN PORT - CITY INTEGRATION SUF

1. **Procurement procedures.** Procurement for the proposed operation will be carried out in accordance with World Bank Procurement Regulations for IPF Borrowers—Procurement in IPF: Good, Works, Non-Consulting, and Consulting Services, of July 1, 2016, and the provisions stipulated in the Financing Agreement. Further, the Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants, of October 15, 2006, and revised in January 2011, will apply.

2. **Project Procurement Strategy for Development (PPSD).** The PPSD and the procurement plan developed for the proposed project reflect the current situation on the ground. The PPSD will be a living document that at any time and depending on the market conditions may change. Main considerations requiring attention of the project are as follows:

- *Works.* Approximately 80 percent of the investment will be used to implement market activities which mainly concern the construction work of Section 2 of the Abidjan Y4 bypass and the construction of an LP, including the dry port, the LZ, and a truck parking; addressing of the streets in the District of Abidjan; as well as the development of the green zone. Thus, most of the works imply a complexity to realize and unusual sizing at the national level.

- *Consultancy services*. About 20 percent involve large-scale studies and the monitoring and control of the works contracts to be performed. In addition to this, the project management component will include the fiduciary management of the project and the coordination of activities with the involvement of project stakeholders.

- Studies, monitoring and control of the works contracts involved, the complexity of the choice of consultants is as mentioned in the works contracts. In addition, regarding the studies, institutional and regulatory implications will have to be taken into account for the implementation of activities such as the creation of the metropolitan governance structure of the SDUGA. The involvement of the World Bank is relevant in view of the estimates of the activities to be carried out and the required technicality.

- *Goods* have a small share in overall funding (less than 1 percent). They will be fully provided by local companies whose knowledge is recognized in the fields at stake.

## ANNEX 7: FINANCIAL MANAGEMENT AND DISBURSEMENTS ARRANGEMENTS

### COUNTRY: CÔTE D'IVOIRE
### PROJECT TO SUPPORT THE GREATER ABIDJAN PORT - CITY INTEGRATION SUF

1. An FM assessment of the PRICI PCU, identified to manage the project, was carried out in February 2018. The objective of the assessment was to determine whether the PCU has acceptable FM arrangements in place to ensure that the project funds will be used only for intended purposes, with due attention to considerations of economy and efficiency. The assessment complied with the FM Manual for World Bank investment projects financing operations, effective December 11, 2014.

2. Arrangements are acceptable if they are capable of accurately recording all transactions and balances, supporting the preparation of regular and reliable financial statements, safeguarding the project's assets, and are subject to auditing arrangements acceptable to the World Bank. These arrangements should be in place when the new project implementation starts and be maintained as such during project implementation. The assessment concluded that the FM of the PCU satisfies the World Bank's minimum requirements under World Bank IPF Policy and Directive and therefore is adequate to provide, with reasonable assurance, accurate and timely FM information on the status of the project required by the World Bank.

3. The overall FM risk rating is assessed as Substantial and mitigation measures proposed (see table 7.1) will strengthen the internal control environment and maintain the continuous timely and reliability of information produced by the PCU and an adequate segregation of duties.

*Table 7.1: FM Action Plan*

| Action | Responsible Party | Deadline and Conditionality |
|---|---|---|
| 1. Recruit one accountant | PRICI PCU | Two months after effectiveness |
| 2. Recruit one assistant accountant in charge of treasury and one assistant for administration and finance | PRICI PCU | Two months after effectiveness |
| 3. Update the configuration of the accounting software to allow the recording of the GAPCIP | PRICI PCU | Two months after effectiveness |
| 4. Update the PIM, including fiduciary procedures (Tome 1) to include specific arrangements related to the new project- GAPCIP | PRICI PCU | Three months after effectiveness |
| 5. Revise the annual audit program of inspection Générale des finances (General Finance Inspection, IGF) and the internal auditor to include GAPCIP transaction | MEF/IGF and PRICI PCU | Two months after effectiveness |
| 6. Recruit an external auditor | PRICI PCU | Six months after effectiveness |

*Note:* MEF = Ministry of Economy and Finance.

4. **Internal control system.** An FM Procedures Manual is available to define control activities and an internal audit function to carry out ex post reviews and to evaluate the performance of the overall internal

control system. Due to the increase in the PRICI PCU workload, the internal audit team will be strengthened with the selection of an audit assistant. In addition, in line with the new Decree No. 475 governing the modalities of donor-financed project implementation in Côte d'Ivoire, the IGF will oversee the internal audit function of the project. To address the weaknesses identified during the implementation of the PRICI (Phase 1) and the Project of Emergency Urban Infrastructure (PUIUR), the composition, mandate, and frequency of meetings of the Steering Committee will be strengthened to ensure adequate oversight of the project.

5. **Planning and budgeting.** The CC PRICI will prepare a detailed consolidated Annual Budgeted Work Plans (ABWP) for implementing the project activities. The ABWP will be submitted to the project Steering Committee for approval and thereafter to IDA for no-objection, no later than November 30 of the year preceding the year the work plan should be implemented. The disbursement forecast will be attached to the ABWP.

6. **Accounting.** The prevailing accounting policies and procedures in line with the West African Francophone countries accounting standards—Accounting System for the Harmonization of Business Climate in Africa (SYSCOHADA)—in use in Côte d'Ivoire for ongoing World Bank-financed operations will apply. The accounting systems and policies and financial procedures used by the project will be documented in the project's administrative, accounting, and financial manual. The PCU will customize the existing accounting software to meet the new project requirements.

7. **Interim financial reporting.** The unaudited Interim Financial Reports (IFR) will be prepared every quarter and submitted to the World Bank regularly (for example, 45 days after the end of each quarter) and on time. The frequency of IFR preparation as well as its format and content will remain unchanged. The consolidated quarterly IFR for the project includes the following financial statements: (a) Statement of Sources of Funds and Project Revenues and Uses of funds; (b) Statement of Expenditures (SoE) classified by project components and/or disbursement category (with additional information on expenditure types and implementing agencies as appropriate), showing comparisons with budgets for the reporting quarter, the year, and cumulatively for the project life; (c) cash forecast; (d) explanatory notes; and (e) Designated Account (DA) activity statements.

8. **Annual financial reporting.** In compliance with International Accounting Standards and IDA requirements, the CC PRICI will produce annual financial statements. These include (a) a Balance Sheet that shows assets and liabilities; (b) a Statement of Sources and Uses of Funds showing all the sources of project funds and expenditures analyzed by project component and/or category; (c) a DA Activity Statement; (d) a Summary of Withdrawals using SoEs, listing individual Withdrawal Applications by reference number, date, and amount; and (e) notes related to significant accounting policies and accounting standards adopted by management and underlying the preparation of financial statements.

9. **Auditing.** The PCU will submit audited project financial statements satisfactory to the World Bank every year within six months after closure of the fiscal year. The audit will be conducted by an independent auditor with qualifications and experience acceptable to the World Bank. A single opinion on the audited project financial statements in compliance with the International Federation of Accountants will be required. In addition, a Management Letter will be required. The Management Letter will contain auditor observations and comments and recommendations for improvements in accounting records, systems,

controls, and compliance with financial covenants in the Financial Agreement. The report will also include specific controls such as compliance with procurement procedures and financial reporting requirements and consistency between financial statements and management reports as well as findings of field visits (for example, physical controls). The audit report will thus refer to any incidence of noncompliance and ineligible expenditures and misprocurement identified during the audit mission (see Table 7.2). The project will comply with the World Bank disclosure policy of audit reports and place the information provided on the official website within two months of the report being accepted as final by the team and the World Bank.

*Table 7.2: Due Dates of the Audit Report*

| Audit Report | Due Date | Responsible Party |
|---|---|---|
| Audited financial statements including audit report and Management Letter | (a) No later than June 30 (2000 + N) if effectiveness has occurred before June 30 (2000 + N-1).<br>(b) No later than June 30 (2,000 + N+1) if effectiveness has occurred after June 30, (2000 + N-1) | MEF/CC PRICI |

10. **Upon credit effectiveness, transaction-based disbursements will be used.** The project will finance 100 percent of eligible expenditures inclusive of taxes. A DA will be opened at the Central Bank and a Project Account in a commercial bank under terms and conditions acceptable to IDA. The ceiling of the DA will be established at XOF 12.716 billion, which represents six months of forecasted project expenditures expected to be paid from the DA during Year 1. An initial advance up to the ceiling of the DA will be made and subsequent disbursements will be made against submission of SoE reporting on the use of the initial/previous advance. The option to disburse against submission of quarterly unaudited IFRs (also known as report-based disbursements) could be considered, as soon as the project meets the criteria. Other methods of disbursing the funds (reimbursement, direct payment, and special commitment) will also be available to the project. The minimum value of applications for these methods is 20 percent of the DA ceiling. The project will sign and submit Withdrawal Applications electronically using the eSignatures module accessible from the World Bank's Client Connection website.

*Table 7.3: Eligible Expenditures*

| Category | Amount of the Credit Allocated (expressed in EUR) | Percentage of Expenditures to be Financed (exclusive of Taxes) |
|---|---|---|
| (1) Goods, works, non-consulting services, and consulting services for the Project except Part 3.1 | 210,148,750 | 100% |
| (2) Goods, works, non-consulting services, and consulting services for Part 3.1 of the Project | 45,500,000 | 1% up to 100%, as notified to the Recipient by the Association from time to time by written notice |
| (3) Emergency Expenditures under Part 5 of the Project | 0 | 100% |
| (4) Refund of Preparation Advance | 4,200,000 | Amount payable pursuant to Section 2.07 (a) of the General Conditions |

| | | |
|---|---|---|
| (5) Front-end Fee | 651,250 | Amount payable pursuant to Section 2.03 of this Agreement in accordance with Section 3.08 (b) of the General Conditions |
| (6) Interest Rate Cap or Interest Rate Collar premium | 0 | Amount due pursuant to Section 4.06 (c) of the General Conditions |
| **TOTAL AMOUNT** | 260,500,000 | |

11. **Local taxes.** Funds will be disbursed in accordance with project categories of expenditures and components, as shown in the Financing Agreement. Financing of each category of expenditure/component will be authorized as indicated in the Financing Agreement and will be inclusive of taxes according to the current country financing parameters approved for Côte d'Ivoire.

12. **Support to the implementation plan.** FM supervisions will be conducted over the project's lifetime. The project will be supervised on a risk-based approach. Based on the outcome of the FM risk assessment, the following implementation support plan is proposed. The objective of the implementation support plan is to ensure that the project maintains a satisfactory FM system throughout its life.

*Table 7.4: FM Implementation Support Plan*

| FM Activity | Frequency |
|---|---|
| **Desk reviews** | |
| IFRs' review | Quarterly |
| Audit report review of the program | Annually |
| Review of other relevant information such as interim internal control systems reports | Continuous, as they become available |
| **On-site visits** | |
| Review of overall operation of the FM system (Implementation Support Mission) | Yearly for Moderate risk |
| Monitoring of actions taken on issues highlighted in audit reports, auditors' Management Letters, internal audits, and other reports | As needed |
| Transaction reviews | As needed |
| **Capacity-building support** | |
| FM training sessions | Before project effectiveness and during implementation as needed |

*Table 7.5: Update of the FM Risk Rating of the CC PRICI*

| Type of Risk | Residual Risk Rating | | Brief Explanation of Changes and any New Mitigation Measures |
|---|---|---|---|
| | Previous | FMAR | |
| **Inherent Risk** | | | |
| Country level | H | H | |
| Entity level | M | M | |
| Program level | S | S | |
| **Overall Inherent Risk** | **S** | **S** | |
| **Control Risk** | | | |
| Budgeting | S | S | |
| Accounting | M | M | |
| Internal controls | S | S | The signing of the protocol between the IGF and PCU of the PRICI will allow the IGF to include this project in its scope of work. The involvement of the IGF will be assessed during project implementation. |
| Funds Flow | S | S | Most of the activities related to infrastructure/constructions; thus, the FM risk is Substantial. However, procurement risk rating may be affected. Updated FM manual requiring close monitoring of advances made to Project Executing Agencies (PEAs). Internal audit function strengthened, including the |

| Type of Risk | Residual Risk Rating | | Brief Explanation of Changes and any New Mitigation Measures |
|---|---|---|---|
| | Previous | FMAR | |
| | | | involvement of the IGF in line with the Decree No. 2015-475. |
| Financial Reporting | M | M | |
| Auditing | M | M | |
| **Overall control risk** | **S** | **M** | |
| **Overall FM risk** | **S** | **S** | |

*Note:* M = Moderate; S = Satisfactory; H = High.