Benin Cross Border Tourism and Competitiveness Project (P149117)

Key Dates

**Key Project Dates**

- Bank Approval Date: 25-Mar-2016
- Effectiveness Date: 30-Dec-2016
- Planned Mid Term Review Date: 06-May-2019
- Actual Mid-Term Review Date: --
- Original Closing Date: 31-Dec-2021
- Revised Closing Date: 31-Dec-2021

**Project Development Objectives**

Project Development Objective (from Project Appraisal Document)

The Project Development Objective is to contribute to increased cross-border tourism and private sector investment in selected tourism destinations and value chains, in Recipient's territory.

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

No

**Components**

<table>
<thead>
<tr>
<th>Name</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improving Benin's Tourism Development Framework</td>
<td>$8.00 M</td>
</tr>
<tr>
<td>Tourism Destination and Product Development</td>
<td>$23.50 M</td>
</tr>
<tr>
<td>Support to MSME Upgrading, Linkages and Expansion</td>
<td>$10.00 M</td>
</tr>
<tr>
<td>Project Management</td>
<td>$4.50 M</td>
</tr>
<tr>
<td>Unallocated</td>
<td>$4.00 M</td>
</tr>
</tbody>
</table>

**Overall Ratings**

<table>
<thead>
<tr>
<th>Name</th>
<th>Previous Rating</th>
<th>Current Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Progress towards achievement of PDO</td>
<td>Satisfactory</td>
<td>Moderately Satisfactory</td>
</tr>
<tr>
<td>Overall Implementation Progress (IP)</td>
<td>Satisfactory</td>
<td>Moderately Satisfactory</td>
</tr>
<tr>
<td>Overall Risk Rating</td>
<td>Substantial</td>
<td>Substantial</td>
</tr>
</tbody>
</table>

**Implementation Status and Key Decisions**

The Budget and work program for 2018 has been approved by the bank and if properly implemented should lay the ground for the completion of the project critical activities and attainment of development objectives. The activities envisioned in 2018 can be summarized by component as follows:

**Component 1**: Following the completion of the consultancy work for the diagnosis and design of a program to overhaul the tourism licensing system, additional support (recruitment of TA and purchase of needed equipment) will be provided to the government to implement the key
recommendations of the study. It is expected that a draft new legislation governing Tourism licensing in Benin will be prepared and submitted to the cabinet for approval. By December 2018.

**Component 2:** the ANPT has presented a list of activities to be budgeted in 2018, amounting to about $6m to start the infrastructure rehabilitation work in Ouidah. This will include a parking lot, the rehabilitation (including drainage and pavement) of a couple of roads connecting important sites within Ouidah, a architectural and design studies; and launch of construction works for the Portuguese fort.

**Component 3:** The private firm in charge of the management of the grant mechanism will be hired by end of April. The first round of the challenge fund has been launched in collaboration with Seme City agency (Government program aiming to build a smart city and including an incubation program). The award winning projects will be selected during a forum on entrepreneurship and innovation scheduled for April 5 and 6, 2018 in Cotonou.

### Risks

**Systematic Operations Risk-rating Tool**

<table>
<thead>
<tr>
<th>Risk Category</th>
<th>Rating at Approval</th>
<th>Previous Rating</th>
<th>Current Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Political and Governance</td>
<td>Substantial</td>
<td>Substantial</td>
<td>Substantial</td>
</tr>
<tr>
<td>Macroeconomic</td>
<td>Moderate</td>
<td>Moderate</td>
<td>Moderate</td>
</tr>
<tr>
<td>Sector Strategies and Policies</td>
<td>Substantial</td>
<td>Substantial</td>
<td>Substantial</td>
</tr>
<tr>
<td>Technical Design of Project or Program</td>
<td>Moderate</td>
<td>Moderate</td>
<td>Moderate</td>
</tr>
<tr>
<td>Institutional Capacity for Implementation and Sustainability</td>
<td>Substantial</td>
<td>Substantial</td>
<td>Substantial</td>
</tr>
<tr>
<td>Fiduciary</td>
<td>Substantial</td>
<td>Substantial</td>
<td>Substantial</td>
</tr>
<tr>
<td>Environment and Social</td>
<td>Substantial</td>
<td>Substantial</td>
<td>Substantial</td>
</tr>
<tr>
<td>Stakeholders</td>
<td>Moderate</td>
<td>Moderate</td>
<td>Moderate</td>
</tr>
<tr>
<td>Other</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Overall</td>
<td>Substantial</td>
<td>Substantial</td>
<td>Substantial</td>
</tr>
</tbody>
</table>

### Results

**PDO Indicators by Objectives / Outcomes**

contribute to increased cross-border tourism and private sector investment in Selected Tourism Desti

**Number of tourism firms in Benin (Number, Custom)**

<table>
<thead>
<tr>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>0.00</td>
<td>0.00</td>
<td>200.00</td>
</tr>
<tr>
<td>Date</td>
<td>15-Feb-2016</td>
<td>01-Feb-2018</td>
<td>14-Sep-2018</td>
</tr>
<tr>
<td>Comments:</td>
<td>Active licenses for hotels, restaurants and travel agencies, as recorded by the ministry responsible for tourism development and its agencies.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Additional private investment by firms benefitting from project support (Amount(USD), Custom)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Value</strong></td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>10.00</td>
</tr>
<tr>
<td><strong>Date</strong></td>
<td>15-Feb-2016</td>
<td>01-Feb-2018</td>
<td>14-Sep-2018</td>
<td>31-Dec-2021</td>
</tr>
<tr>
<td><strong>Comments:</strong></td>
<td>Annual data collection survey including new firms as they are approved for direct support under the project, with baseline measured at time of approval (questionnaire included).</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Number of international tourist arrivals (of which coming from Nigeria) (Number, Custom)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Value</strong></td>
<td>11,575.00</td>
<td>11,575.00</td>
<td>11,575.00</td>
<td>60,000.00</td>
</tr>
<tr>
<td><strong>Date</strong></td>
<td>15-Feb-2016</td>
<td>01-Feb-2018</td>
<td>14-Sep-2018</td>
<td>31-Dec-2021</td>
</tr>
<tr>
<td><strong>Comments:</strong></td>
<td>Statistics as recorded by the ministry responsible for tourism development and its agencies.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Intermediate Results Indicators by Components

### Improving Benin’s Tourism Development Framework

#### Percentage of tourism business licensing requests approved (Percentage, Custom)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Value</strong></td>
<td>26.00</td>
<td>26.00</td>
<td>26.00</td>
<td>40.00</td>
</tr>
<tr>
<td><strong>Date</strong></td>
<td>31-Dec-2014</td>
<td>01-Feb-2018</td>
<td>14-Sep-2018</td>
<td>31-Dec-2021</td>
</tr>
<tr>
<td><strong>Comments:</strong></td>
<td>Statistics as recorded by the ministry responsible for tourism development and its agencies from applications received by for hotels, restaurants and travel agencies/tour operators.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Number of direct beneficiaries of sub-component activities (Number, Custom)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Value</strong></td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>100.00</td>
</tr>
<tr>
<td><strong>Date</strong></td>
<td>15-Feb-2016</td>
<td>01-Feb-2018</td>
<td>14-Sep-2018</td>
<td>31-Dec-2021</td>
</tr>
<tr>
<td><strong>Comments:</strong></td>
<td>This includes those involved in training, skills development, capacity building, awareness raising activities and associated under the project, as recorded by the PMU.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Satisfaction rating from post-workshops/meetings citizen engagement questionnaires (Yes/No, Custom)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Value</strong></td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td><strong>Date</strong></td>
<td>15-Feb-2016</td>
<td>01-Jan-2018</td>
<td>14-Sep-2018</td>
<td>31-Dec-2021</td>
</tr>
<tr>
<td>Comments:</td>
<td>Rating (number out of 5) - A simple, one-page meeting satisfaction sheet will be distributed at each meeting and/or workshop organized as part of project implementation, and the PIU will be responsible for collecting it, sorting it and compiling it so rating numbers can easily be averaged in aggregate but also by sub-categories of meetings, especially those explicitly organized for consultation of local stakeholders.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Tourism Destination and Product Development

**Number of persons reached by destination marketing activities (Number, Custom)**

<table>
<thead>
<tr>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Date</td>
<td>15-Feb-2016</td>
<td>01-Jan-2018</td>
<td>14-Sep-2018</td>
</tr>
<tr>
<td>Comments:</td>
<td>The firm chosen to implement this subcomponent after competitive selection will be required to set up rating tools for each of the marketing tools developed, including tracking tools for the number of persons reached by the corresponding activities (website consultations and clicks, number of people visiting marketing stands at international forums in Nigeria etc.). The total number will be the compilation of performance indicators for each marketing tool. The baseline is zero, except for the website, which already has a number of visitors per year that will need to be measured.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Number of visitors to the Portuguese Fort ("Ouidah Museum") (Number, Custom)**

<table>
<thead>
<tr>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Date</td>
<td>14-Dec-2015</td>
<td>30-Jun-2017</td>
<td>14-Sep-2018</td>
</tr>
<tr>
<td>Comments:</td>
<td>Records from the Portuguese Fort (&quot;Ouidah Museum&quot;)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Level of satisfaction of beneficiaries (visitors and communities) from Comp 2 activities (Percentage, Custom)**

<table>
<thead>
<tr>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Date</td>
<td>14-Dec-2015</td>
<td>01-Jan-2018</td>
<td>14-Sep-2018</td>
</tr>
<tr>
<td>Comments:</td>
<td>Survey of visitors and local communities at strategic sites to be determined, to explain developments and assess satisfaction. This will include a final rating as a number out of 5: 1 for very unsatisfied with developments, 2 for relatively unsatisfied, 3 for indifferent, 4 for relatively satisfied, 5 for very satisfied.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Support to MSME Upgrading, Linkages and Expansion

**Number of MSME receiving technical support (Number, Custom)**

<table>
<thead>
<tr>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Date</td>
<td>15-Feb-2016</td>
<td>01-Jan-2018</td>
<td>14-Sep-2018</td>
</tr>
<tr>
<td>Comments:</td>
<td>The implementing firm for Component 3.1 will be required to keep clear records of the number of firms supported under the component. This number will then be collected by the PMU.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Of which led by female entrepreneurs (Number, Custom Breakdown)**
### Additional volume of credit allocated to MSMEs supported under the project (Amount(USD), Custom)

<table>
<thead>
<tr>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>20.00</td>
</tr>
</tbody>
</table>

| Date     | 18-Jan-2016       | 01-Jan-2018      | 14-Sep-2018 | 31-Dec-2021 |

**Comments:**
The assumption is that lending done through the RSF will be attributable to the project, as banks would not have lent without it – given the constraints associated with the RSF management, they would not use it unless they actually need it to mitigate counterparty risk.

### Of which percentage of firms led by female entrepreneurs (Percentage, Custom Supplement)

<table>
<thead>
<tr>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>20.00</td>
</tr>
</tbody>
</table>

**Value of locally produced goods sourced by tourism enterprises in target area (Amount(USD), Custom)**

<table>
<thead>
<tr>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>5.00</td>
</tr>
</tbody>
</table>

| Date     | 15-Feb-2016       | 30-Jun-2017      | 14-Sep-2018 | 31-Dec-2021 |

**Comments:**
The survey would target hotels (and their restaurants), restaurants, and crafts sellers in the areas targeted by the project and collect their procurement data on tradable goods for this indicator. Specifically, for hotels (and their restaurants) and restaurants the survey would collect the disaggregated: 1. Value of procurement directly from local (registered) supplier firms (of which operating in agribusiness/food sectors, crafts); 2. Value of procurement from local (registered) intermediaries (e.g. supermarkets/wholesalers/traders) for other agribusiness/food or crafts needs. Then it will target these intermediaries (e.g. supermarkets/wholesalers/traders) and survey their: 3. Value of procurement directly from local (registered) supplier firms (of which operating in agribusiness/food sectors, crafts). 4. Total value of procurement for goods (of which operating in agribusiness/food sectors, crafts). Taking the percentage of 3 over 4 and applying it to 2 will give a reasonable estimate of the tourism sector’s procurement of local goods through intermediaries. Then adding 1 and this number will give the total “value of locally produced goods sourced by tourism enterprises in target area”.

### Project Management

#### Plan for tourism statistics systems upgrading implemented, and visitor data disseminated (Yes/No, Custom)

<table>
<thead>
<tr>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
</tr>
</tbody>
</table>

| Date     | 15-Feb-2016       | 01-Jan-2018      | 14-Sep-2018 | 31-Dec-2021 |

**Comments:**
The tourism statistics upgrading plan will have been drafted by the very beginning of project implementation, with targeted completion by end of year 3.

**Grievances responded and/or resolved within the stipulated service standards for response times (%) (Percentage, Custom)**
<table>
<thead>
<tr>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>0.00</td>
<td>0.00</td>
<td>100.00</td>
</tr>
<tr>
<td>Date</td>
<td>15-Feb-2016</td>
<td>01-Jan-2018</td>
<td>14-Sep-2018</td>
</tr>
</tbody>
</table>

### Data on Financial Performance

#### Disbursements (by loan)

<table>
<thead>
<tr>
<th>Project</th>
<th>Loan/Credit/TF</th>
<th>Status</th>
<th>Currency</th>
<th>Original</th>
<th>Revised</th>
<th>Cancelled</th>
<th>Disbursed</th>
<th>Undisbursed</th>
<th>% Disbursed</th>
</tr>
</thead>
<tbody>
<tr>
<td>P149117</td>
<td>IDA-57810</td>
<td>Effective</td>
<td>USD</td>
<td>50.00</td>
<td>50.00</td>
<td>0.00</td>
<td>4.33</td>
<td>48.82</td>
<td>8.2%</td>
</tr>
</tbody>
</table>

#### Key Dates (by loan)

<table>
<thead>
<tr>
<th>Project</th>
<th>Loan/Credit/TF</th>
<th>Status</th>
<th>Approval Date</th>
<th>Signing Date</th>
<th>Effectiveness Date</th>
<th>Orig. Closing Date</th>
<th>Rev. Closing Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>P149117</td>
<td>IDA-57810</td>
<td>Effective</td>
<td>25-Mar-2016</td>
<td>15-Sep-2016</td>
<td>30-Dec-2016</td>
<td>31-Dec-2021</td>
<td>31-Dec-2021</td>
</tr>
</tbody>
</table>

#### Cumulative Disbursements

![Cumulative Disbursements Chart](chart.png)
Restructuring History

There has been no restructuring to date.

Related Project(s)

There are no related projects.