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Report No: 63591-CI

PROJECT APPRAISAL DOCUMENT

ON A

PROPOSED GRANT

IN THE AMOUNT OF SDR 57.9 MILLION
(US\$90 MILLION EQUIVALENT)

TO THE

REPUBLIC OF COTE D'IVOIRE

FOR THE SECOND PHASE PROJECT OF THE

ABIDJAN-LAGOS TRADE AND TRANSPORT FACILITATION PROGRAM (ALTTFP)

May 3, 2012

Transport Sector
Country Department AFCRI
Africa Region

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CURRENCY EQUIVALENTS

(Exchange Rate Effective February 29, 2012)

Currency Unit = FCFA
488FCFA = US\$1
US\$1.56 = SDR 1

FISCAL YEAR
January 1 – December 31

ABBREVIATIONS AND ACRONYMS

Accra MOU	Memorandum of Understanding on Transport and Transit Facilitation along the Abidjan-Lagos Corridor
AFD	<i>Agence française de développement</i> (French Development Agency)
AfDB	African Development Bank
AFTTR	World Bank Africa Transport Sector Unit
AGEROUTE	<i>Agence de Gestion des Routes</i> (National Road Agency)
ALCO	Abidjan-Lagos Corridor Organization
ALTTFP	Abidjan-Lagos Trade and Transport Facilitation Project
ANDE	National Environmental Agency
APL	Adaptable Program Loan
AU	Accounts Unit
BCEAO	<i>Banque Centrale Des Etats De L'Afrique De L'ouest</i> (Central Bank of West African States)
BP	Bank Procedure
CAS	Country Assistance Strategy
CBF	Community Based Facilitator
CBO	Community Based Organization
CC/PST	<i>Cellule de Coordination du Programme Sectoriel des Transports</i> (Transport Sector Program Coordination Unit)
CEMAC	<i>Communauté économique et monétaire de l'Afrique de l'Ouest</i> (Central African Economic and Monetary Community)
CET	Common External Tariff
CFA	<i>Communauté financière africaine</i> (African Financial Community)
CFAA	Country Financial Accountability Assessment
CNCS	<i>Comité National de Coordination et de Suivi</i> (National Coordination and Monitoring Committee)
CPAR	Country Procurement Assessment Report
CPS	Country Partnership Strategy
CQS	Cost and Quality Selection
DA	Designated Account
DFID	Department for International Development of UK Government
DO	Development Objective
EBID	ECOWAS Bank for Investment and Development

ECOWAS	Economic Community of West African States
EIA	Environmental Impact Assessment
EIRR	Economic Internal Rate of Return
EMP	Environmental Management Plan
ESIA	Environmental and Social Impact Assessment
EU	European Union
FM	Financial Management
FMT	Financial Management Team
GDP	Gross Domestic Product
HDM-IV	Highway Design Management Model version four
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
IA	Implementing Agency
IBRD	International Bank for Reconstruction and Development
IC	Individual Consultant
ICB	International Competitive Bidding
IDA	International Development Association
IDB	Islamic Development Bank
IDF	Institutional Development Fund
IFC	International Finance Corporation
IFR	Interim Financial Report
IMF	International Monetary Fund
IMSC	Inter-Ministerial Steering Committee
IP	Implementation Progress
IS	Implementation Support
ISDS	Integrated Safeguards Datasheet
ISO	International Standardization Organization
ISP	Implementation Support Plan
ISR	Implementation Status Report
ISRT	Inter State Road Transit Convention (<i>See TRIE</i>)
IT	Information Technology
JBP	Joint Border Post
LCS	Least Cost Selection
M&E	Monitoring and Evaluation
MCA	Millennium Challenge Account
MCC	Millennium Challenge Corporation
MDG	Millennium Development Goals
MEF	Ministry of Economy and Finance
MEI	Ministry of Economic Infrastructures
MOFEP	Ministry of Finance and Economic Planning
MOU	Memorandum of Understanding
NCB	National Competitive Bidding
NCS	Nigeria Customs Services
NEPAD	New Partnership for Africa's Development
NFC	National Facilitation Committee
NPV	Net Present Value
OP	Operation Policy

PAP	Project Affected Person
PCN	Project Concept Note
PCU	Project Coordination Unit
PDO	Project Development Objectives
PHRD	Japan Policy and Human Resources Development
PIA	Private Investors for Africa
PIM	Project Implementation Manual
PIT	Project Implementation Team
PIU	Project Implementation Unit
PPA	Project Preparation Advance
PPP	Public Private Partnership
PRSP	Poverty Reduction Strategy Paper
PSC	Project Steering Committee
QCBS	Quality and Cost Based Selection
RAP	Resettlement Action Plan
REC	Regional Economic Community
RFP	Request for Proposal
RIAS	Regional Integration Assistance Strategy
RMU	Regional Monitoring Unit
RRTTFP	Regional Road Transport and Transit Facilitation Program managed by ECOWAS
SBD	Standard Bidding Documents
STI	Sexually Transmitted Infection
SW	Single Window
TA	Technical Assistance
TOR	Terms of Reference
TRIE	<i>Convention transit routier inter-états</i> (Inter State Road Transit Convention (ISRT))
TTL	Task Team Leader
USAID	United States Agency for International Development
VOC	Vehicle Operating Costs
WADB	West Africa Development Bank
WAEMU	West African Economic and Monetary Union (or UEMOA in French)
WATTFP	West Africa Transport and Transit Facilitation Project
WB	World Bank
WCO	World Customs Organization
WHO	World Health Organization
WTO	World Trade Organization

Regional Vice President:	Obiageli K. Ezekwesili
Acting Regional Integration Director:	Elizabeth L. Lule
Country Director:	Madani M. Tall
Sector Director:	Jamal Saghir
Sector Manager:	Supee Teravaninthorn
Task Team Leader:	Anca C. Dumitrescu

THE REPUBLIC OF COTE D’IVOIRE
Second Phase (APL2) of the Abidjan-Lagos Trade and Transport Facilitation Project
(ALTTFP)

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PAD DATA SHEET

AFRICA: The Republic of Cote d'Ivoire

Second Phase (APL2) of the Abidjan-Lagos Trade and Transport Facilitation Project (ALTTFP)

PROJECT APPRAISAL DOCUMENT

Africa Region

AFTTR

Basic Information							
Date:	May 3, 2012			Sectors:	Rural and Inter-Urban Roads and highways (87%); Other domestic and international trade (11%); and Health (2%)		
Acting Regional Integration Director:	Elizabeth L. Lule			Themes:	Regional integration (P); Trade facilitation and market access (S)		
Sector Manager/Director:	S. Teravaninthorn /J. Saghir			EA Category:	B (Partial Assessment)		
Project ID:	P116323						
Lending Instrument:	Adaptable Program Loan (APL)						
Team Leader(s):	Anca C. Dumitrescu						
Does the project include any CDD component? No							
Joint IFC: No							
Borrower: The Republic of Cote d'Ivoire							
Responsible Agency: Ministry of Economy and Finance							
Contact:	Mr. Dieko Ouassou			Title:	National Coordinator		
Telephone No.:	(225) 20 21 60 05			Email:	micheldiekoouassou@yahoo.fr		
Project Implementation Period:	Start Date:	May 29, 2012		End Date:	June 30, 2018		
Expected Effectiveness Date:	September 1, 2012						
Expected Closing Date:	June 30, 2018						
Program Financing Data (US\$M)							
APL	Indicative Financing Plan				Estimated Implementation Period (Bank FY)		Borrower
	IDA US\$ m	%	Others US\$ m	Total US\$ m	Commitment Date	Closing Date	
APL 1	228.00	89%	29.50	257.50	03/23/2010	09/30/2016	Ghana, Togo, Benin
APL 2	90.0	78%	58.00	148.00	05/29/2012	06/30/2018	Cote d'Ivoire
TOTAL	318.00	61%	87.50	405.50			Cote d'Ivoire, Ghana, Togo, Benin

Project Financing Data(US\$M)

<input type="checkbox"/> Loan	<input checked="" type="checkbox"/> Grant	<input type="checkbox"/> Other
<input type="checkbox"/> Credit	<input type="checkbox"/> Guarantee	

For Loans/Credits/Others

Total Project Cost : 148.0

Total Bank Financing:
90

Total Cofinancing :58

Financing Gap :

Financing Source	Amount(US\$M)
BORROWER/RECIPIENT	58.00
IBRD	
IDA: New	90.00
IDA: Recommitted	
Others	
Financing Gap	
Total	148.00

Expected Disbursements (in USD Million)

Fiscal Year	2013	2014	2015	2016	2017	2018
Annual	2.00	20.00	30.00	23.00	10.00	5.00
Cumulative	2.00	22.00	52.00	75.00	85.00	90.00

Project Development Objective(s)

The objective of the Project is to reduce trade and transport barriers in the port and on the roads along the Corridor in the Recipient's territory.

Components

Component Name	Cost (USD Millions)
(A) Trade Facilitation	6.3
(B) Improvement of the Corridor's Road Infrastructure	138.8
(C) Project Management and Coordination	2.9
(D) HIV/AIDS Programs and Corridor Performance Monitoring (financed under APL1)	0.0

Compliance

Policy

Does the project depart from the CAS in content or in other significant respects? Yes No

Does the project require any exceptions from Bank policies?	Yes []	No [X]
Have these been approved by Bank management?	Yes []	No []
Is approval for any policy exception sought from the Board?	Yes []	No [X]
Does the project meet the Regional criteria for readiness for implementation?	Yes [X]	No []

Safeguard Policies Triggered by the Project	Yes	No
Environmental Assessment OP/BP 4.01	X	
Natural Habitats OP/BP 4.04		X
Forests OP/BP 4.36		X
Pest Management OP 4.09		X
Physical Cultural Resources OP/BP 4.11	X	
Indigenous Peoples OP/BP 4.10		X
Involuntary Resettlement OP/BP 4.12	X	
Safety of Dams OP/BP 4.37		X
Projects on International Waters OP/BP 7.50		X
Projects in Disputed Areas OP/BP 7.60		X

Legal Covenants

Name	Recurrent	Due Date	Frequency
Grant Effectiveness	No	09/01/2012	Once

Description of Covenant: The AGEROUTE Agreement has been executed and delivered on behalf of the Recipient and AGEROUTE in accordance with the provisions of Section I.B.3 of Schedule 2 to the FA (Section 5.01(a) of the FA).

Name	Recurrent	Due Date	Frequency
Project implementation	Yes	03/01/2013	Permanent

Description of Covenant: The Recipient shall, not later than six months after the Effective Date, recruit an internal auditor, with terms of reference, qualifications and experience satisfactory to the Association, in accordance with the provisions of Section III of Schedule 2 to the FA (Schedule 2, Section II, B.4 of the FA).

Name
Project implementation

Description of Covenant: The Recipient shall include in its budget in a given year the Counterpart Funding allocation for that given year as indicated in the Annual Work Plan, and provide for the availability and use of such Counterpart Funding in a timely and efficient manner for the due implementation of the Project (Schedule 2, Section V of the FA).

Name	Recurrent	Due Date	Frequency
Project implementation	No	09/01/2013	Once

Description of Covenant: The Recipient shall, under Part B. 1 and Part B.3 of the Project, ensure that the amounts specified in its Resettlement Action

Plan (RAP) that are required to be paid as compensation to the Displaced Persons have been allocated and paid to the displaced persons in accordance with a schedule acceptable to the Association and other provisions of the RAP (Schedule 2, Section I.D.3 of the FA).

Team Composition

Bank Staff

Name	Title	Specialization	Unit	UPI
Africa Olojoba Eshogba	Senior Environmental Specialist	Safeguards	AFTEN	251917
Anca Cristina Dumitrescu	Senior Transport Specialist, Task Team Leader	Management	AFTTR	98670
Saidou Diop	Senior Financial Management Specialist	Financial Management	AFTFM	271010
Daniela Junqueira	Counsel	Legal Counsel	LEGAF	
Casey Torgusson	Operations Officer, Regional Integration	Operations	AFCRI	82069
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Maurice Adoni	Senior Procurement Specialist	Procurement	AFTPC	305868
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Aissatou Diallo	Senior Finance Officer	Finance	CTRFC	241610
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Name	Title	Office Phone	City
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I. STRATEGIC CONTEXT

A. Regional Context

1. West Africa, which includes 16 countries (Benin, Burkina Faso, Cape Verde, Cote d'Ivoire, The Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Mauritania, Niger, Nigeria, Senegal, Sierra Leone and Togo), is one of the most diverse areas of the world due to geographic, demographic, climatic, religious, cultural, and historical factors. The current population of West Africa estimated at about 260 million inhabitants, of whom about 155 million live in Nigeria alone, is increasing rapidly and is expected to reach about 320 million by 2015.

2. West Africa is one of the poorest sub-regions in the world. Over the last 20 years, the economic performance of West Africa has been uneven. The devaluation of the African Financial Community (CFA) franc in 1994 did improve the economic growth for the CFA zone countries. Whereas, several countries (Benin, Cape Verde, Burkina Faso, Ghana, Mali and Senegal among others) in the sub-region have made good progress in achieving a greater degree of macroeconomic stability and economic growth, the remaining countries have had a mixed record in improving their economic performance. This has meant that over the last 20 years, the sub-region has experienced a real gross domestic product (GDP) growth rate of about one to two percent per year. Unless the GDP long term real growth rate improves substantially, it will be unlikely that the sub-region will achieve the Millennium Development Goals (MDGs) by 2015. Due to Nigeria's dominant role in the region - with about 64 percent of population and 49 percent of regional GDP, the real economy in West Africa is strongly influenced by economic developments in Nigeria, although the improved performance of Ghana, Mali, Burkina Faso and Senegal, has helped to diversify the economic structure of the region in recent years.

3. Cote d'Ivoire, a medium-size country of 322 thousand square km with a current population projected to be about 21 million, is now the third largest economy in West Africa after Nigeria and Ghana and is critical to the overall development of the sub-region. Given the size (accounting for 40 percent of GDP in the West African Economic and Monetary Union (WAEMU) group of countries), its relatively high income per capita (US\$1,050 in 2010 as per the Bank's Atlas methodology), and its role in transit trade for landlocked neighboring countries, Cote d'Ivoire plays a critical role in the economic development of the rest of the region. The country is the largest exporter of cocoa and raw cashew nuts in the world, the largest African exporter of rubber and palm oil, and the third largest exporter of non-oil products in sub-Saharan Africa (after South Africa, and Nigeria). It has a relatively diversified agricultural economy, as well as significant manufacturing, energy and service sectors.

B. Sectoral and Institutional Context

Regional Institutions

4. Although 16 countries in West Africa are members of the Economic Community of West African States (ECOWAS), only Benin, Togo, Burkina Faso, Guinea Bissau, Mali, Niger, Senegal and Cote d'Ivoire are members of the WAEMU. Both regional institutions have long recognized the importance of improving the efficiency and competitiveness of the main transport corridors in West Africa by: (a) better linking the landlocked countries (Burkina Faso, Mali and

Niger) to seaports, as well as; (b) boosting competition among the ports along coastal corridor in order to promote intra-regional and international trade, a key factor of growth and contributor to poverty reduction.

5. The Abidjan-Lagos Corridor Organization (ALCO) created under the International Development Association (IDA) funded Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome (HIVAIDS) Project for Abidjan-Lagos Transport Corridor which operates as a Regional Monitoring Unit (RMU) under ECOWAS. ALCO is in charge of the corridor performance monitoring by collecting data on the country and regional performance indicators and disseminating the results.

Trade and transport facilitation challenges in West Africa

6. The transport sector in West Africa plays a key role in the economic development of the sub-region and generates about six percent of its GDP. Cognizant of the fact that an efficient regional road network is an enabling infrastructure required to promote trade and socio-economic development in general, ECOWAS and WAEMU member states have consistently committed themselves to the financing of designated regional road corridors. Despite these commitments, the surface transport system in West Africa remains in poor condition.

7. In addition to the physical obstacles generated by the poor condition of road and railway infrastructure, regional trade in West Africa is characterized by numerous obstacles to the free movement of goods and passengers such as: (a) illegal checkpoints; (b) long, costly and non-harmonized customs procedures; (c) lack of or insufficient automated customs procedures and inadequate equipment at border posts; and (d) smuggling and corruption largely generated by restrictive trade policies. Furthermore, along the coastal corridors there is limited modal competition due to the fact that there is no coastal railway system and very limited coastal shipping. The effect of these physical and non-physical barriers leads to delays in the movement of goods and services, hindering intra and inter-regional trade.

8. One of the main barriers to expanding (legal) trade in West Africa is the current restrictive trade regime in Nigeria, which includes import bans and numerous levies. Although in 2005, Nigeria adopted the ECOWAS Common External Tariff (CET) and lowered the average tariff duties, the scheduled phasing out of import bans and decrease in levies on imports remains to be implemented. In October 2008, almost half of the banned imported products were removed by Nigeria, and the number continues to decrease to 24 products as of September 2011. However, the impact of these measures on trade flows and trade facilitation remains limited because the main items subject to unofficial trade (such as garments, petroleum products, and second-hand cars) remain on the list of prohibited imports. Therefore, pursuing further reform in Nigeria's trade policy regime is critical to boosting intra-regional trade.

Abidjan-Lagos Road Transport Corridor (the Corridor)

9. In 2003, ECOWAS and WAEMU adopted the Regional Road Transport and Transit Facilitation Program (RRTTFP) aimed at promoting intra-regional trade and facilitating trans-border movements. This program gives priority to the "Trans-coastal" Lagos (Nigeria) -

Nouakchott (Mauritania) and the “Trans-Sahelian” Dakar (Senegal) - N’Djamena (Chad) corridors. The Abidjan-Lagos coastal corridor was identified as one of the highest priority corridors for economic and social development in the sub-region due to its economy and large population that it covers.

10. The 998.8 km coastal corridor links some of the largest and economically most dynamic cities in Africa (Lagos, Accra and Abidjan) and serves a population catchment area of over 35 million people. This corridor fulfills two main functions in West Africa:

(a) It links the main cities and neighboring countries (e.g. Lagos in Nigeria to Cotonou in Benin; Lomé in Togo to Accra in Ghana, etc.). Regional traffic is predominantly based on passenger traffic who conduct significant amount of informal border trade. More specifically, at least two thirds of the total traffic has an origin/destination from/to the neighboring country. Traffic in transit from Abidjan to Lagos is limited to less than five trucks a day (ALCO report 2006). However, almost one passenger out of two, along the corridor, crosses the border at least once a week, and most of them trade on the other side of the border.

(b) It is the global gateway to coastal and landlocked countries in West Africa, with all landlocked countries (Mali, Burkina Faso and Niger) using at least one port along the Abidjan-Lagos corridor. Traders in West Africa sometimes shift port of exit/entry, and segments of the corridor are used when a problem arises on a given route, for example, the ports of Tema and Takoradi in Ghana were extensively used during the two recent periods of crisis in Cote d’Ivoire, for goods shipped to Burkina Faso and Mali.

11. The Memorandum of Understanding (MOU) on transport and transit facilitation among the Abidjan-Lagos Corridor member countries (namely Cote d’Ivoire, Ghana, Togo, Benin and Nigeria), adopted by the respective governments and ECOWAS in Accra in September 2007 (the “Accra MOU”), is a key regional document indicating the parties’ commitment to facilitate the movement of goods and persons along the Corridor, foster cooperation and information flows among the border agencies, secure and monitor the implementation of the ECOWAS Program along the Corridor, and ensure compliance with the international transit code. The Accra MOU is the overall program’s framework for policy dialogue on trade facilitation and regional integration to which all five countries adhered, and the platform on which the Abidjan-Lagos Trade and Transport Facilitation Project (ALTTFP) operation supported by the World Bank has been built.

Participation of Corridor countries in the ALTTFP Program

12. In response to the above-mentioned priorities, the World Bank, ECOWAS and the Corridor member countries launched the preparation of the ALTTFP regional operation in 2007 with the signing of the Accra MOU, to include Cote d’Ivoire, Ghana, Togo, Benin, and Nigeria. While the preparation of the first phase of the program (including Ghana, Togo, and Benin) was completed in 2010 based on the countries’ implementation readiness, the second phase was originally planned to include the remaining two countries (Cote d’Ivoire and Nigeria) (see also

paragraphs 32 and 34 below). Early in 2011, Nigeria withdrew from the second phase of the project¹, but remains in the Program as an ECOWAS Corridor member and signatory party to the 2007 Accra MOU. While such withdrawal could pose a potential risk to the achievement of the ALTTFP regional objectives, Nigeria will continue to be actively involved in all of the activities on the Abidjan-Lagos corridor and that it will pursue its trade and transport facilitation reforms initially envisaged in the project, as follows:

- (a) several programs financed by donors (United States Agency for International Development (USAID), United Kingdom's Department for International Development (DFID), and the Federal Government in support of Nigeria Customs Services (NCS) reforms have/or will provide parallel financing to most of the activities identified in the proposed IDA-financed ALTTFP (e.g. initiation of a new, modern customs legislation, submitted to the country's National Assembly);
- (b) the European Union (EU) financed regional program of assistance to ECOWAS provides for the rehabilitation of the Seme - Krake joint border post between Nigeria and Benin, while the World Bank will finance the manual of joint border procedures via the ALTTFP project in Benin;
- (c) the Corridor performance monitoring - with indicators defined in the Accra MOU signed by Nigeria - and financed under the first phase of the Program, includes data collection on Nigeria. Performance of all five countries and measures to improve them will be discussed at regional meetings and workshops to which Nigeria participates; and
- (d) the NCS remains actively connected to the regional Program and will continue to participate at the regional events organized within the ALTTFP.

Key sector issues

13. There is an increasing recognition that all of the major West African road corridors are inadequate in terms of transport costs and prices. For example, transport tariffs per ton-kilometer are, on average, two times higher than in Western Europe, and the truck fleet is much older while transport service quality and reliability is much lower. This seriously impedes smooth movement of people and goods, and reduces economic competitiveness. This is due to a combination of poor road transport infrastructure, and even more importantly, non-infrastructure related factors such as: (a) weak implementation of regional transit agreements; (b) poor information sharing between the various control agencies and port operators; and (c) lagging customs reforms. All of these factors have made the use of the main transport corridors in West Africa, including the Abidjan-Lagos corridor, much more expensive when compared to other similar road transport corridors around the world.

¹ The credit for Nigeria included assistance to customs and trade facilitation reforms for an amount of US\$7 million. The operation did not include a road infrastructure component, since the Federal Government is pursuing a public private partnership (PPP) on the Corridor road section between Lagos and Seme (border with Benin).

14. Therefore, reducing transport prices in the sub-region, and more specifically along the corridor, should boost intra-regional and inter-regional trade. However, to reach this objective, countries along the corridor will need to both improve the quality of their road infrastructure and reduce logistical inefficiencies. Despite the efforts by the member governments and the Regional Economic Communities (RECs), supported by multilateral and bilateral development partners, there are still major bottlenecks to the free flow of trade and people identified by stakeholders:

(a) Movement of goods:

- (i) regulatory inconsistencies between national and regional legal frameworks and the limited recognition of ECOWAS' travel document in the sub-region;
- (ii) lack of actual enforcement by national customs agencies of the WAEMU/ECOWAS's regulations;
- (iii) lack of implementation of the transit regime defined in the Convention "*Transit Routier Inter-États*" (*TRIE*)/Inter State Road Transit (ISRT) (1982);
- (iv) inadequate cooperation between ports, customs and the trade in the sub-region; and
- (v) strong vested interests in the trucking industry such as queuing systems which limit competition.

(b) Movement of people:

- (i) a high number of authorized and unauthorized controls, checkpoints and road blocks;
- (ii) poor security and travel safety on portions of the corridor; and
- (iii) delays at the main border-crossings because of inefficient border management by various agencies (customs, police, immigration, etc.) and poor border-crossing infrastructure.

Impact of international transit on corridor population

15. Road transport has long been identified as a major vector for the propagation of HIV/AIDS along the major transit corridors in Africa. While all countries in the sub-region have national HIV/AIDS programs, not all adequately target transport corridors and cross border issues. This means that the reported prevalence of HIV among truck drivers remains high. The governments along the corridor have recognized the importance of transit traffic as a vector for the propagation of HIV/AIDS, and have designed a corridor specific HIV/AIDS action plan to mitigate the impact. Past experience with the implementation of a HIV/AIDS Project for Abidjan-Lagos Transport Corridor financed by the World Bank² has proved that a regional approach can have a substantial impact on reducing the prevalence of the disease and raising awareness. The HIV/AIDS Project for Abidjan-Lagos Transport Corridor achieved its objective of considerably increasing access of underserved vulnerable groups along the corridor to HIV/AIDS prevention, basic treatment, and support and care services. Access to services

² The project closed in December 2007.

increased much beyond original targets, and prevention was reached through lower incidence of reported Sexually Transmitted Infection (STI) among drivers and sex workers.³

Rationale for Bank involvement

16. The first phase project of the Abidjan-Lagos Trade and Transport Facilitation Program (Adaptable Program Loan (APL1) including three of the five corridor member countries (Ghana, Togo and Benin) was approved by the World Bank's Board of Directors on March 23, 2010. The second phase project (APL2), including Cote d'Ivoire, is expected to complete the 2010 program design and contribute to achieving the program's objectives as stated in the documents presented to the Board. APL2 will maintain the focus on transport, transit and trade facilitation issues while adhering to the existing regional monitoring arrangements and organizations. The main component, in terms of cost, will be road rehabilitation, but the main focus of attention will be the trade facilitation component.

17. The World Bank has acquired expertise in developing regional trade, transport and transit facilitation projects in Europe, Asia and Africa. For example, in Africa three such regional projects are currently under implementation: one in East Africa (East Africa Trade and Transport Facilitation Project), one in Central Africa (Central African Economic and Monetary Community Transport and Transit Facilitation Project and the most recent one in West Africa covering Ghana, Burkina Faso and Mali (West Africa Transport and Transit Facilitation Project (WATTFP)); and one is under preparation in Southern Africa (Southern Africa Trade and Transport Facilitation Project).

18. The project is expected to help put in place more efficient trade and transport systems and enforce regionally harmonized regulations in the sub-region through a corridor approach. The APL2 including Cote d'Ivoire will adhere to a program that has already become a platform for policy dialogue on trade facilitation including customs modernization reforms and improved port efficiency; its progress will be monitored, and the comparative results across countries will be widely disseminated⁴. This approach has been adopted in recognition of the fact that national and regional-wide enforcement of ECOWAS rules and regulations has been so far disappointing. If this experience proves successful, the results may be scaled-up at national and regional levels by the ECOWAS member states.

19. The World Bank's support is consistent with the overall strategy of supporting regional road transport and transit facilitation program on the main ECOWAS/WAEMU endorsed transport corridors in West Africa. Through this project, the World Bank is part of a broader initiative: a number of multilateral and bilateral donors (such as the European Union (EU), the Millennium Challenge Corporation (MCC), African Development Bank (AfDB), West Africa Development Bank (WADB), Islamic Development Bank (IDB), ECOWAS Bank for Investment and Development (EBID), USAID in West Africa are preparing programs in support of regional integration, transport and trade facilitation on the corridor. The total donors' investment and commitments on the corridor amounts to about US\$1.8 billion (Annex 3).

³ Project Implementation Completion and Results Report (ICR), June 25, 2008.

⁴ The first year indicators results of the Corridor were discussed at a regional workshop at the end of January 2012.

20. The Board endorsed the Regional Integration Assistance Strategy (RIAS) for sub-Saharan Africa on March 11, 2008. The RIAS focuses on the creation of open, unified, regional economic spaces, as a means of creating an enabling environment to foster a competitive and efficient private sector in Africa. The proposed project directly supports three pillars of this strategy: (a) development of regional infrastructure to improve cross-border interconnectivity, by developing an integrated, efficient, cost-effective and adequate transport system for economic growth and trade facilitation; (b) institutional cooperation and economic integration to increase trade and investment with regional and non-regional economies and facilitate intra-regional migration, by focusing on reduction of tariff and non-tariff barriers, regional business environments and development of regional financial markets; and (c) coordinated interventions to provide regional public goods for improved regional environmental, health, and social conditions, by reducing the expansion of HIV/AIDS among vulnerable populations along the intra transport corridor.

21. The rationale for IDA's direct involvement in supporting the proposed project is the following: (a) it represents the second phase of the regional program along the Abidjan-Lagos corridor; (b) it complements support to the corridor from the other development partners cited above; (c) it is consistent with the World Bank RIAS 2008 for sub-Saharan Africa, as well as the Country Partnership Strategy (CPS) documents; and (d) it is aligned with the 2011 Africa Strategy.

C. Higher Level Objectives to which the Project Contributes

22. The CPS for Cote d'Ivoire, dated April 1, 2010 explicitly supports regional integration, trade and transport facilitation. Under its Pillar 4: Infrastructure Renewal and Basic Services, the proposed regional project is presented as a means to promote economic recovery through upgraded infrastructure, and to help reduce barriers to trade and transport along the corridor.

23. Secondly, the proposed project is consistent with the objectives of the Poverty Reduction Strategy Papers (PRSP) for the countries along the corridor. Cote d'Ivoire 2009 PRSP's strategy aims at making the country a dynamic actor on the regional and international scene through transport infrastructure improvement and regional integration.

24. Thirdly, the proposed project is part of a regional Program that supports and complements the objectives of governments along the Abidjan-Lagos corridor, REC, and other development partners, in the domain of regional integration and cooperation. It exemplifies tripartite (governments, RECs, development partners) cooperation in resolving regional economic and integration issues. In addition, the project is fully aligned with the Africa Strategy, in particular the Pillar 1 on competitiveness and employment, through its strong focus on regional integration programs and infrastructure.

II. PROJECT DEVELOPMENT OBJECTIVES

A. Project Development Objectives (PDO)

25. The objective of the proposed ALTTFP (APL2) is to reduce trade and transport barriers in the port and on the roads along the Corridor in the Recipient's territory.

26. The total cost of the Abidjan-Lagos Trade and Transport Facilitation regional program is estimated at about US\$405.5 million and covers four countries: Cote d'Ivoire, Ghana, Togo and Benin. The first phase of the program (APL1 – estimated to cost about US\$257.5 million) in Ghana, Togo and Benin has been under implementation since March 2010. The second phase of program (APL-2 – estimated to cost about US\$148 million) is expected to cover Cote d'Ivoire.

Project Beneficiaries

27. **Target Population.** The beneficiaries of the proposed project will be transport operators, tradable sectors of the economy and ultimately, consumers and producers inside and outside the sub-region.

PDO Level Results Indicators

28. These include:

- (a) Average time from ship readiness to unload to final destination for an imported container, on the corridor(s) targeted by the project (days); and
- (b) Reduced border crossing time of trucks and merchandise along the corridor at Elubo-Noé (border with Ghana).

29. The above indicators form part of the regional program indicators to be collected and monitored by ALCO based on a methodology developed during project preparation. The baseline data has been collected and processed (Annex 1). The methodologies for data collection, baseline data and target indicators, as well as arrangements for dissemination and follow-up were discussed at a regional validation workshop held in Abidjan on June 15-16, 2009, and further refined during implementation of APL1.

III. PROJECT DESCRIPTION

A. Project Components

30. The project objective will be achieved through the following components which are consistent with the ones in APL1:

(A) Trade Facilitation (US\$6.3 million, IDA financed) will include the sub-components listed below:

- (a) Facilitation of collection and sharing of relevant information and data (interconnectivity) between the customs agencies in Cote d'Ivoire and Ghana;
- (b) Acquisition of equipment, materials, communication tools and technical advisory services required to: (i) implement a trade facilitation single window within the Recipient's port of Abidjan, aimed at facilitating the handling of all transactions at the Recipient's port in an efficient and speedy manner; and (ii) strengthen the capacity of the Recipients' port community and border agencies⁵ to perform their duties and responsibilities efficiently;
- (c) Development and carrying out of training programs and activities aimed at enhancing the expertise and the abilities of relevant stakeholders involved in the implementation of the Project to perform their responsibilities for the Project efficiently;
- (d) Streamlining of customs procedures, formulation of customs procedures manuals and dissemination of the same among the relevant stakeholders; and
- (e) Strengthening of the operational capacity of the Recipient's National Facilitation Committee (NFC).

(B) Improvement of the Corridor's Road Infrastructure (US\$138.8 million, of which IDA US\$81.8 million) will include the sub-components listed below:

- (a) Carrying out of technical design and detailed engineering studies⁶ for the road improvement and rehabilitation works to be carried out under the project;
- (b) Upgrading and rehabilitation of the 130.3 km Moossou-Nzikro-Aboisso-Noé road section along the corridor⁷, including widening of the Noé Bridge; and supervision of the related civil works;
- (c) Construction of two rest stop areas at Noé and Aboisso;
- (d) Rehabilitation of about 8.9 km access roads to the freight terminal of Vridi;
- (e) Study on traffic management on the access roads to the Port of Abidjan;
- (f) Pre-feasibility study on a motorway construction of Grand-Bassam-Noe based on a Public-Private Partnership (PPP); and

⁵ The border agencies may include police border agencies and traffic police. All equipment and training financed by the Project is directly related to trade facilitation (customs and immigration) and does not include weapons, lethal equipment or any other police or military equipment of such nature or support for specific case investigations. The equipment consists of office and information technology equipment. The same proposed intervention is currently being financed to Ghana, Benin and Togo under APL1 and it was grounded in appropriate and objective economic rationale, which indicated that the intervention is critical to the Program at the regional level and to the overall trade economic development of Cote d'Ivoire and falls within the Bank's development mandate. The risk of political interference has been properly assessed and managed, after taking into account any mitigation measures and this intervention does not involve the Bank in the political affairs of Cote d'Ivoire. The risk of abuse of authority by border agencies in utilizing equipment provided under the Project to repress citizens is low. Mitigation measures to be implemented by the Project are: (a) improving customs internal reporting system; (b) improving transparency, simplification and harmonization of customs procedures with the aim of, *inter alia*, reducing the opportunities for bribe demands at border crossing points; and (c) monitoring and disclosing publicly the number of illegal road blocks and bribe levels along the corridor.

⁶ Financed under a Project Preparation Advance

⁷ Of which IDA will finance only the Aboisso-Noé section (about 59.2 km).

- (f) Implementation of social and environmental mitigation measures required for the civil works.

(C) Project Management and Coordination (US\$2.9 million, of which IDA US\$1.9 million) will include provision of technical advisory services, training and logistical support (including office equipment, materials, supplies and vehicles) required to sustain management and coordination of implementation activities including monitoring and evaluation of progress achieved in the execution of the project.

(D) HIV/AIDS Programs and Corridor Performance Monitoring (financed and executed under APL1 at a cost of US\$6 million) will include the sub-components listed below:

- (a) Formulation and execution of programs of activities aimed at reducing the impact of HIV/AIDS and preventing the spread of HIV infection among communities established and/or operating along the portion of the corridor located within the Recipient's territory; and
- (b) (i) Collection and treatment of data required to measure and monitor performance in the areas of trade, transport and HIV/AIDS along the Corridor; and (ii) wide dissemination of such data across the Recipients territories and beyond.

B. Project Financing

Lending Instrument

31. The lending instrument most appropriate to meet the funding needs of the proposed project is an APL. While the Abidjan-Lagos corridor includes five countries, the APL provided the flexibility to start implementation with the countries that were ready. Thus, the program was broken down in two phases: the first phase included Ghana, Togo and Benin (credits in Ghana and Benin, and a grant in Togo approved by the World Bank's Board of Directors on March 23, 2010), while the second phase includes Cote d'Ivoire. Nigeria was initially included in the IDA financed program as a borrower. However, in early 2011 Nigeria decided to not borrow funds under the IDA project, but remains an integral part of the program as an ECOWAS Corridor member and signatory party to the Accra MOU.

32. The APL phasing was determined using the readiness criteria in order to recognize that some countries on the corridor were able to come forward sooner than others depending on their specific conditions and needs. In the case of Cote d'Ivoire, the late and slow preparation of the project was largely caused by the country not being able to meet in a timely fashion the minimum technical and fiduciary conditions required to meet quality at entry standards to be part of the first phase APL. Project preparation in Cote d'Ivoire was further delayed by the recent post-electoral crisis in 2010.

33. The program design includes the ports of Abidjan, Lomé and Cotonou as integral parts of the corridor's "global gateway" that play an important role in increasing the regional competition. This second phase project will contribute to completing the overall program.

Project Cost and Financing

Table 1: Project Cost and Financing

Project Components	Project cost⁸ (US\$ M)	IDA Financing	% Financing
1. Trade facilitation	6.3	6.3	100
2. Improvement of the Corridor's Road Infrastructure	138.8	81.8	58.8
3. Project Management and Coordination	2.9	1.9	65.5
4. HIV/AIDS Programs and Corridor Performance Monitoring (financed under APL1)	0	0	0
	148.0	90.0	60.8
Total Project Costs	0	0	0
Interest During Implementation	148.0	90.0	60.8
Front-End Fees			
Total Financing Required			

C. Program Objective and Phases

34. The objective of the program is to reduce trade and transport barriers in the ports and on the roads along the Abidjan-Lagos coastal corridor. The regional program will cover four of the five corridor countries: Cote d'Ivoire, Ghana, Togo, and Benin, and has been tailored to meet each individual country's specific conditions. Under the first phase of the program (APL1), approved by the Board on March 23, 2010, three countries – namely Ghana, Togo and Benin – received a total of US\$228 million in IDA grant and credit financing. The second phase of the program (APL2) has been developed for Cote d'Ivoire, for an estimated IDA grant amount of US\$90 million. In Nigeria, a project for an estimated cost of about US\$7 million – almost all of which was dedicated to Customs reforms support – was under preparation until mid-2010, along with the one in Cote d'Ivoire with the goal of being included in APL2. However, the project was not approved by the country's National Assembly prior to appraisal, and as a result Nigeria was dropped from the program.

35. APL1 has been under implementation for approximately 16 months. The elapsed period has been too short to draw any major conclusions, but the main results are: (a) the development objectives results are moderately satisfactory; and (b) the overall implementation performance is moderately unsatisfactory primarily due to the slow pace of procurement in Ghana which is the largest component in APL1. However, implementation of the Togo component has made good progress (e.g. a disbursement rate of 27 percent) and the project is expected to quickly catch-up due to the start-up of large civil works contracts in Benin and Ghana. In Benin, about 88 percent of the credit amount is committed through signed contracts. Despite the relatively slow progress in trade facilitation on the Corridor, the project is increasingly being used as a sub-regional platform for policy dialogue and promotion of trade facilitation and Customs reforms (e.g.

⁸ The Government of Cote d'Ivoire will provide counterpart funds in the amount of US\$58M as parallel co-financing to the project whereby separate contracts (other than those financed by IDA funds) will be fully financed by the government's contribution.

Customs performance contracts in Togo assisted by the World Customs Organization (WCO); experience sharing in port single window for international trade). At the same time, the project partners with important trade facilitation initiatives in sub-Saharan Africa (SSA) such as the Corridor Facilitation Program supported by the Sub-Saharan Africa Transport Policy Program (SSATP) and USAID, aiming at creating corridor transport observatories that would collect and provide data on corridor performance on a sustainable basis. An important lesson that has been learned from the implementation of phase 1 of the ALTTFP Program is the need for advanced project implementation readiness at the negotiation stage. Thus the draft bidding documents for the largest civil works package under APL2 in Cote d’Ivoire was prepared and submitted to IDA for review before negotiations; and the government fulfilled the prior actions needed for the implementation of the trade facilitation component (renewed cooperation between Customs agencies in Cote d’Ivoire and Ghana, in view of border information sharing; and decision on the type of port “single window” desired along with its high level governance body).

36. As indicated in the PAD for APL1 submitted to the Board in March 2010 the country-specific triggers for the launching of the second phase in Cote d’Ivoire were: (a) setting-up of an operational project coordination unit with staff and equipment; and (b) availability of an agreed detailed design and related safeguards documents for the improvement of the road corridor between Abidjan and Noe. That approach allowed the flexibility for the country to start implementation when ready.⁹ Both triggers have been met by: (a) the setting-up of a fully operational project coordination unit with staff and equipment, supported by Project Preparation Advances (PPA) (Annex 3, paragraphs 6-7); (b) carrying-out of a technical, economic, environmental and social assessment study detailing the cost of Component B of the project; and (c) preparing and disclosing a Resettlement Action Plan (RAP). The safeguards documents (Environmental and Social Impact Assessment (ESIA) and RAP) have been published in-country on October 5, 2011 and at the World Bank’s Infoshop on November 1, 2011.

Table 2: Program Cost and Financing:

	Project activities components				Total (including taxes)	Of which Taxes	Financing sources	
	Trade Facilitation	Improvement of Corridor’s Road Infra.	Project Management and Coordination	HIV/AIDS and Corridor Performance			IDA (US\$ M)	Gov (US\$ M)
Cote d’Ivoire	6.3	138.8	2.9	0.0	148.0	21	90.0	58.0
Benin	6.5	78.0	1.5	0.0	86.0	13	75.0	11.0
Togo	4.5	27.0	0.5	6.0	38.0	5	33.0	5.0
Ghana	2.7	129.3	1.5	0.0	133.5	19	120.0	13.5
Total	20.0	373.1	6.5	6.0	405.5	58	318.0	87.5

Note: figures are rounded

⁹ The project preparation in Cote d’Ivoire was delayed by more than six months due to the post-electoral crisis of November 2010.

IV. IMPLEMENTATION

A. Institutional and Implementation Arrangements

37. The project in Cote d'Ivoire has been placed under the authority of a high level Project Steering Committee (PSC), already set up and chaired by the Minister of Economy and Finance (MEF), with a Technical Committee including members of project stakeholders (ministries and agencies) as its executing arm. The project will be implemented by a Project Coordination Unit (PCU) set up in the MEF. The PCU is fully staffed and has been implementing the Project Preparation Advance (PPA). The project coordinator was officially nominated and is from MEF. As part of the PPA implementation the PCU capacity in Cote d'Ivoire has been strengthened by the recruitment of financial management and procurement specialists. Furthermore, the PCU includes members of each agency beneficiary of the project (the port; Customs; National Facilitation Committee; and AGEROUTE) as "focal points" with responsibilities in providing technical support (including preparation of terms of reference, technical specifications, work plans and training plans) in their respective areas of competence. The management of Component B (Improvement of the Road Corridor's Infrastructure, except for the port traffic plan study) has been delegated by the PCU to AGEROUTE; the latter is a national public company under the Ministry of Economic Infrastructures (MEI) and the MEF, mandated by the government to ensure, *inter alia*, the supervision of studies and related civil works, including procurement, of road maintenance, rehabilitation and construction. In that capacity, AGEROUTE: (a) prepares the bidding documents; (b) awards civil works and supervision contracts; and (c) supervises the activities under Component B. AGEROUTE will act under the supervision of the PCU and on behalf of the Recipient. Component D described above is being executed at regional level by ALCO whose full capacity assessment was carried out during preparation of APL1. For detailed project institutional framework see Annex 3.

Regional Coordination

38. The existing structure of ALCO was created under the former IDA funded HIV/AIDS Transport Project for Abidjan-Lagos Corridor, and operates as a Corridor monitoring and evaluation unit under ECOWAS, for the ALTTFP.¹⁰ ALCO provides a regional "umbrella" ensuring: (a) the interface and coordination between the national PCUs, the national facilitation committees, and the regional facilitation committee within ECOWAS; (b) the data collection and monitoring of local, national and regional project performance indicators, as well as reporting to the national facilitation committee, ECOWAS, and the IDA; (c) the regional implementation of the HIV/AIDS Program component; and (d) a forum of information, awareness and solution-seeking on trade and transport issues along the corridor.

B. Results Monitoring and Evaluation

39. The program design includes a set of monitoring indicators to effectively measure the outcome and results of the program both at the regional and national level. These indicators and

¹⁰ To that end, a MOU was signed between ECOWAS and ALCO providing for an agreement on project regional implementation, monitoring and evaluation.

the monitoring and evaluation arrangements for the program are detailed in Annex 1 (APL1, and APL2). The indicators will be collected, monitored, reported and disseminated by/with the support of ALCO according to a methodology designed during the preparation of APL1. The baseline data has already been collected by ALCO and the methodologies for data collection, baseline data and target indicators, as well as arrangements for dissemination and follow-up were discussed at a regional validation workshop. ALCO already collected the first year indicators under APL1 (Annex 1). The methodology of data collection has been further refined, and has led to a more precise definition and breakdown of some complex indicators (e.g. port dwell time) and more accurate baselines than the ones established under APL1.¹¹

C. Sustainability

40. The proposed project is expected to address key transport and trade bottlenecks on the coastal corridor through an integrated set of road infrastructure investments and facilitation measures. This set of mutually reinforcing activities will help to ensure that the outcomes of the proposed project are sustained. These are as follows:

41. First, as indicated above, the project will support the ECOWAS' 2003 RRTTFP, with several donors coordinating their efforts to improve the corridor performance over medium term. Secondly, the Accra MOU of 2007 on trade facilitation and regional integration among the Abidjan-Lagos Corridor member countries, signed by their respective governments and ECOWAS, is a key document ensuring the project sustainability. Thirdly, the arrangements for corridor performance monitoring and implementation of trade facilitation measures from within the member countries are on-going under EU financing, and are also supported through the ALTTFP. Last but not least, important road sustainability elements such as road safety and road maintenance are pursued in the context of the ECOWAS' West African Road Transit and Transport Facilitation Strategy (2008) with the support of other donors active on the Corridor. Under the ALTTFP, road safety measures are embedded in all the civil works contracts, and support to road maintenance management and financing strategies is provided on an as-needed basis (e.g. in Togo the project supports the establishment of a "second generation" road fund). It is expected that in a few years the National and Regional Facilitation Committees set up with EU and IDA support will have acquired enough expertise and leverage to become self-sustaining and address related issues at national and regional levels.

V. KEY RISKS AND MITIGATION MEASURES

A. Risk Ratings Summary

42. In line with the ALTTF Program, the overall proposed project risk is estimated as high, given the regional dimension and the high political commitment needed to achieve the trade and transport facilitation goals. If successful, the proposed project is expected to bring high benefits and rewards to the government and various stakeholders.

¹¹ The actual data collection exercise for the first year of implementation of APL1 revealed some issues with the 2009 methodology developed by ALCO. Meanwhile regional knowledge on the breakdown of the port dwell time indicator improved. That has led to a few modifications into the baseline and target indicators under APL1.

Table 3: Risks and Mitigation Measures

Risk Rating: H (High Risk); S (Substantial); M (Moderate Risk); L (Low Risk)

	Rating
Stakeholder Risk	S
Implementing Agency Risk	
- Capacity	S
- Governance	H
Project Risk	
- Design	S
- Social and Environmental	M
- Program and Donor	S
- Delivery Monitoring and Sustainability	M
Overall Implementation Risk	H

B. Description

43. The key risks are mostly related to the regional, multi country, multi-sectoral dimension of the project, donor coordination and harmonization of activities, governance issues, and country risks. A significant risk is related to the provision by the government of an important amount of counterpart funding (about US\$58 million including taxes, or 31 percent of the project cost). Taking into account that Cote d'Ivoire has come out of a long period of political turbulence and civil unrest, and that it has not recently implemented any trade and transport projects, the country risk is high. The Recipient provided to the Bank, on February 12, 2012, a signed letter, committing to provide said counterpart funding and a correspondent legal covenant was included in the Financing Agreement (Schedule 2, Section V), adding that such counterpart funding has to be made available in a timely manner. In addition, the risk of not having Nigeria included in the IDA-financed program has also been considered (see paragraph 47). The mitigation measures take into account the experience acquired through the early implementation of the first phase of the ALTTFP in Ghana, Togo, and Benin. Commitment and willingness at high level government to succeed and to catch up on country's reconstruction of infrastructure and reforms have proved beneficial; that includes the government's written commitment to ensure the necessary counterpart funding for the completion of the road infrastructure component. Thus, the successful implementation of APL1 in Togo – a country that had also been through a long period of suspension of donors' support, and where the project implementation arrangements are more or less similar with those proposed in Cote d'Ivoire – is a good, relevant example. A detailed risk assessment is presented in Annex 4 (Operational Risk Assessment Framework).

Governance Issues

44. The project will be carried out in accordance with the provision of "Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants", dated October 15, 2006 and revised in January 2011.

45. The facilitation of trade and the fight against corruption require substantial efforts by several players. Customs administrations in particular, but also other border and control agencies as all of the Abidjan-Lagos corridor countries are perceived as corrupt institutions. The process of clearing goods through the corridor's ports is very bureaucratic and prone to corruption, tariffs and duties are not transparent, and customs and police staff is notorious for demanding and/or accepting bribes at border points and at the numerous unauthorized road check points. Smuggling is often facilitated by the high frequency of corruption among customs and port officials. The project though focusing on trade facilitation will take some steps to help mitigate corruption risks by: (a) improving customs internal reporting system; (b) improving transparency, simplification and harmonization of customs procedures with the aim of, inter alia, reducing the opportunities for bribe demands at border crossing points; and (c) monitoring and disclosing publicly the number of illegal road blocks and bribe levels along the corridor. Experience from the one-year implementation of APL1 has demonstrated, however, that most of the above mitigation measures are difficult to implement, are time consuming and require high level political commitment.

46. Detection and mitigation of corruption risks in the procurement and execution of the large civil works contracts of the project is another challenge. The project proposes a procurement framework designed to reduce the risk of collusion by: (a) maximizing competition through contract size; (b) thoroughly reviewing the quality of design and bidding documents; (c) identifying bid evaluation 'red flags' and building the capacity of the implementing agencies to identify those red flags in the evaluation process; and (d) maximizing the use of post-qualification procedures. Early experience from the implementation of APL1 has proved that the use of post-qualification in the procurement of large civil works contracts has made the process more transparent, less time consuming and has lead to lower than expected bid prices.

47. Although Nigeria is not part of the ALTF program, its trade policy affects the whole region's performance. Nigeria's changes in trade policy are largely unpredictable in the short and medium term; such changes are politically difficult, and removal of import bans may take significant time and effort. During the preparatory phase of the project in Nigeria – which ended in early 2011 – it was recognized that the liberalization of Nigeria's trade policy went beyond the project scope. If such reforms do eventually materialize, the benefits would positively impact trade facilitation on the Abidjan-Lagos corridor and the sub-region, and the impact on the program is expected to be highly positive. Although the trade policies in Nigeria have less impact on Cote d'Ivoire, Ghana and Togo than on Nigeria's immediate neighbor (e.g. Benin), an "occurrence of trade policy reforms" scenario may improve transparency, port and customs reforms in the sub-region; under a "non-occurrence of trade policy reforms" scenario, the benefits of trade facilitation measures included in the project could be significantly limited in Nigeria, as well as in neighboring countries – in particular Benin – due to the strong incentives for fraud and corruption provided by import bans and high tariff duties.

VI. APPRAISAL SUMMARY

A. Economic and Financial Analyses

48. Expected impact of the project can be divided into three stages. In the short term, the project would result in: (a) reducing transit time; (b) reducing transport unpredictability; (c)

reducing non-logistics costs, such as inventory and storage costs; and (d) increasing the awareness of the HIV/AIDS prevention means among the transport communities on the corridor. In the medium term, the project would contribute to higher transport quality and lower transportation tariffs, as well as lower risk practices to avoid HIV/AIDS and other STI contamination. In the long term, the project would contribute to trade expansion both for imports and exports, and positive impacts are expected to be much larger than adverse trade substitution effects for local economies.

49. The project focuses on the most important quantifiable benefits:

- (a) Traditional gains expected from road infrastructure improvements; and
- (b) Gains resulting from decreased delays in border crossing time and in port dwell time. However, this element has not been considered for the purposes of the project in Cote d'Ivoire due to the uncertainty of establishing a Single Window in the port of Abidjan;

50. For the purposes of the project in Cote d'Ivoire, only the economic analysis of the road infrastructure component (B) has been considered, due to the significant investment amount (over 90 percent) in that component. The main activities consist of the road, bridge and truck terminal rehabilitation works over the next four years.

Summary of costs-benefits analysis

51. The project costs considered for the economic evaluation (Component B) amount to US\$138 million including taxes.¹² The derived Net Present Value (NPV) is US\$15.8 million at 12 percent discount rate with a traffic growth rate described in paragraph 54 below, and would provide an Economic Internal Rate of Return (EIRR) of 15.9 percent.

52. The road infrastructure investments to be funded were subject to an economic analysis using the Highway Design Management Model version four (HDM-IV), based on data collection during the feasibility study, and consultant's estimates. The analysis includes all the works envisaged to be financed by the project, namely rehabilitation/reinforcement of the Grand-Bassam - Aboisso – Noé section (130.3 km); widening and strengthening of the Noé Bridge; establishment of transit and secure parking areas at Aboisso and Noé; rehabilitation of the freight terminal at Vridi (Abidjan) and improvement of 8.9 km access roads to and from the terminal. The analysis used the costs/benefits method, which consists in comparing the costs of the project with the benefits that it could get.

53. The main sources of benefits from the improvement are: (a) savings in vehicle operating costs (VOC) by users, as a difference between final VOC after improvement and initial VOC without improvement; (b) savings in the cost of maintenance resulting from the difference between the cost of maintenance before and after the improvement; (c) savings in travel time by

¹² The cost is based on the consultant's feasibility study which includes the cost of studies, supervision, resettlement and works on the road section from Moossou to Noe (130.3 km) including the rest areas; and the cost of Vridi freight terminal and access roads works, control and supervision.

increasing the number of rotations of vehicles transporting goods and passengers; and (d) exogenous benefits such as the increase of the agricultural production as a result of an increased flow of traffic of goods; a decline in rent-seeking as a result of reduction in the number of barriers; and gains of comfort and safety on the road.

54. **Traffic growth rates.** The weighted average traffic recorded on the road section Grand-Bassam - Aboisso - Noé in 2011 is of 2,600 vehicles per day, with a maximum of 5,700 vehicles per day on the Grand-Bassam - Bonoua section, and about 1,100 vehicles per day at Noé (border with Ghana). Trucks make for about 10 percent of that traffic, while the main part is made up of private passenger cars (57.6 percent) and taxis (17.6 percent). The observation of the traffic evolution over the past years show a strong and consistent growth between 2001 and 2007 as regards trucks (about six percent annual average), followed by a decrease from 2007 because of the sociopolitical context. The hypotheses of traffic growth retained for the economic evaluation are conservative: for the traffic of goods, four percent on average during the first 10 years, and three percent afterwards; and for the passengers cars, five percent during the first 10 years and four percent afterwards.

55. The cost estimates are based on the cost of investment and maintenance during the life expectancy of the works estimated at 20 years. Based on the preliminary data of the feasibility study, investment costs are established on the basis of the unit prices of the latest works realized in the region. As for the maintenance, the costs represent three percent of the investment during the first five years and five percent from the sixth year; they are allocated every year for routine maintenance and every three years for periodic maintenance.

56. **Sensitivity analysis.** The evaluation considered a period of 20 years, starting in 2014. The residual value at the end of life expectancy of the works was considered 25 percent of the cost of the project. Two case scenarios were studied based on the capital costs. Beyond the conventional benefits, the latter consists of benefits to the population in the areas crossed by the road rehabilitated through improved access to basic social services and markets situated along the road. The complementary measures planned (construction of boreholes and commercial facilities along the roads) will contribute to an increase of the income of the population, and the drinking water quality. The analysis shows that in all cases, of both increase and decrease in traffic or in the cost, the project is economically justified. The main results are presented in the table below:

Table 4: Sensitivity Analysis

Sensitivity	EIRR	Net Present Value (in US\$ million)
Scenario n 1 (basic)	15.9%	15.8
Scenario n 2 : Investment Cost +20%	13.3%	5.9
Scenario n 3 : Investment Cost -20%	19.5%	25.7
Scenario n 4 : Normal traffic growth rate +20%	13.9%	4.1
Scenario n 5 : Normal traffic growth rate -20%	14.9%	6.2

57. On the part of the project to be funded by IDA (i.e. excluding the Moossou-Nzikro-Aboisso road section), the derived NPV is US\$4.9 million at 12 percent discount rate, and would provide an EIRR of 14.9 percent.

B. Technical

58. **Trade Facilitation and customs reforms.** The final design of the proposed trade facilitation development component in all corridor countries is based on extensive discussions with counterparts and ECOWAS as a result of two regional studies on: (a) Information Sharing and Interconnectivity among Customs; and (b) Implementation of Single Window Systems in the Ports of Lagos and Abidjan. The studies were discussed and validated at a regional workshop held in Lomé in June 2009. The project will support Customs connectivity and information sharing with the Ghanaian Customs at the Noe - Elubo border on the Corridor, based on a Protocol of cooperation between the two agencies dated 2007; technical discussions resumed in February 2012.

59. **Road improvement works.** The civil works component of the proposed project aims at funding the rehabilitation and strengthening of key existing paved sections of the Corridor (road between Moossou, Aboisso and Noe), including the Noe bridge at the border of Cote d'Ivoire with Ghana, and the access roads to the freight terminal at Vridi (Abidjan). From a technical point of view, the road and bridge works do not represent a major challenge in logistical, geotechnical and technical terms. At the same time, the packaging of bidding documents and project cost estimates for the roads component have taken into account the following two factors: (a) the current state of the construction industry in Cote d'Ivoire after several years of strife; and (b) the country risk premium that contractors may include in their bids.

60. The rapidly increasing road construction costs in West Africa is a potential challenge during execution, and to that end, particular attention is to be paid to the road construction costs, as well as to contract management (selection of contractors, construction quality, delays, etc.).

61. Effective supervision monitoring mechanisms will be put in place to ensure that the physical works are completed within the stipulated contractual time. More specifically, experienced consultants and contractors will be selected to carry out and supervise the construction activities to ensure a high and consistent construction quality and timely execution of the civil works. The management of this component will be delegated to the national road agency (AGEROUTE) which has acquired, during the years, extensive experience in the management of projects financed by the World Bank and other donors. AGEROUTE is thus in charge of: (a) the review of draft bidding documents; (b) the bids evaluation; and (c) the control – on behalf of the Administration - of all the activities during the execution of civil works. To that end, specific arrangements have been made for the follow-up of the envisaged activities: (a) appointment of experienced experts including recruitment of consultants if they are not available in-house; and (b) definition of the roles and responsibilities of the team members of AGEROUTE in the project implementation manual (PIM) and in the convention for the delegation of activities under Component B, between AGEROUTE and The PCU.

62. **Other civil works.** The construction/improvement of rest stop areas and truck parking facilities do not represent a major challenge from a technical point of view. These works will be included in the package for the road improvement works.

C. Financial Management

63. The IDA conducted a financial management assessment of the PCU in the MEF that is implementing the ALTTFP. The conclusion of the assessment is that the financial management residual risk is substantial. Although the financial management arrangements satisfy the Bank's minimum requirements under OP/BP10.02, improvements remain to be effected for the system to be adequate to provide, with reasonable assurance, accurate and timely information on the status of the Project as required by the IDA.

64. The Recipient and the IDA agreed on the format of the interim financial reports. There is a dated covenant to be completed within six months after effectiveness that relates to the recruitment of an internal auditor for the project. Other financial management actions that will strengthen the financial management systems of the project are included under Annex 3.

65. **ALCO.** The assessment of the financial arrangements at ALCO concludes that the arrangements are satisfactory and overall financial management risk is rated as modest. Appropriate measures have been envisaged to address the weaknesses identified. ALCO started implementation in APL1.

D. Procurement

66. A procurement specialist has been recruited and trained during the implementation of the PPA. He will be responsible for procurement activities, and each project beneficiary will participate in implementation. Based on a convention between the MEF and AGEROUTE, procurement and contract management for Component B of the project are delegated to AGEROUTE under the supervision of the procurement specialist of the PCU. AGEROUTE will procure on behalf of the Recipient. The procurement capacity assessment showed that the experience of the PCU with the World Bank's procurement procedures is moderately satisfactory and that the qualifications of the procurement officer and the PCU staff are adequate to enable them to manage the project procurement activities. The procurement risk in Cote d'Ivoire is rated as high. Risk mitigation measures include training of the PCU staff, and frequent procurement reviews and supervision by the IDA team.

67. **ALCO.** The Executive Secretariat of ALCO will carry out the procurement for activities under Component D of the proposed project, in accordance with the Procurement provisions set forth in the Project Agreement between the IDA and ALCO, dated April 7, 2010. The capacity assessment carried out under APL1 showed that the Executive Secretariat is familiar with the World Bank's procurement procedures and has the required procurement capacity for the proposed project. ALCO has an implementation manual with a section on procurement. The procurement risk for ALCO is rated low.

E. Social (including Safeguards)

68. **Social Assessment and Benefits.** The expected socio-economic benefits of the proposed project include travel time savings for transport services, reduced VOCs, reduced fares, as well as improvements in the safety and quality of transport services and an increase in governments' levy and tax revenues, due to enhanced enforcement of trade transit rules and regulations.

69. The RAP was prepared and disclosed in-country on October 5, 2011 and at the Bank's Infoshop on November 1, 2011. The safeguards instruments address site specific adverse impacts of the project and enhance its social benefits. The number of project affected persons (PAPs) is 695 and the cost of implementing the RAP is about US\$3.3 million, to be financed by the government). Adequate consultations, including focus group discussions, individual consultations, and public forums were carried out by the clients during the preparation of the RAP.

70. **Poverty and Equity.** The main social contribution of the ALTTFP is the provision of basic trade and transit facilitation to enhance basic regional access and mobility, of goods and people that traverse the Abidjan-Lagos trade corridor. A sample of positive social and poverty alleviation focused outcomes of ALTTFP include but are not limited to the following: (a) job creation and income generating opportunities in rural and urban areas; (b) provision of all weather transport access and services; (c) development of infrastructure access to promote the growth of small towns and villages/settlements on the road corridor; (d) connecting export and import products to markets; and (e) reducing transport costs for goods and people in landlocked countries and enhanced transit trade and mobility of goods and people – which eventually will contribute to achieving the MDGs.

71. **Gender Issues.** ALTTFP will benefit women and men, children and the elderly by responding to their mobility needs by providing them all with better access to basic social services (health, school, administration) and to markets. Particular attention will, however, be given to markets along the road at the borders, by providing safe and enhanced access to the market places, which will benefit rural women and children who are by far the majority of the people involved in petty trade.

72. **Participation.** The design of the project has been participatory at several levels: at national level, at regional level, at local government level, regional organizations, and at donor community level. The identification of project components including HIV/AIDS prevention, were based on consultations with national governments, local communities, key sector administrations such as police, customs and port authorities. Representatives of national governments and of regional organizations constitute the members of the project steering committee. Local populations traversed by the road corridor, will be provided income generating opportunities by giving them priority to various job positions in the road rehabilitation process.

73. **HIV/AIDS Prevention.** The response to HIV/AIDS has been a high priority and is one of the regional program components. ALCO, the regional HIV/AIDS and transport organization established in 2002, will implement the HIV/AIDS prevention component. An HIV/AIDS assessment along the road corridor has been carried out under APL1 preparation. The findings have been used to feed into the design of the HIV/AIDS component of the program. The

component addresses HIV/AIDS issues at different levels: (a) in the transport sector policies of the three project countries; (b) at the institutional and human resources level within the transport sector of the project countries; and (c) at project level in civil works contractors, employees and local communities along the road corridor.

F. Environment (including Safeguards)

74. An Environmental Screening Category of “B” (partial assessment) has been assigned to this project. The environmental and social safeguard issues of the proposed project are associated with the activities of Component B: Improvement of the Road Corridor’s Infrastructure in Cote d’Ivoire. Three safeguards policies were triggered: Environmental Assessment (OP/BP 4.01), Physical Cultural Resources (OP/BP 4.11) and Involuntary Resettlement (OP/BP 4.12). The Physical Cultural Resources (OP/BP 4.11) was triggered, given the possibility that there may be cultural assets and/or sites in the project area. This is addressed in the Environmental and Social Impact Assessment (ESIA), per the requirements of OP 4.01. The overall environmental impact of the project is expected to be positive, in particular as the planned activities will help reduce trade and transport barriers along the Abidjan – Lagos Corridor in Cote d’Ivoire. However, some negative impacts may arise during project implementation, such as negative but limited impacts on soil, air, water, noise environments, and surrounding communities, essentially during construction and/or production. These impacts will be temporary and localized, and proper mitigation measures during construction and/or production could minimize or even eliminate them. Preliminary field assessments have revealed that the planned civil works (road and bridge improvement/rehabilitation, and rehabilitation of Vridi trucks parking) will not have any significant negative impact during project implementation. In particular, the road improvement works will not require any road re-alignment or cross any environmentally sensitive areas.

75. The potential adverse environmental and social impacts of the ALTTFP related to civil works of the road rehabilitation components could include: soil erosion, loss of strips of residential plots along road alignments, loss of residential houses, businesses, temporary structures, noise and dust. Besides the RAP, environmental protection clauses will be incorporated in the contract documents, as well as social clauses including HIV/AIDS prevention. Compliance in the implementation of the clauses will be monitored by the National Environmental Agency (ANDE) and they will report to the PMU and the Bank appropriately.

76. The ESIA study (including the Environmental and Social Management Plan) on the planned civil works (road and bridge improvement/rehabilitation, and rehabilitation of Vridi trucks parking area) in Cote d’Ivoire have been prepared, reviewed, approved and disclosed both in-country on October 5, 2011 and at the Bank’s InfoShop on November 1, 2011.

Safeguard Policies Triggered by the Project	Yes	No
<u>Environmental Assessment (OP/BP 4.01)</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Natural Habitats (<u>OP/BP 4.04</u>)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Pest Management (<u>OP 4.09</u>)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Indigenous Peoples (<u>OP/BP 4.10</u>)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Physical Cultural Resources (<u>OP/BP 4.11</u>)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Involuntary Resettlement (<u>OP/BP 4.12</u>)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Forests (<u>OP/BP 4.36</u>)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Safety of Dams (<u>OP/BP 4.37</u>)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Projects on International Waterways (<u>OP/BP 7.50</u>)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Projects in Disputed Areas (<u>OP/BP 7.60</u>)*	<input type="checkbox"/>	<input checked="" type="checkbox"/>

* *By supporting the proposed project, the Bank does not intend to prejudice the final determination of the parties' claims on the disputed areas*

Annex 1: Results Framework and Monitoring

The Republic of Cote d'Ivoire Second Phase (APL2) of the Abidjan-Lagos Trade and Transport Facilitation Project (ALTTFP) Results Framework

Table 1: Revised Results Framework for the ALTTF Program (the Republic of Cote d'Ivoire, Ghana, Togo, Benin)

PDO	Project Outcome Indicators	Use of Project Outcome Information
Reduce trade and transport barriers in the ports and on the roads along the Abidjan-Lagos corridor	(i) Reduced port dwell time ¹³ along the corridor (ii) Reduced border crossing time of trucks/merchandise along the corridor ¹⁴	Assess the physical and non-physical barriers along the corridor.
Intermediate Outcomes	Intermediate Outcome Indicators	Use of Intermediate Outcome Monitoring
Component A - Trade Facilitation: (i) Increased cooperation among agencies and operators in Lomé, Cotonou and Abidjan ports (ii) Reduced road blocks along the corridor	(i) Computerized port single window established and functional ¹⁵ (ii) Number of roadblocks per 100 kilometers along the corridor ¹⁶ reduced	Assess the extent of trade and transport facilitation.
Component B - Improvement of the Corridor's Road Infrastructure: Improved quality of the road network	(i) Roads in good and fair condition as a share of the corridor length (percentage)* (ii) Roads rehabilitated (km) – non-rural*	Assess road condition, safety and performance along the corridor.
Component D –HIV/AIDS Programs (financed under APL1) Reduced impact of HIV/AIDS on the transport communities along the corridor	(i) Percentage of truckers familiar with at least two means of HIV/AIDS prevention (ii) Percentage of truckers reporting use of condoms with a non-regular partner during latest intercourse	Assess impact of HIV/AIDS
Core sector indicator	Direct project beneficiaries (number) of which female (%)*	Assess the gradual benefits of the corridor improvements to the affected population

*Bank wide Core Sector Indicator

¹³ Lomé, Cotonou and Abidjan port dwell time. The DO indicators are set only for the ports of IDA-financed program interventions, although they are measured for the whole corridor.

¹⁴ Border crossing time at Krake-Sémé, Hillacondji-Sanvéé-Condji, Kondjoviakopé-Aflao, and Elobo-Noé borders

¹⁵ In Lomé, Cotonou and Abidjan ports.

¹⁶ The ratio of number of roadblocks to number of official checkpoints (as specified in Accra MOU of 2007) should be lower than two.

Table 2: Results Framework for APL 2 (Cote d'Ivoire)

<p>Project Development Objective (PDO): The objective of the program is to reduce trade and transport barriers in the ports and on the roads along the Abidjan-Lagos coastal corridor. The total cost of the program is estimated at about US\$405.5 million. The regional program will cover four countries: the Republic of Cote d'Ivoire, Ghana, Togo, and Benin and is tailored to countries' conditions.</p> <p>The objective of the proposed project (APL2) is to reduce trade and transport barriers in the port and on the roads along the corridor in the Recipient's territory.</p>													
PDO Level Results Indicators*	Core	Unit of Measure	Baseline (as of May 2011)	Cumulative Target Values*						Frequency	Data Source/ Methodology	Responsibility for Data Collection	Description (indicator definition)
				YR 1	YR 2	YR3	YR 4	YR5	YR6				
Project Outcome Indicators													
(i) Reduced port dwell time in Abidjan	<input checked="" type="checkbox"/>	days	14	14	14	13	13	12	11	Monthly ALCO reports	-Data from Port Autonome d'Abidjan (PAA) -Surveys of a representative number of transport companies and freight forwarders	ALCO/PAA	Time cargo/ container remains in the terminal from the moment it is unloaded from the ship to the moment of exiting the port
(ii) Reduced border crossing time of trucks/merchandise along the corridor at Noé –Elubo (with Ghana)	<input type="checkbox"/>	hours	37	37	37	35	33	31	29.6	Annual progress report	Field surveys	ALCO	Time between truck arrival/starts formalities at Noe border post, and merchandise exiting the Elubo border post
Intermediate Results (Component A : Trade Facilitation):													
(i) Computerized Single Window functional in the port of Abidjan	<input type="checkbox"/>	yes/no	no	N/A	N/A	N/A	N/A	N/A	Yes	Annual progress report	Supervision missions and project progress reports	-PCU -ALCO	
(ii) Number of	<input type="checkbox"/>	No.	18	18	10	7	5	3	3	ALCO	- Surveys of a	ALCO	Number of

roadblocks per 100 kilometers ¹⁷ between Abidjan-Noé reduced										annual report	representative number of transport companies and freight forwarders - Trip surveys		fixed/official checkpoints
Intermediate Results (Component B : Improvement of the Corridor's Road Infrastructure):													
(i) Roads in good and fair condition (IRI<6) as a share of the corridor length ¹⁸ in Cote d'Ivoire	<input checked="" type="checkbox"/>	%	71 of which RCI: 9.5%	71	73	74	75	77	77	Progress project report by Cote d'Ivoire and ALCO annual report	Data from road surveys collected by road agencies in the corridor countries	-ALCO -Ministry of Public Works in Cote d'Ivoire -Road agencies	At time of measurement road condition is classified good/fair/poor depending on the road surface and the level of roughness
(ii) Roads rehabilitated – non rural	<input checked="" type="checkbox"/>	km	0	0	50	100	130.3	130.3	130.3	Progress project report by Cote d'Ivoire and ALCO annual report	Supervision mission and project progress reports	PCU/ALCO	Number of km. rehabilitated financed by the project
Direct project beneficiaries (in millions) -of which female (%)* *Bank wide Core Sector Indicator	<input checked="" type="checkbox"/>	Number %	0	0	0.2	0.7	1.5	2.0	2.2 (55%)	ALCO annual report	Estimate based on project progress	ALCO	It refers to the total population in the corridor catchment area covered by APL2. Women are estimated to account for 55% of the total population given their greater presence at border trading points and along the road corridor

**Target values should be entered for the years when data will be available, not necessarily annually*

¹⁷ The ration number of roadblocks to number of official checkpoints (as specified in Accra MOU of 2007) should be lower than two.

¹⁸ The length of the Abidjan-Lagos Corridor is of 998.8 km, according to recent GPS measurement by the ALCO team and endorsed by ECOWAS.

Table 3: Results framework for APL 1 (Ghana, Togo, Benin) - updated¹⁹

Project Development Objective (PDO):													
The objective of the program is to reduce trade and transport barriers in the ports and on the roads along the Abidjan-Lagos coastal corridor. The total cost of the program is estimated at about US\$405.5 million. The regional program will cover four countries: Cote d'Ivoire, Ghana, Togo, and Benin and is tailored to countries' conditions.													
The objective of the ALTTFP (APL 1) is to reduce trade and transport barriers in the ports and on the roads along the Abidjan-Lagos corridor in Ghana, Togo and Benin.													
PDO Level Results Indicators*	Core	Unit of Measure	Baseline (as of March 2009)	Cumulative Target Values*						Frequency	Data Source/ Methodology	Responsibility for Data Collection	Description (indicator definition)
				YR 1	YR 2	YR3	YR 4	YR5	YR6				
Project Outcome Indicators													
(i) Reduced port dwell time in Lomé	☒	days	18	18	18	17	16	15	14.5	Monthly ALCO reports	-Data from Port Autonome d'Abidjan (PAA) -Surveys of a representative number of transport companies and freight forwarders	ALCO/PAA	Time cargo / container remains in the terminal from the moment it is unloaded from the ship to the moment of exiting the port
(ii) Reduced port dwell time in Cotonou	☒	days	19	19	19	18	17	16	15	Monthly ALCO reports	-Data from Port Autonome d'Abidjan (PAA) -Surveys of a representative number of transport companies and freight forwarders	ALCO/PAA	Time cargo / container remains in the terminal from the moment it is unloaded from the ship to the moment of exiting the port

¹⁹ The APL1 baseline and target indicators on (i) port dwell time and (ii) border crossing time have been updated based on adjustments/improvements on ALCO's methodology of data collection, taking into account a more comprehensive breakdown of indicators components.

(iii) Reduced border crossing time of trucks/merchandise along the corridor at Elubo-Noe border	<input type="checkbox"/>	hours	Elubo 24	22	21	20	20	20	19	Annual progress report	Field surveys	ALCO	Time between truck arrival/starting formalities at Elubo border post, and merchandise exiting the Noe border post
(iv) Reduced border crossing time of trucks/merchandise along the corridor at Hillacondji-Sanve-Condji border	<input checked="" type="checkbox"/>	hours	Hilla condji 24	24	22	21	20	20	19	Annual progress report	Field surveys	ALCO	Time between truck arrival/starting formalities at Hillacondji border post and merchandise exiting the border post at Sanve-Condji
(v) Reduced border crossing time of trucks/merchandise along the corridor at at Kodjoviakope-Aflao border	<input checked="" type="checkbox"/>	hours	Kodjovia kope 24	24	22	21	20	20	19	Annual progress report	Field surveys	ALCO	Time between truck arrival/starting formalities at Kodjoviakope border post and merchandise exiting the Aflao border post
(vi) Reduced border crossing time of trucks/merchandise along the corridor at Krake-Seme border	<input checked="" type="checkbox"/>	hours	Krake 48	48	46	44	42	40	38	Annual progress report	Field surveys	ALCO	Time between truck arrival/starting formalities at Krake border post and merchandise exiting the Seme border post
Intermediate Results (Component A : Trade Facilitation):													
(i) Computerized Single Window functional in the ports of Lomé and Cotonou	<input type="checkbox"/>	yes/no	Lomé: no Cotonou: no	N/A	N/A	N/A	N/A	N/A	Yes	Annual progress report	Supervision missions and project progress reports	-PCU -ALCO	

(ii) Number of roadblocks per 100 kilometers ²⁰ along the Abidjan-Lagos corridor	<input type="checkbox"/>	Number	Gh: 18 Tg: 6 Bn: 7							Gh:3 Tg: 3 Bn:3	ALCO annual report	- Surveys of a representative number of transport companies and freight forwarders - Trip surveys	ALCO	Number of fixed/official checkpoints
Intermediate Results (Component B : Improvement of the Road Corridor's Infrastructure):														
(i) Roads in good and fair condition (IRI<6) as a share of the corridor length ²¹	<input checked="" type="checkbox"/>	%	71% of which: GH: 45% TG: 3% BN: 12%	71% of which: GH: 45% TG: 3% BN: 12%	73% of which: GH: 45% TG: 3% BN: 12%	74% of which: GH: 45% TG: 4% BN: 13%	75% of which: GH: 46% TG: 4% BN: 13%	77% of which: GH: 48% TG: 4% BN: 13%	77% of which: GH: 48% TG: 4% BN: 13%	Progress project report by Cote d'Ivoire and ALCO annual report	Data from road surveys collected by road agencies in the corridor countries	-ALCO -Data from road surveys collected by road agencies in the corridor countries		At time of measurement road condition is classified good/fair/poor depending on the road surface and the level of roughness
(ii) Roads rehabilitated – non rural	<input checked="" type="checkbox"/>	km	0	0	27 km of which: GH: 15 TG: 4 BN: 8	80 km of which: GH:55 TG: 8 BN:17	110 km of which: GH:85 TG: 8 BN: 17	135 km of which: GH: 110 TG: 8 BN: 17	135 km of which: GH: 110 TG: 8 BN: 17	Annual progress report	Supervision mission and project progress reports	-PCU/ -ALCO		
Intermediate Results (Component D: HIV/AIDS Programs and Corridor Performance Monitoring):														
(i) Percentage of truckers familiar with at least two means of HIV/AIDS prevention increased		%	80	80	83	83	88	89	90	All 2 years progress report	-Data from center registries -Three surveys (baseline, mid-term and completion)	ALCO		<u>Numerator</u> : Number of surveyed truckers who report to know at least two means of prevention <u>Denominator</u> : Number of truckers surveyed

²⁰ The ration number of roadblocks to number of official checkpoints (as specified in Accra MOU of 2007) should be lower than two.

²¹ The length of the Abidjan-Lagos Corridor is of 998.8 km, according to recent GPS measurement by the ALCO team and endorsed by ECOWAS.

(ii) Percentage of truckers reporting use of condoms with a non-regular partner during latest intercourse increased		%	72	72	75	76	78	80	81	All 2 years progress report	-Data from center registries -Three surveys (baseline, mid-term and completion)	ALCO	<u>Numerator</u> : Number of surveyed truckers who report use of condoms <u>Denominator</u> : Number of truckers surveyed
Direct project beneficiaries (in millions) -of which female (%)* <i>*Bank wide Core Sector Indicator</i>	<input checked="" type="checkbox"/>	Number %	0	0	3	6	9	13	15 (55%)	ALCO annual report	Estimate based on project progress	ALCO	It refers to the total population in the corridor catchment area covered by APL2. Women are estimated to account for 55% of the total population given their greater presence at border trading points and along the road corridor

Annex 2: Detailed Project Description

The Republic of Cote d'Ivoire Second Phase (APL2) of the Abidjan-Lagos Trade and Transport Facilitation Project (ALTTFP)

TOTAL PROJECT COST: US\$148 million (including taxes)

1. Component A: Trade Facilitation (US\$6.3 million)

- (a) Support to Cote d'Ivoire's customs modernization action plan (US\$1.5 million) through:
- Technical assistance for procedure simplification including implementation of a risk management system;
 - Trade facilitation training for customs officers including post-clearance control;
 - Assistance for service execution control;
 - Technical assistance to the *Direction de la communication et de la qualité* for the International Standards Organization (ISO) certification of customs procedures.
- (b) Support the establishment of a Single Window (SW) port in Abidjan (US\$2.5 million) through:
- Study to update the legislative and regulatory framework;
 - Information and Communication Technology (ICT) equipment for main agencies/stakeholders involved in the SW project (including trade, agriculture and health ministry's), improvement of the port management system;
 - Training to build capacity for customs officers in the area of organization and information technology equipment maintenance;
 - Training on software use and risk management techniques for the port community members.
- (c) Support data exchange between Ghanaian and Ivorian Customs at the Noe-Elubo border (US\$0.7 million).
- (d) Strengthen the capacities of consignees, forwarding agents, handlers and stevedores (US\$0.6 million).
- (e) Support to the activities of the National Facilitation Committee (NFC) (US\$1 million):
- Training of NFC members;
 - Monitoring indicators in collaboration with the Project Coordination Unit (PCU) and Abidjan-Lagos Corridor Organization (ALCO);
 - Finance studies related to: (i) guarantee funds feasibility; and (ii) implementation of a professionalization of carriers program;
 - Equipment (vehicle and IT equipment for the use of NFC members).

2. Component B: Improvement of the Corridor’s Road Infrastructure (US\$138.8 million of which IDA US\$81.8 million)

- (a) Feasibility studies²² and detailed technical design studies (technical and economic studies, social and environmental assessments) (US\$1.04 million).
- (b) Civil works including social and environmental mitigation measures (US\$126.60 million of which IDA US\$75.07 million):
- Strengthening of the Grand-Bassam-Moossou-Nzikro-Aboisso-Noé (Ghanaian border) road section (130.3 km) 23 including: (i) upgrade and rehabilitation and strengthening by using asphalt concrete on the stretches for which it is required; (ii) improving road alignment and widening of the road platform to meet the 10.5 meters standard width (ECOWAS norm) with the construction of paved shoulders along the road; (iii) improving drainage; and (iv) road safety measures (markup, signaling, clearing, embankment and slope strengthening – if necessary – along the road);
 - Widening and strengthening of Noé bridge (120 meters);
 - Establishment of transit and secure parking areas at Noé and Aboisso; and
 - Rehabilitation of the freight terminal at Vridi and improvement of related access roads.
- (c) Other civil works for environmental and social mitigation measures (US\$0.06).
- (d) Supervision of civil works including contract with AGEROUTE (US\$7.02 million of which IDA US\$4.87²⁴ million).
- (e) Implementation of the RAP (US\$3.3 million, financed by the government).
- (f) Pre-feasibility study on a motorway construction of Grand-Bassam-Noe based on a Public-Private Partnership (PPP) (US\$0.4 million).
- (g) Training and capacity building for road safety technical assistance (TA) (US\$0.18 million);
- (h) Execution of a study for a traffic management plan in the port access zone (US\$0.17 million).

3. Component C: Project Management and Coordination (US\$2.9 million, of which IDA US\$1.9 million)

²² Financed by the project preparation advance (PPA)

²³ Of which IDA will finance only the contract for Aboisso-Noe road section of 59.2 km

²⁴ The IDA will finance 100 percent of the supervision contracts related to the respective civil works contracts it will finance.

- (a) Project operating costs (PCU, Customs, NFC) including participation to regional workshops and monitoring and evaluation of the indicators (US\$1.6 of which IDA0.6 million);
- (b) External project audit (US\$0.1 million);
- (c) Consultants for the PCU: Procurement Specialist, Administration and Finance Manager, Accountant, Monitoring and Evaluation Specialist, Assistant) (US\$1.2 million).

4. Component D: HIV/AIDS Programs and Corridor Performance Monitoring Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome (HIV/AIDS) Programs and Corridor Performance Monitoring (financed under APL1 for an amount of US\$6 million) will include the sub-components listed below:

- (a) Formulation and execution of programs of activities aimed at reducing the impact of HIV/AIDS and preventing the spread of HIV infection among communities established and/or operating along the portion of the corridor located within the Recipient's territory; and
- (b) Collection and treatment of data required to measure and monitor performance in the areas of trade, transport and HIV/AIDS along the Corridor; and (b) wide dissemination of such data across the Recipients territories and beyond.

Table 1: Summary of Project Costs

Component	IDA US\$ M)	Gov. ²⁵ (US\$ M)	Total Project Estimated Cost (incl. tax)
A - TRADE FACILITATION			
A.1. Support to Customs modernization plan	1.50	0.00	1.50
A.2. Support for the establishment of a Single Window at Abidjan port	2.50	0.00	2.50
A.3. Support for the interconnectivity between Ghanaian and Ivorian Customs	0.70	0.00	0.70
A.4. Training and capacity building for the port community members	0.60	0.00	0.60
A.5. Support to the National Facilitation Committee	1.00	0.00	1.00
Subtotal	6.30	0.00	6.30
B - IMPROVEMENT OF THE CORRIDOR'S ROAD INFRASTRUCTURE			
B.1. Feasibility studies (financed by project preparation advance)	1.04	0.00	1.04
B.2. Execution of the main civil works	75.07	51.53	126.60
B.3. Execution of civil works related to social and environmental mitigation measures	0.06	0.00	0.06
B.4. Supervision of the civil works, including contract with AGEROUTE	4.87	2.15	7.02
B.5. Training and capacity building for road safety	0.18	0.00	0.18
B.6. Execution of a study for a traffic plan in the port access zone	0.17	0.00	0.17
B.7. Implementation of the Resettlement Action Plan	0.00	3.33	3.33
B.8. Pre-feasibility study PPP Grand-Bassam-Noe	0.40	0.00	0.40
Subtotal	81.79	57.01	138.80
C - PROJECT MANAGEMENT AND COORDINATION			
C.1. Operating costs for project beneficiaries	0.60	1.00	1.60
C.2. Project external audit	0.10	0.00	0.10
C.3. Consultants for the PCU	1.20	0.00	1.20
Subtotal	1.90	1.00	2.90
D: HIVAIDS PROGRAMS AND CORRIDOR PERFORMANCE MONITORING (financed under APL1, under execution)			
	0.00	0.00	0.00
TOTAL	90.00	58.00	148.00

²⁵ The government's contribution will be channeled in a parallel manner whereby funds will be deposited in a project account to finance contracts other than those financed by IDA funds.

Annex 3: Implementation Arrangements

The Republic of Cote d'Ivoire Second Phase (APL2) of the Abidjan-Lagos Trade and Transport Facilitation Project (ALTTFP)

1. Project institutional and implementation arrangements

i. Project administration mechanisms

Regional Coordination

1. The project will help implement an efficient transit regime and enforce regional harmonized regulations in the sub-region. To that end, a comprehensive set of transit and transport procedural reforms would be applied and tested along the coastal corridor. The results of such actions will be measured and monitored through a system of local, national and regional performance indicators to be shared and made public in the member countries. If successful, the results can be scaled-up at national and regional levels by the Economic Community of West African States (ECOWAS) member states. This “corridor approach” is proposed in recognition of the fact that national and regional-wide enforcement of ECOWAS rules and regulations has been so far disappointing.

2. A Japan Policy and Human Resources Development (PHRD) Grant of US\$930,000 was extended to ECOWAS via the World Bank in November 2007 and was completed on December 1, 2009. The PHRD Grant was executed by the Department of Transport and Communication of ECOWAS. It financed two regional studies on: (a) implementation of single window systems in the ports of Lagos, Cotonou, Lomé and Abidjan; and (b) information sharing and interconnectivity among customs in the five corridor countries. The studies were finalized in June 2009, and produced estimated costs and activities for the single window and customs information sharing sub-components to be financed by the Abidjan-Lagos Trade and Transport Facilitation Project (ALTTFP) in each corridor country.

3. The existing structure of the Abidjan-Lagos Corridor Organization (ALCO) created under the former IDA funded Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome (HIV/AIDS) Transport Project for Abidjan-Lagos Corridor which operates as a corridor monitoring and evaluation (M&E) unit under ECOWAS, for the ALTTFP. ALCO will thus provide a regional “umbrella” ensuring: (a) the interface and coordination between the national Project Coordination Units (PCUs), the national facilitation committees, and the regional facilitation committee within ECOWAS; (b) the data collection and monitoring of local, national and regional project performance indicators, as well as reporting to the national facilitation committee, ECOWAS, and the IDA; (c) the regional implementation of the HIV/AIDS Program component; and (d) a forum of information sharing, awareness and solution-seeking on trade and transport issues along the corridor.

4. The project performance indicators and their monitoring, as well as the HIV/AIDS sub-component will be carried-out at regional level by ALCO, as stipulated in the Memorandum of Understanding (MOU) signed between ECOWAS and ALCO in July 2008. The three annexes to

the Accra MOU on Transport and Transit Facilitation along the Abidjan-Lagos Road corridor were finalized with input from member countries and entered into force on September 12, 2008. The actions on border post business hours (Annex 1 to MOU), official controls along the corridor (Annex 2 to MOU), and on corridor performance indicators (Annex 3 to MOU) will be monitored by ALCO during project implementation. The regional monitoring activities by ALCO are financed under APL1 through the grant to Togo, for the implementation period of six years starting in 2010.

5. The IDA grant for Togo includes the amount of US\$6 million for the execution of Component D; that amount was on-granted by Togo to ALCO under a subsidiary agreement concluded between the Togolese Government and ALCO. In addition, a project agreement was signed between ALCO and IDA to specify the implementation arrangements of Component D (which span all countries) by ALCO.

National Project Coordination

6. All the project institutional and implementation arrangements, including administrative, financial, procurement and execution are detailed in: (a) the Financial Management Manual – including the administrative, budgeting accounting policies and guidelines, internal control procedures, internal auditing arrangements, and procurement procedures; and (b) the Project Implementation Manual (PIM) – including the detailed project institutional framework, implementation arrangements and organizational structure of the project - both approved by the IDA on March 14, 2012.

7. The project in Cote d'Ivoire has been placed under the authority of a high level Steering Committee, to be responsible for, *inter alia*, the review and validation of: (a) the Annual Work Plans; (b) the Project's evaluation and supervision reports; and (c) the Project's financial management and accounting reports. The Steering Committee is chaired by the Minister of Economy and Finance, and has a Technical Committee, which includes members of project stakeholders (ministries and agencies), as its executing arm²⁶. The project will be implemented by a Project Coordination Unit (PCU) set up in the Ministry of Economy and Finance (MEF)²⁷. The PCU does not have any past experience in World Bank-financed projects. The PCU is fully staffed and has been implementing two project preparation advances (PPA). The project coordinator was officially nominated and is from MEF. As part of the PPA implementation the PCU capacity in Cote d'Ivoire has been strengthened by the recruitment of financial management and procurement specialists. Further, the PCU includes members of each agency beneficiary of the project (the port; Customs; National Facilitation Committee; and AGEROUTE) as "focal points" with responsibilities in providing technical support (including preparation of terms of reference, technical specifications, work plans and training plans) in their respective areas of competence. The management of Component B (Improvement of the Corridor's Road Infrastructure, except for the port traffic plan study) will be delegated by the

²⁶ Decree of the MEF no. 753 of August 10, 2009 regarding the establishment, organization and functioning of the ALTTFP Steering Committee

²⁷ Decree of the MEF no. 754 of August 10, 2009 regarding the establishment, organization and functioning of the ALTTFP Project Coordination Unit

PCU to AGEROUTE²⁸ through a convention; the latter is a national public company under the Ministry of Economic Infrastructures (MEI) and the MEF, mandated by the government to act on behalf of the government and to ensure, *inter alia*, the supervision of studies and related civil works, including procurement, of road maintenance, rehabilitation and construction. In that capacity, AGEROUTE: (a) prepares the bidding documents; (b) awards civil works and supervision contracts; and (c) supervises the activities under Component B of the project. AGEROUTE will act under the supervision of the PCU, it will not receive grants and will not conduct any independent financial management or procurement.

ii. Financial Management, Disbursements and Procurement

a. Financial Management

Introduction

8. The IDA conducted a financial management assessment of the PCU in the MEF that is implementing the ALTTFP. The objective of the financial management assessment was to determine whether the financial management arrangements: (a) are capable of correctly and completely recording all transactions and balances relating to the project; (b) facilitate the preparation of regular, accurate, reliable and timely financial statements; (c) safeguard the project's entity assets; and (d) are subject to auditing arrangements acceptable to the Bank. The assessment complied with the Financial Management Manual for World Bank-Financed Investment Operations that became effective on March 1, 2010.

Financial Management Arrangements

9. The budgeting guidelines, the accounting policies and guidelines, internal control procedures, and internal auditing arrangements are included in the Financial Management Manual approved by IDA on March 14, 2012.

10. **Budgeting Arrangements.** A Financial Management Specialist has been recruited who should ensure that budgets for the project are prepared and approved in time before the period they relate to, and the budgets are regularly monitored using interim financial reports (IFRs).

11. **Accounting Arrangements.** The Financial Management Specialist will prepare the accounts of the project. A computerized accounting information system has been acquired by the PCU to that end.

12. **Internal Control and Internal Audit Arrangements.** The PCU will create an internal audit unit for the project and recruit an internal auditor within six months after project effectiveness. The project's steering committee will follow up on audit findings to ensure they are addressed. This will enhance the governance arrangements of the project.

²⁸ AGEROUTE was created by Decree No. 2011-592 of September 19, 2011

13. **Disbursements Arrangements.** The transaction based disbursement procedures using statement of expenditures will be used when disbursing funds to the designated account managed by the PCU. Other methods of disbursement that can be used by the project include direct payments to a third party for works, goods and services upon the Recipient's request; special commitments ; and reimbursements for expenditures paid using the Recipient's own funds under the project. Further details about project disbursements will be included in the disbursement letter. If ineligible expenditures are found to have been made from the Designated Account, the Recipient will be obligated to refund the same. If the Designated Account remains inactive for more than six months, the Borrower may be requested to refund to IDA amounts advanced to the Designated Account. IDA will have the right, as reflected in the Financing Agreement, to suspend disbursements if financial management is not complied with.

14. **Funds flow arrangements.** The project will have one segregated Designated Account located at the Central Bank of West African States (BCEAO) and one advance account in a commercial bank that will be managed by a public accountant appointed by the Ministry of Finance in coordination with the PCU. All these accounts will be managed in accordance with Bank guidelines.

15. A project Account (PA) will be opened at the BCEAO and will be managed by a public accountant appointed by the Ministry of Economy and Finance in coordination with the PCU.

16. **Counterpart Funds.** The government will make periodic deposits into the PA in payment of their counterpart funds (US\$58 million including taxes) over the life of the project. Such funds will pay for project expenditures incurred under separate contracts fully financed by government's contribution in line with its written commitment²⁹. Counterpart funds will finance contracts other than those financed by IDA under components B2 (Execution of main Civil Works) totaling US\$51.3 million, component B.4 (Supervision of civil works) in the amount of US\$2.15 million, component B.7 (Implementation of Resettlement Action Plan) for an amount of US\$3.33million, and under component C.1 (Operating costs) for an amount of US\$1 million. Despite the parallel nature of the co-financing and in view of the importance of the timely provision of the counterpart funds to the achievement of the project objectives, the Financing Agreement includes a covenant specifying that "the Recipient shall include in its budget in a given year the Counterpart Funding allocation for that given year as indicated in the Annual Work Plan, and provide for the availability and use of such Counterpart Funding in a timely and efficient manner for the due implementation of the Project, as well as the timetable for the provision of counterpart funds." Furthermore, the procurement plan will indicate the contracts by source of financing. For the first 18 months of the project execution no counterpart funding is envisaged in the procurement plan.

17. Disbursements to the Designated Account will be in CFA currency, and the ceiling of the account will be set to FCFA 700 million. The account number of the Designated Account and the signatories should be communicated to the IDA before grant effectiveness to enable a speedy project launch.

²⁹ Letter from the government dated February 17, 2012

18. **Financial Reporting Arrangements.** The PCU will prepare quarterly un-audited IFRs for the project in form and content satisfactory to the Bank, which will be submitted to the Bank within 45 days after the end of the quarter to which they relate. The format and content of the IFR has been upon agreed between the IDA and the PCU. The contents of the IFR will include:

- Statement of Sources and Uses of Funds; and
- Statement of Uses of Funds by Project Activity/Component.

19. The PCU will also prepare the projects annual accounts/financial statements within three months after the end of the accounting year in accordance with accounting standards acceptable to the Bank. The audited financial statements should be submitted to the Bank within six months after the end of the accounting year.

20. **Auditing arrangements.** The audit of the project will be done using an acceptable auditor to the Bank that has to be cleared by the Financial Management Unit. The audit will be done using International Standards on Auditing and the audit report together with the management letter has to be submitted to the Bank within six months after the end of the financial year. The audit report will be disclosed in accordance with the Bank’s disclosure policy. The audit for the first year will include the audit of the PPA. Audit terms of reference have also been agreed with the Bank and an external auditor appointed.

21. The audit reports that will be required to be submitted by the PCU and the due dates for submission are:

Table 1: Audit Report Due Date

<i>Audit Report</i>	<i>Due Date</i>
1. Project Specific Financial Statements and management letter to be submitted by the PCU.	1. Submitted within six months after the end of each financial year.

Financial Management Action Plan

22. The table below shows the financial management action plan for the project.

Table 2: Financial Management Action Plan

	Action	Date due by	Responsible
1.	Agreeing the format and content of the IFR with the project	Complied with	PCU & IDA
2.	Recruit a qualified and experienced internal auditor for the project	Dated covenant to be met within 6 months after effectiveness.	PCU

Conclusion of the Assessment

23. A description of the project’s financial management arrangements above indicates that although they satisfy the World Bank’s minimum requirements under OP/BP10.02, there remain

improvements to be effected for the system to be adequate to provide, with reasonable assurance, accurate and timely information on the status of the project as required by the IDA. The recommended improvements are detailed in the Financial Management Action Plan. The overall financial management residual risk rating for the project is substantial (Medium-Impact). This means the planned supervision for the project will be performed twice a year.

Financing Categories

24. The following tables specify the categories of Eligible Expenditures that may be financed out of the proceeds of the Financing (“Category”), the allocations of the amounts of the Financing to each Category, and the percentage of expenditures to be financed for Eligible Expenditures in each Category:

Table 3: Categories of Eligible Expenditures

Category	Amount of the Grant Allocated (expressed in US\$)	Percentage of Expenditures to be Financed (inclusive of taxes)
(1) Works under Part B of the Project	80,590,000	100
(2) Works, excluding Works under Part B of the Project, goods, non-consulting and consulting services, Training and Operating Costs under the Parts A, B and C of the Project	7,700,000	100
(3) Repayment of Preparation Advance	1,710,000	Amount payable pursuant to Section 2.07 of the General Conditions
Total Amount	90,000,000	100

b. Procurement

Applicable procurement policies and procedures

25. **Generality:** Following the 2004 Country Procurement Assessment Report (CPAR), a new Procurement Code (Decree N°2005-110 dated February 24, 2005), in line the West African Economic and Monetary Union’s (WAEMU’s) procurement directives and international good practices, and key implementing regulations and documentation were adopted in 2006. A national procurement capacity building program exists and is being implemented at the central and decentralized entities level. An electronic system for collecting and disseminating procurement information and for monitoring procurement statistics has been set up and needs to be spread over all of the contracting authorities. However, persisting issues remain that affect transparency and efficiency of the national procurement system: (a) the National Procurement Code authorizes to re-bid automatically when at least three bids are not received; (b) the national standard bidding document for works indicates that bids which prices are considered as too low

or too high are automatically rejected, and authorizes the use of point systems; (c) the mechanism for dealing with complaints from bidders are not operational yet and the Government has committed itself to do it through the new public procurement regulatory framework; and (d) no procurement compliance review has been done so far. In addition, the volatile socio-political situation due to the civil war does not guarantee an effective functioning of the system and also has considerably increased fraud and corrupt practices. The new government is trying to fight against this scourge by the implementation of certain mechanisms such as the code of ethics at the level of ministers and officials, but the results are not yet visible at this time.

26. **Guidelines:** In general, Cote d'Ivoire's procurement code and regulations do not conflict with IDA guidelines. However, provisions related to the use of point systems and re-bidding when at least three bids were not submitted will not be applied for national competitive bidding. The procurement for the proposed project will be carried out in accordance with: (a) the World Bank's "*Guidelines: Procurement of Goods, Works and Non-consulting Services under IBRD Loans and IDA Credits and Grants by World Bank Borrowers*" dated January 2011; and (b) "*Guidelines: Selection and Employment of Consultants under IBRD Loans and IDA Credits and Grants by World Bank Borrowers*" dated January 2011.

27. **Procurement Documents:** Procurement would be carried out using the Bank's Standard Bidding Documents (SBD) for all International Competitive Bidding (ICB) for goods and works and for Standard Request for Proposal (RFP) for the selection of consultants through competitive procedures. The Recipient will develop standard documents based on the Bank's SBDs for National Competitive Bidding (NCB) for goods and works and the Bank's RFP for the selection of consultants through methods other than Quality and Cost Based Selection (QCBS), with modifications that will be submitted to the IDA for prior approval.

28. The different procurement methods or consultant selection methods, the need for pre-qualification, estimated costs, prior review requirements, and time frame are agreed between the Recipient and the Bank in the Procurement Plan. Component D of the project is being executed by ALCO under its Procurement Plan in APL1.³⁰ The Procurement Plan will be updated at least annually or as required to reflect the actual project implementation needs and improvements in institutional capacity.

Advertising procedure

29. General Procurement Notice, Specific Procurement Notices, Requests for Expression of Interest and results of the evaluation and contracts award should be published in accordance with advertising provisions in the following guidelines: "*Guidelines: Procurement of Goods, Works and Non-consulting Services under IBRD Loans and IDA Credits and Grants by World Bank Borrowers*" dated January 2011, and "*Guidelines: Selection and Employment of Consultants under IBRD Loans and IDA Credits and Grants by World Bank Borrowers*" dated January

³⁰ The financing for the project activities to be carried out by the Abidjan-Lagos Corridor Organization (ALCO) was included in the grant agreement with Togo. The activities of ALCO are procured using the procurement guidelines in effect at the time of APL1 approval, namely March 23, 2010.

2011. The borrower will keep a list of received responses from potential bidders interested in the contracts.

30. For ICB and request for proposals that involve international consultants, the contract awards shall be published in UNDB online and in dgMarket within two weeks of receiving IDA's "no objection" to the recommendation of contract award. For Goods, the information to publish shall specify: (a) name of each bidder who submitted a bid; (b) bid prices as read out at bid opening; (c) name and evaluated prices of each bid that was evaluated; (d) name of bidders whose bids were rejected and the reasons for their rejection; and (e) name of the winning bidder, and the price it offered, as well as the duration and summary scope of the contract awarded. For Consultants, the following information must be published: (a) names of all consultants who submitted proposals; (b) technical points assigned to each consultant; (c) evaluated prices of each consultant; (d) final point ranking of the consultants; and (e) name of the winning consultant and the price, duration, and summary scope of the contract. The same information will be sent to all consultants who submitted proposals. The other contracts should be published in national gazette periodically (at least, quarterly) and in the format of a summarized table covering the previous period with the following information: (a) name of the consultant to whom the contract was awarded; (b) the price; (c) duration; and (d) scope of the contract.

Procurement methods

31. **Procurement of Works.** The works to be financed by IDA would include interurban and urban roads improvement and rehabilitation, transit areas and freight terminal construction, boreholes construction and rehabilitation. Contracts of works estimated to cost US\$5,000,000 equivalent or more per contract shall be procured through ICB. Contracts estimated to cost less than US\$5,000,000 equivalent may be procured through NCB. Contract estimated to cost less than US\$70,000 equivalent per contract may be procured through shopping procedures. For shopping, contracts will be awarded following evaluation of bids received in writing on the basis of written solicitation issued to several qualified suppliers (at least three). The award would be made to the supplier with the lowest price, only after comparing a minimum of three quotations open at the same time, provided he has the experience and resources to execute the contract successfully. For shopping, the project procurement officer will keep a register of suppliers updated at least every six months.

32. **Procurement of Goods.** The Goods to be financed by IDA would include: office and furniture, and equipments, office supplies, etc. Similar Goods that could be provided by a same vendor would be grouped in bid packages estimated to cost at least US\$500,000 per contract and would be procured through ICB. Contracts estimated to cost less than US\$500,000 equivalent may be procured through NCB. Goods estimated to cost less than US\$70,000 equivalent per contract may be procured through shopping procedures. For shopping, the condition of contract award shall be the same process as described above for procurement of works.

33. **Selection of Consultants.** The project will finance Consultant Services such as surveys, technical and financial audits, technical assistance, activities under the institutional strengthening component, engineering designs and supervision of works, trainers and workshops facilitators. Consultant firms will be selected through the following methods: (a) Quality and Cost Based Selection (QCBS); (b) selection based on the Consultant's Qualification (CQS) for contracts

which amounts are less than US\$200,000 equivalent and are relative to exceptional studies and researches which require a rare and strong expertise; (c) Least Cost Selection (LCS) for standard tasks such as insurances and, financial and technical audits costing less than US\$200,000; (d) Single Source Selection, with prior agreement of IDA, for services in accordance with the paragraphs 3.10 to 3.12 of Consultant Guidelines. Individual Consultant (IC) will be hired in accordance with paragraph 5.1 to 5.4 of Bank Guidelines; Sole source may be used only with prior approval of the Bank.

34. Short lists of consultants for services estimated to cost less than US\$200,000 equivalent per contract may be composed entirely of national consultants in accordance with the provisions of paragraph 2.7 of the Consultant Guidelines, if a sufficient number of qualified individuals or firms are available. However, if foreign firms express interest, they would not be excluded from consideration.

35. **Procurement of consulting services other than consulting services covered by consultant Guidelines:** Least Cost Selection (LCS) or shopping will be used.

36. **Training, Workshops and Conferences.** The training (including training material and support), workshops and conference attendance, will be carried out on the basis of approved annual training and workshop/conference plan. A detailed plan giving the nature of training/workshop, number of trainees/participants, duration, staff months, timing and estimated cost will be submitted to IDA for review and approval prior to initiating the process. The appropriate methods of selection will be derived from the detailed schedule. After the training, the beneficiaries will be requested to submit a brief report indicating which skills have been acquired and how these skills will contribute to enhance his/her performance and contribute to the attainment of the project objective.

37. **Operational Costs.** Operating costs financed by the project are incremental expenses, including office supplies, vehicles operation and maintenance, maintenance of equipment, communication costs, supervision costs (i.e. transport, accommodation and per diem), and salaries of locally contracted staff. They will be procured using the procurement procedures specified in the Project Financial and Accounting Manual.

Assessment of the capacity of the agencies to implement procurement

38. A procurement specialist has been recruited and trained during the implementation of the PPA. He will be responsible for the coordination of all procurement activities, including the following: (a) preparation and updating the procurement plans; (b) preparation, finalization and launching of the requests for proposal and bidding documents; (c) drafting of minutes of opening of the bids/proposal and preparation of the evaluation reports; (d) submitting of procurement documents (TORs, RFP, bidding documents, evaluation reports, contracts, etc.) to the Bank when prior review is required; (e) preparing the contracts, and overseeing the payments to contractors; and (f) drafting of procurement progress report and coordinate the activities, and each project beneficiary will participate in implementation. Based on a Convention between the MEF and AGEROUTE, procurement and contract management for Component B of the project are delegated to AGEROUTE under the supervision of the procurement specialist of the PCU. The procurement capacity assessment showed that the experience of the PCU with the World

Bank's procurement procedures is moderately satisfactory and that the qualifications of the procurement officer and the PCU staff are adequate to enable them to manage the project procurement activities. The procurement risk is rated as high.

39. **ALCO.** The Executive Secretariat of ALCO will carry-out the procurement for activities under Component D of the proposed project. The capacity assessment carried-out under APL1 showed that the Executive Secretariat is well familiar with the World Bank's procurement procedures and has the required procurement capacity for the proposed project. ALCO has an implementation manual with a section on procurement. The procurement risk for ALCO is rated low.

40. **Frequency of procurement reviews and supervision.** Bank's prior and post reviews will be carried out on the basis of thresholds indicated in the following table. The IDA will conduct six-monthly supervision missions and annual Post Procurement Reviews (PPR), with the ratio of post reviews set at one to five contracts. The IDA may also conduct an Independent Procurement Review at any time until two years after the closing date of the project.

41. **Country Overall Procurement Risk Assessment:**

High	<input checked="" type="checkbox"/>
Average	<input type="checkbox"/>
Low	<input type="checkbox"/>

Table 4: Procurement and Selection Review Thresholds

Expenditure Category	Contract Value (Threshold)	Procurement Method	Contract Subject to Prior Review
	US\$		
1. Works	≥5,000,000	ICB	All
	<5,000,000	NCB	First contract
	<70,000	Shopping	The first contract
	No threshold	Direct contracting	All
2. Goods	≥500,000	ICB	All
	<500,000	NCB	The First contract
	<70,000	Shopping	The first contract
	No threshold	Direct contracting	All
3. Consultants Firms	≥200,000	QCBS; QBS; LCS; FBS	All contracts
	<200,000	QCBS; QBS; LCS; FBS, CQ	The first contract
Individuals	≥100,000	comparison of 3 CVs	All contracts
	<100,000	comparison of 3 CVs	The first contract
(Selection Firms & Individuals	No threshold	Single Source	All
All Term of reference regardless of the value of the contract are subject to prior review			

Table 5: Simplified Procurement Plan³¹ (with methods and time schedule)

(a) Goods

1	2	3	4	5	6	7	8	9	10
Ref No.	Contract (Description)	Estimated Amount (US\$ 000)	Procurement Method	Pre-qualification (yes/no)	Domestic Preference (yes/no)	Prior Rev. (yes / no)	Expected Bid-Opening Date	Start Date	Comments
1	Project vehicles	27	Shopping	No	No	No	June 29, 2012	Sept. 15, 2012	Technical specifications available
2	IT equipment	75	NCB	No	No	Yes	July 31, 2012	Sept. 15, 2012	1st contract subject to prior review

(b) Works

1	2	3	4	5	6	7	8	9	10
Ref. No.	Contract (Description)	Estimated Amount (000'US\$)	Procurement Method	Pre-qualification. (yes/no)	Domestic Preference (yes/no)	Prior Review (yes/no)	Expected Bid-Opening Date	Start Date	Comments
1	Works – Rehabilitation and Aboisso-Noé road, widening and reinforcement of Noé bridge and construction of transit areas.	67,035	ICB	No	No	Yes	Sept. 15, 2012	Dec. 15, 2012	Draft bidding documents available
2	Works - rehabilitation of the freight terminal of Vridi and its access roads	16,300	ICB	No	No	Yes	June 15, 2012	Sept. 17, 2012	Draft bidding documents available

(c) Consultancy Assignments

1	2	3	4	5	6	7
Ref. No.	Description of Assignment	Estimated Cost (US\$ 000')	Selection Method	Prior Review (yes/no)	Expected Proposals Submission Date	Comments
1	Certification of the management system of	307	QCBS	Yes	Feb. 14, 2013	Draft TOR available

³¹ The procurement plan for the first 18 months of project implementation was agreed upon on February 23, 2012 between the Recipient and the IDA. This procurement plan includes only IDA-financed activities.

1	2	3	4	5	6	7
Ref. No.	Description of Assignment	Estimated Cost (US\$ 000')	Selection Method	Prior Review (yes/no)	Expected Proposals Submission Date	Comments
	the customs procedures quality					
2	Technical assistance for simplification of Customs procedures including implementation of risk management	80	QCBS	No	Dec. 17, 2012	Draft TOR available
3	Assistance to the control of service execution: drafting of a manual of procedures for Customs	60	QCBS	No	Jan. 31, 2013	
4	Development of a port access traffic management plan (CNF activity)	75	QCBS	No	Nov. 26, 2012	
5	Study for the revision of and road transport services legislation (Study for the CNF)	60	QCBS	No	Nov. 26, 2012	
6	Study on the feasibility of the guarantee funds (Study for the CNF)	50	IC	No	Apr. 14, 2013	
7	Study for the implementation of a professionalization program for truck drivers (for the CNF)	30	QCBS	No	May 15, 2013	
8	Supervision of works for the road Aboisso-Noé, Noé bridge and transit areas	3,100	QCBS	Yes	May 15, 2012	TOR under preparation REOI to be published
9	Supervision of works for the freight terminal and its access roads	790	QCBS	Yes	April 1, 2012	REOI to be published
10	Prevention of AIDS-STI	56	QCBS	No	Nov. 30, 2012	
11	Support to the RAP implementation	33	IC	No	Sept. 30, 2012	
12	Convention with AGEROUTE for the control of civil works	1,084	SS	Yes	July 2, 2012	Renewal of the convention for the works control (article 3, section 1 of the law on establishment of

1	2	3	4	5	6	7
Ref. No.	Description of Assignment	Estimated Cost (US\$ 000')	Selection Method	Prior Review (yes/no)	Expected Proposals Submission Date	Comments
						AGEROUTE: "AGEROUTE is established to support the State in carrying out missions of the management of its highway network. The Agency would act as the Works Supervisor or Assistant Works Supervisor"
13	Project external audit	100	QCBS	Yes	July 9, 2012	Consultant was hired under PPA financing for a three years assignment. The first year audit was paid under the PPA
14	Recruitment of the PCU accountant	24	IC	Yes	July 2, 2012	TOR under preparation
15	Renewal of the contract of PCU financial management specialist	51	SS	Yes	Aug. 1, 2012	Consultant was selected competitively under the PPA
16	Renewal of the contract of the PCU procurement specialist	51	SS	Yes	Aug. 1 2012	Consultant was selected competitively under the PPA
17	Renewal of the contract of the PCU bilingual assistant	18	SS	Yes	Aug. 1, 2012	Consultant was selected competitively under the PPA
18	Recruitment of the PCU internal auditor	36	IC	Yes	Nov. 30, 2012	TOR under preparation

(d) Planning of Capacity Building Activities

1	2	3	4	5	6
Ref. No.	Description of Assignment	Estimated Cost (US\$ 000)	Estimated Duration	Start Date	Comments
1	Participation in regional workshops and seminars	10	18 months	July 2, 2012	Regional meeting of PCUs of the Abidjan-Lagos Corridor countries
2	Training of the procurement specialist in procurement of works	5	2 weeks	Oct. 10-26, 2012	Training to take place in ISADE – Dakar

3	Training of Custom staff in trade facilitation, and post-clearance control – 1st phase (15 people)	30	10 days	Sept. 17, 2012	Training to take place in the Customs School- Cote d'Ivoire
4	Training of Custom staff in trade facilitation, and post-clearance control - 2 nd phase (15 people)	30	10 days	Feb. 11, 2013	Training to take place in the Customs School- Cote d'Ivoire
5	Training of traffic police on programming, monitoring and evaluation of road safety control	1	2 days	Aug. 13-14, 2012	Training to take place in Cote d'Ivoire
6	Training border police officers on methods of security controls, identity and vehicles papers checks	2	2 days	Aug. 13-14, 2012	Training to take place in Cote d'Ivoire
7	Training of trucks drivers on transit procedures – regulations on road control	18	2 days	Aug. 13-14, 2012	Training to take place in Cote d'Ivoire
8	Training of the members of the CNF on ECOWAS facilitation programs	15	2 days	Jan. 14-15, 2013	Training to take place in Cote d'Ivoire
9	Training for the permanent Secretariat on data collection and analysis	7	20 days	Feb. 04-21, 2013	Training to take place in Cote d'Ivoire

42. **Procurement Filing:** Procurement documents must be maintained in the project files and archived in the safe place until at least two years after the closing date of the project. The procurement specialist recruited within the PCU will be responsible for the filing of procurement documents.

Environmental and Social (including safeguards)

43. The project has been assigned the Environmental Category B partial assessment, while safeguards responsibilities have not been transferred to the transport unit due to the complexity and magnitude of Resettlement Action Plan (RAP) implementation. The environmental and social safeguards issues of the proposed project are associated with the activities of Component B (Improvement of Corridor's Road Infrastructure) of the project. The project triggers Environment Assessment (OP/BP 4.01), Physical Cultural Resources (OP/BP 4.11) and Involuntary Resettlement (OP/BP 4.12). The Physical Cultural Resources (OP/BP 4.11) was triggered, given the possibility that there may be cultural assets and/or sites in the project area. Accordingly, an Environmental and Social Impact Assessment [including an Environmental and Social Management Plan (ESMP)] and a RAP have been prepared.

44. The safeguard instruments of Environmental and Social Impact Assessment (ESIA), ESMP, and RAP were disclosed in-country and the Bank's Info Shop prior to appraisal and they will be implemented prior to the commencement of the civil works. The number of project affected persons (PAPs) and cost for implementation of the RAPs in Cote d'Ivoire are as follows: 695 persons for a cost of about US\$3.3 million in cash compensation.

45. **Safeguards related risks.** The potential adverse environmental and social impacts of the ALTTFP related to civil works of the road rehabilitation components will include dust and noise due to the road construction operations:

- (a) The establishment of base camps and the opening or re-opening of borrow pits and quarries, which could result in soil erosion and pollution and aesthetically undesirable alteration of the landscape;
- (b) Dumping of construction material and spillage of machine oil, lubricants, etc.;
- (c) Loss of properties (business buildings, private houses, fences, public amenities); and
- (d) Spread of HIV/AIDS.

46. Potential positive indirect impact will include increased employment and income for skilled and unskilled workers and indirect employment opportunities from provision of services to construction workers such as sale of food and beverages.

47. These impacts have been captured in the safeguards instruments prepared. To mitigate the anticipated negative impacts, environmental protection clauses will be incorporated in the contract documents, as well as social clauses including HIV/AIDS prevention. Compliance in the implementation of the clauses will be monitored by the National Environmental Protection Agency (ANDE).

48. ***Alternatives considered to minimize adverse safeguard related Impacts.*** From design to appraisal the ALTTFP considered alternatives and mechanisms to minimize adverse safeguards impacts related to component B of the project. Drawing from experiences of other Bank Projects in the region, the road designs were required to take into consideration the road alignment with the aim of reducing adverse environmental and social impacts. Environment and social protection clauses will be incorporated into the works contracts, including HIV/AIDS prevention. Compliance in the implementation of the clauses will be monitored by the country environmental protection agency and safeguards specialists from the sectoral ministries. At project operation phase, prior to the commencement of civil works (i.e. during contract mobilization), the supervising consultant will undertake a review of the road alignments, and suggest design changes in the aim to improve not only engineering efficiency, but also road safety and reduce adverse environmental and social impacts.

49. ***Participation/consultations.*** Representatives from regional organizations in consultation with the national, and local governments, were involved in the selection of the civil work sections of the project. The participatory approach initiated during project preparation will also guide project implementation, as well as monitoring, evaluation and beneficiary assessments. Local populations traversed by the road corridor will be provided income generating

opportunities by giving them priority to various job positions in the road rehabilitation process. The safeguards instruments have been subject to consultations with key stakeholders and will remain subject to public disclosure.

50. Consultations with local communities will be continuously organized during project implementation, and at all stages of the civil works, to minimize conflicts, enhance cooperation, and improve social benefits and performance of the works contracts. The results of the public consultations confirmed a solid support for the implementation of the project. All regional, local governments, civil society – non-governmental organizations (NGOs), community based organizations (CBOs), community based facilitators (CBFs) - and vulnerable groups such as women, youth, the physically challenged and the elderly were in favor of the project.

51. ***Long-term Adverse Safeguard Impacts.*** The safeguards impacts identified are not expected to have any long term or cumulative effects. The civil works for the road rehabilitation will be carried out on existing road segments of the corridor. The right of way of the targeted road segments has been largely respected.

52. Appropriate safeguards instruments have been prepared: ESIA and RAP. The safeguards instruments were disclosed in-country and at Info-shop, prior to appraisal. The environmental and social impact assessment study recommends measures aimed at ensuring that the investment options considered are environmentally sound. The environmental/social management plan will ensure that: (a) environmental and social safeguard issues are addressed in a timely and practical fashion; (b) appropriate steps are taken to incorporate safeguard aspects into investment planning; and (c) appropriate monitoring and evaluation of the implementation of mitigation is prepared. The PCU and ANDE will be responsible for ensuring that the contractors comply with the recommendations of these studies during the construction phase.

53. ***Assessment of Capacity and Commitment of Client to Address Safeguard Issues.*** In Cote d'Ivoire, the Ministry of Environment and Sustainable Development through the ANDE have been actively involved in the preparation of the safeguards instruments. They, along with PCU in the Ministry of Economy and Finance (MEF), will ensure compliance, supervise the mitigation of the safeguards measures and conduct the internal monitoring of the implementation. ANDE will also help during supervision missions on the safeguard compliance tasks.

54. ***Funding of Safeguard Mitigation Measures.*** Funding for the implementation of the RAP will be covered by IDA and the Government (cash compensation). The costs for implementation of the Environmental and Social Management Plan (ESMP) and of the ESIA will be incorporated into the bills of quantity of the civil works contract.

55. ***References to Mitigation Plans in the Project Legal Arrangements.*** The policy requirements of the safeguards instruments prepared (ESIA and RAP), will constitute part of the body of reference texts to the financing agreement. Environmental and social clauses, including HIV/AIDS prevention, will also be incorporated into the works contract documents.

56. ***Mechanisms to Monitor the Implementation of Agreed Mitigation Plans.*** The ALTTFP will support the four project countries and their sectoral environmental agencies to monitor the implementation of the safeguards instruments prepared. The mandates of the sectoral environmental agencies are supported by national environmental laws. The project will also seek to strengthen the capacity of the sectoral environmental agencies through hands on training. The implementation of the EIAs and/or ESIA's and the RAPs has been (in APL1) and will be (in APL2) launched prior to commencement of civil works. Project progress reports will include status of the implementation of the mitigation measures or the ESMP.

57. **Supervision Arrangements including staffing and Resources.** Supervision and monitoring will be a continuous process. The day to day field supervision will be conducted by AGEROUTE and documented in the monthly and quarterly progress reports, which will be subject to review by ANDE. Periodic supervision will be conducted by ANDE, which will also continuously take stock of all expropriation and compensation reports and discuss them on a regular basis. ANDE will produce quarterly progress reports on environmental and social performance. The reports will form part of the overall project monitoring system. Resources to carry out the work will be ensured by the country. It is expected that AGEROUTE in Cote d'Ivoire would hire an environmental and social specialist as a part-time consultant. He/she will be responsible for following up on environmental and social issues and work with ANDE as regards environmental quality and monitoring of the civil works. He/she will also ensure that the contractor and the supervising consultant follow up on the recommendations of the ESMP and the environmental and social management clauses during constructions.

iii. Monitoring and Evaluation (M&E)

58. The project design includes an agreed set of Project Monitoring Indicators to effectively measure the outcome and results of the project both at the regional and national level. The indicators (Annex 1) will be collected, monitored, reported and disseminated by/with the support of ALCO. The baseline data for the first program phase (APL1) has been established throughout the preparation phase by ALCO, and the baseline for the second phase in Cote d'Ivoire (APL2) is based on the ALCO report of data collection along the corridor during the first year of APL1 implementation. The methodologies for data collection, baseline data and target indicators, as well as arrangements for dissemination and follow-up were discussed at a regional validation workshop held in Abidjan on June 15-16, 2009. Baseline and target indicators on port dwell time for the Program have been adjusted during the data collection for the first year of APL1 implementation, to take into account a better understanding of the time breakdown of the several stakeholders involved. The data is systematically collected from the databases of the port, customs and road agencies (e.g. port dwell time; single window establishment; percentage of roads in good condition); and/or through annual surveys and studies launched by ALCO (e.g. border crossing times; number of road blocks; HIV/AIDS indicators).

59. The capacity for data collection was developed during the preparation of the first phase of the program. ALCO is in charge with data collection and reporting for APL1 and APL2 operations. The cost for data collection, monitoring and reporting for the six year program lifetime was embedded in the grant to ALCO for an amount of US\$6 million. The indicators results are included in the Implementation Status Reports of the World Bank and posted on ALCO's website. Further, the indicators at country and regional levels will be discussed at

regional awareness seminars, and measures for improvement will be carried-out by countries with the support of the NFCs.

2. Role of Partners

60. The World Bank has been partnering with ECOWAS in developing the Program in support of the latter's RRTTFP. It has also been working in close coordination with other development partners in West Africa on transport and transit facilitation issues to ensure complementary support. Donors' programs on the Abidjan- Lagos corridor are ample and they range from country projects for road rehabilitation, port and Customs reforms, to regional integration projects, for an amount of over US\$1.7 billion. An exhaustive list of donors' financing is provided in Table 6 below. In addition, the group of Private Investors for Africa (PIA) has become a partner in an effort to introduce a green channel fast track mechanism for compliant operators on the corridor.³²

Table 6: Donors Programs on the Abidjan-Lagos Corridor

Donors	Total Committed Amount	Programs/Projects Description
Regional Programs		
European Commission (EC)	US\$84 million	<i>Regional Road Transport & Transit Facilitation Program</i> - Technical studies and establishment of joint border-crossing points between Abidjan and Lagos
United States Agency for International Development (USAID)	US\$0.35 million	- West Africa Trade Hub
Department for International Development of UK (DFID)	US\$8.25 millions (3-5 years)	- Assistance to ECOWAS for institutional capacity building in transport facilitation
Total	US\$92.6 million	
Country Programs		
Benin		
MCA-Benin (Millennium Challenge Corporation – Benin)	US\$170 millions (of which US\$4 millions customs component)	<i>Equipment purchase and infrastructure improvement in the Port of Cotonou + studies (completed in October 2011)</i>
European Commission (EC)	US\$54 million	<i>Rehabilitation works of the road section Godomey-Adomey/Calavi (10.5 km)</i>
	US\$34 million	<i>Road maintenance fund budgetary support including Kraké–Sémé road maintenance and</i>

³² The first phase – diagnostic study and development of pilot plans for selected countries – was accomplished in May 2011 with financing from a Trade Facilitation Facility (TFF). Request for TFF funding to start the second phase – implementation, initially in Cote d'Ivoire and Ghana – is under way, but commitment from both governments and PIA needs to be pursued.

Donors	Total Committed Amount	Programs/Projects Description
		Cotonou North bypass
World Bank	US\$75 million	<i>ALTTFP</i>
African Development Bank (AfDB)	US\$150 million	<i>Road Works- rehabilitation of Pahou-Ouidah-Hillacondji (appraisal stage)</i>
Republic of China	US\$20 million	<i>Construction of a Roundabout/Fly Over in Godomey</i>
Total	US\$503 million	
Togo		
European Commission (EC)	US\$11.4 million	<i>Construction of the Joint Border Post of Noepe (Ghana/Togo)</i>
Consortium of Islamic Development Bank (IDB), West African Development Bank (WADB)), ECOWAS Bank for Investment and Development (EBID)and Islamic Development Bank (IDB)	US\$12.15 million	<i>Rehabilitation of the road Aflao-Rond Point du Port</i>
WADB	US\$11.52 million	<i>Rehabilitation of the road Aflao-Rond Point du Port</i>
	US\$26.8 million	<i>Rehabilitation of the Port (electrification, construction of an embankment and a truck parking, etc.)</i>
	US\$1.08 million	<i>Pre-feasibility studies for the construction of 2 parking trucks at Togo/Benin border</i>
	US\$3.4 million	<i>Supervision mission of the Cimtogo – Golf Club of the “Grand by-pass of Lomé”.</i>
EBID	US\$6.2 million	<i>Rehabilitation of the road Aflao-Rond Point du Port</i>
AfDB	US\$40.21 million	<i>Rehabilitation of the road Rond Point du Port - Avepozo-</i>
EXIMBANK	US\$68 million	<i>Rehabilitation of the «Grand contournement de Lomé» (Phase 1: Cimtogo – Golf Club)</i>
KfW (<i>Kreditanstalt für Wiederaufbau</i>)	US\$25 million	<i>Rehabilitation of the “Petit contournement de Lomé» (sections 2 et 3)</i>
World Bank	US\$33 million	<i>ALTTFP- Rehabilitation of the road Aneho-Sanvee Condji</i>
Total	US\$235.36 million	
Ghana		
World Bank	US\$80 million	<i>WATTFP (Ghana component)</i>
	US\$120 million	<i>ALTTFP</i>
U.S. Trade and Development Agency (USTDA)	US\$0.7 million	<i>Port (Revision of the Tema and Takoradi ports master plans; Revision of the feasibility study of the “third port”).</i>
AfDB	US\$47.32 million	<i>Road Works- Construction of Akatsi-Agbozume Road; Construction of Agbozume - Aflao Road and</i>
	Additional credit of	

Donors	Total Committed Amount	Programs/Projects Description
	US\$62.87 million	Akatsi Bypass
Millennium Challenge Corporation (MCC)	US\$101 million	<i>Roads Works</i> – Rehabilitation of Tetteh Quarshie – Mallam Junction Road (N1); works in progress
KfW	US\$19.8 million	<i>Road Works</i> - Improvement of the Sogakope-Akatsi road in progress
Japan International Cooperation Agency (JICA)	US\$22 million US\$32.68 million	<i>Road Works</i> - Improvement of the Yamoransa – Winneba road in progress; Improvement of the Winneba – Kosoa road in progress.
Total	US\$486.4 million	
Cote d'Ivoire		
World Bank	US\$90 million	<i>ALTTFP</i>
China EXIMBANK	US\$120 million	<i>Road works:</i> Enlargement of the road Abidjan-Grand Bassam (26 km), to start in 2012.
ALCO		
Global Fund	US\$45.61 million	
All country programs + Regional programs		
Total	US\$1,773 million	

Annex 4: Operational Risk Assessment Framework (ORAF)

The Republic of Cote d'Ivoire Second Phase (APL2) of the Abidjan-Lagos Trade and Transport Facilitation Project (ALTTFP)

Stage: Board

1. Project Stakeholder Risks	Rating	Substantial		
Description: <i>Coordination among the various regional stakeholders – RECs, development partners, governments, private sector - is difficult and may generate overlapping activities and/or contradictory approaches to Corridor trade and transport facilitation reforms</i>	Risk Management: <i>Coordination:</i> Stakeholders have been involved early in project preparation and on-going communication and coordination has been established. APL 1 is providing a platform and lessons learned. The program uses the existing corridor organization (ALCO) for M&E of corridor performance (on behalf of other donors and ECOWAS).			
	Resp: IDA, Client	Stage: Imp	Due Date: throughout project implementation	Status: In progress
2. Implementing Agency Risks (including fiduciary)				
2.1 Capacity	Rating:	Substantial		
Description: <i>PCU capacity:</i> The PCU in the MEF is new and its staff has had no experience and exposure to Bank-financed (and/or other IFIs) projects. The PCU may have weak implementation capacity to effectively monitor progress and embrace full accountability for results. <i>Financial management:</i> the PCU has no capacity with respect to internal audit to ensure that project guidelines are being followed; and there is no audit committee to ensure that audit findings are independently followed up by the steering committee.	Risk Management: <i>PCU capacity:</i> The PCU has been properly staffed and training is on-going. The client has been managing a Project Preparation Advance. Full capacity assessments have identified weaknesses and staffing needs, including training. The PCU reports to a high level Steering Committee including all the local stakeholders and project beneficiaries. <i>Financial management:</i> The project will be hiring an internal auditor and appointing some of the members of the steering committee to form the audit committee.			
	Resp: Client	Stage: Imp	Due Date : 10/2012	Status: In progress
2.2 Governance	Rating:	High		
Description: <i>Customs and border agencies – the main beneficiaries of project institutional reforms and subject to change – are perceived among the most corrupt in the country. Poor governance and corrupt practices in customs may hamper implementation of agency' modernization and measures leading to reduced trade and transport barriers in ports and at borders.</i> <i>Road contracts -</i> The project will finance a large civil works contract whose procurement and execution are prone to corrupt practices	Risk Management: The project design provides for tighter control over procedures and work processes to be developed through improved internal reporting system and enforcement of customs procedures. - Wide advertising of future contracts, use of post-qualification in procurement of the large contract -Build mechanisms for reporting, complaints, and work site information during contract execution			
	Resp: Client	Stage: Prep	Due Date : 2012-2018	Status: Not yet due

3. Project Risks							
3.1. Design							
<p>Description: While the program and project design have been kept relatively simple, some of the proposed reforms are difficult and time consuming to implement. The introduction of port single window depends on substantial legislative and operational reforms in Customs and other agencies, as well as on political support. Implementation is expected to take a long time and may exceed the project life. Reform activities require strong champions to push through vested interests and bureaucratic maze.</p> <p><i>Counterpart funding:</i> The project design requires substantial government counterpart funding (about US\$58 million including taxes) to complete the road corridor section from Grand-Bassam to Noe. Budget constraints and/or untimely provision of funds may jeopardize the execution of civil works contracts.</p>	Rating:		Substantial				
	<p>Risk Management: There is declared political commitment for the implementation of single window. Implementation started, but the system is not yet operational. -ECOWAS supports the system regionally and carried-out a related study discussed with and validated by all stakeholders. -The project will use tested examples as well as world-wide and regional expertise including the ongoing experience of the APL1 countries.</p> <p>Counterpart funding: The government expressed its full and written commitment to ensure the counterpart funding. The funds will be spread over 2-3 budget cycles to ease the annual budget expenditure. Additionally, the project design and procurement packaging provides for 100 percent IDA financing of two large contracts (no contract co-financing), thus avoiding any risk of contract execution delays due to potential unavailability or delays of counterpart funding.</p>				Resp: Client, ECOWAS	Stage: Prep	Due Date : 2013-2018
3.2. Social & Environmental							
<p>Description : The implementation of the Resettlement Action Plan (RAP) and the Environmental Management Plan (EMP) pose a risk in terms of quality and timeliness of their implementation</p>	Rating:		Moderate				
	<p>Risk Management: - The RAP was completed in a timely and consultative manner, in compliance with requirements of the Bank's OP4.12 policy and with the policies of COTE D 'IVOIRE on land acquisition and resettlement. Environmental protection and social clauses, including HIV/AIDS prevention will be incorporated in the contract documents. Compliance will be monitored by ANDE and AGEROUTE. Both agencies have prior experience in the implementation of social and environmental MPs, from implementation of earlier IDA and other donors financed projects. An ESIA (which includes an EMP) has also been prepared for this phase of the APL. The safeguards instruments were subject to consultations and were published prior to appraisal.</p>				Resp: Client	Stage: Imp	Due Date : 2012-2014
3.3. Program & Donor							
<p>Description :</p> <p><i>Program:</i> Withdrawal of Nigeria from the regional Program: Nigeria's national Assembly did not approve the credit to Nigeria in early 2011. This could jeopardize the overall program objectives</p> <p><i>Donor:</i> There is an over US\$1.7 billion on-going parallel financing by donors on the Abidjan-Lagos corridor in general, and some planned in Cote d'Ivoire (e.g. IFC trade facilitation assessment; corridor road sections rehabilitation by China</p>	Rating:		Substantial				
	<p>Risk Management: <i>Nigeria:</i> the country is committed to the regional integration and trade facilitation objectives through the Accra MOU of 2007. Further, the country will remain party of the program and will participate in regional events. Most of the activities included in the project are being addressed with support from other donors.</p> <p><i>Donor:</i> Close partnership from early stages of ALTTF program preparation, including sharing of reports and aide-memoirs, joint missions, inclusion in regional events.</p>				Resp: Partners	Stage: Imp	Due Date: Recurrent

EXIMBANK; West Africa Trade Hub transport observatory)				
3.4. Delivery Monitoring & Sustainability	Rating:	Moderate		
Description: <i>Monitoring:</i> The program and project M&E system to assess the corridor performance is robust, but ALCO may have difficulty obtaining reliable data from ports and other agencies. Data collection may cease after the project life. <i>Sustainability:</i> The investment in road infrastructure may not be sustainable due to poor future maintenance.	Risk Management: <i>Monitoring:</i> The baseline data collection was completed. The data collection is backed-up by systematic surveys commissioned by ALCO. The on-going SSATP Program for the establishment of transport observatories in West Africa will ensure a perennial corridor performance monitoring and indicators based on an agreed methodology of data collection. <i>Sustainability:</i> The corridor section to be rehabilitated is a priority road and has been historically well maintained. In addition, the government plans to build a motorway through a PPP, whose study is financed by the project.			
	Resp: Client/ALCO/Gov.	Stage: Imp	Due Date : 2012-2018	Status: On-going
Overall Risk Following Review: High				
Implementation Risk Rating: High				
Comments: In line with the ALTTF Program, the overall project risk is estimated as high, given the regional dimension and the high political commitment needed to achieve the trade and transport facilitation goals.				

Annex 5: Implementation Support Plan

The Republic of Cote d'Ivoire

Second Phase (APL2) of the Abidjan-Lagos Trade and Transport Facilitation Project (ALTTFP)

1. The Implementation Support Plan (ISP) for the proposed ALTTFP (APL2) is based on: (a) lessons learned from the implementation of past and ongoing regional projects in the transport sector in Africa, which identified weaknesses in World Bank's supervision strategy; (b) the Africa Region's Transport Unit's draft supervision strategy; and (c) the ALTTFP program specific design, complexity, challenges and risks. The ISP aims at ensuring an effective and timely implementation of the mitigation measures designed to deter the chances of corruption and fraud and ensure the achievement of the project's development objective. Given that some of the reforms proposed are highly political in nature (e.g. customs reforms, information sharing among customs administrations) and the issues at stake go beyond the project scope, the IDA's regional and country management will coordinate the policy actions (Table 1).

2. **Arrangements for improved Governance in Customs and for the Prevention of Fraud and Corruption in Procurement.** The main features of the governance activities include:

- Improving transparency, simplification and harmonization of customs procedures with the aim of, *inter alia*, reducing the opportunities for bribe demands at border crossing points;
- Monitoring and disclosing publicly the number of illegal road blocks and bribe levels along the corridor;
- Strengthening core processes in procurement and financial management, including capacity development and reforms to improve each country's procurement, contract and financial management practices;
- Maximizing competition through contract size;
- Thoroughly reviewing the quality of design and bidding documents;
- Identifying the "red flags" in the bid evaluation that are patterns of manipulation of the bidding process; and
- Building the capacity of the implementing agencies to identify "red flags" in the evaluation process.

3. **Implementation support strategy.** The project implementation support strategy will be based on: (a) enhanced continued country specific implementation focus; (b) prioritization of implementation activities on the most critical ones and the ones with the longest implementation, lead especially during the first two years; (c) focused technical, financial and procurement reviews both by Bank task teams and Bank-hired consultants; (d) close and constant focus on high risk areas such as quality and speed of procurement; and (e) close and continuous follow-up on issues highlighted during implementation support missions. In order to put in place a continuous implementation support strategy, especially during the first two years of project implementation, the supervision effort will focus on efficiently and effectively implementing the bulk of procurement activities.

4. **Team composition.** The implementation support team will consist of one Task Team Leader (TTL) with a co-TTL.³³ One of the two positions is field-based while the other position is headquarters based. The project also benefits from the support of a senior transport specialist based in Abidjan. This will enable a more effective, continuous and reinforcing supervision effort. In addition to the TTL/co-TTL arrangements, country based staff (procurement, financial management, environmental safeguards) will participate as full team members and be responsible for the implementation of project specific activities in their areas of expertise. In order to fully cover the wide range of activities in this project, there will be specialized team members, both staff and consultant, covering all four ALTTFP countries. One team member is a trade facilitation specialist dedicated to the implementation support of Component A - Trade facilitation; and a highway engineer is dedicated to the implementation support of the Component B on road infrastructure improvements and the civil works contracts. The Environmental and Social specialists following the project will closely monitor the execution of the mitigation measures and resettlement action plan (RAP) and conduct field visits to that effect.

5. **Frequency of implementation support effort.** There will be at least one annual formal full supervision mission covering all four countries, at least two limited (technical) supervision missions, and video-conferences as needed. This is to create a more continuous interaction with the various countries and implementing agencies implementing the project. The country based staff will monitor implementation progress on a continuous basis and will have at least once a month quick implementation reviews of the critical activities. The World Bank-hired consultants will closely monitor progress made in implementing both the civil works and facilitation activities funded under the project, and will conduct field visits as needed, at least once a year. The supervision task team will develop, together with the project teams in each country, lists of actions required to ensure a good implementation of the road works and the environment and social safeguards in the field.

6. **Implementation support budget.** To ensure a strong continuous implementation support effort, especially during the first two full years of implementation, a minimum of US\$350,000 per year supervision budget for APL1 and APL2 would be required to cover World Bank staff, consultants and travel expenses. Assuming that project implementation is proceeding in a satisfactory manner, the implementation support budget for the third year onwards of project implementation should be about US\$300,000.

7. **Implementation Support Plan (ISP) and expected outcome.** The main implementation support activities to be covered by the IDA project team and the clients are provided in the Table 1 below:

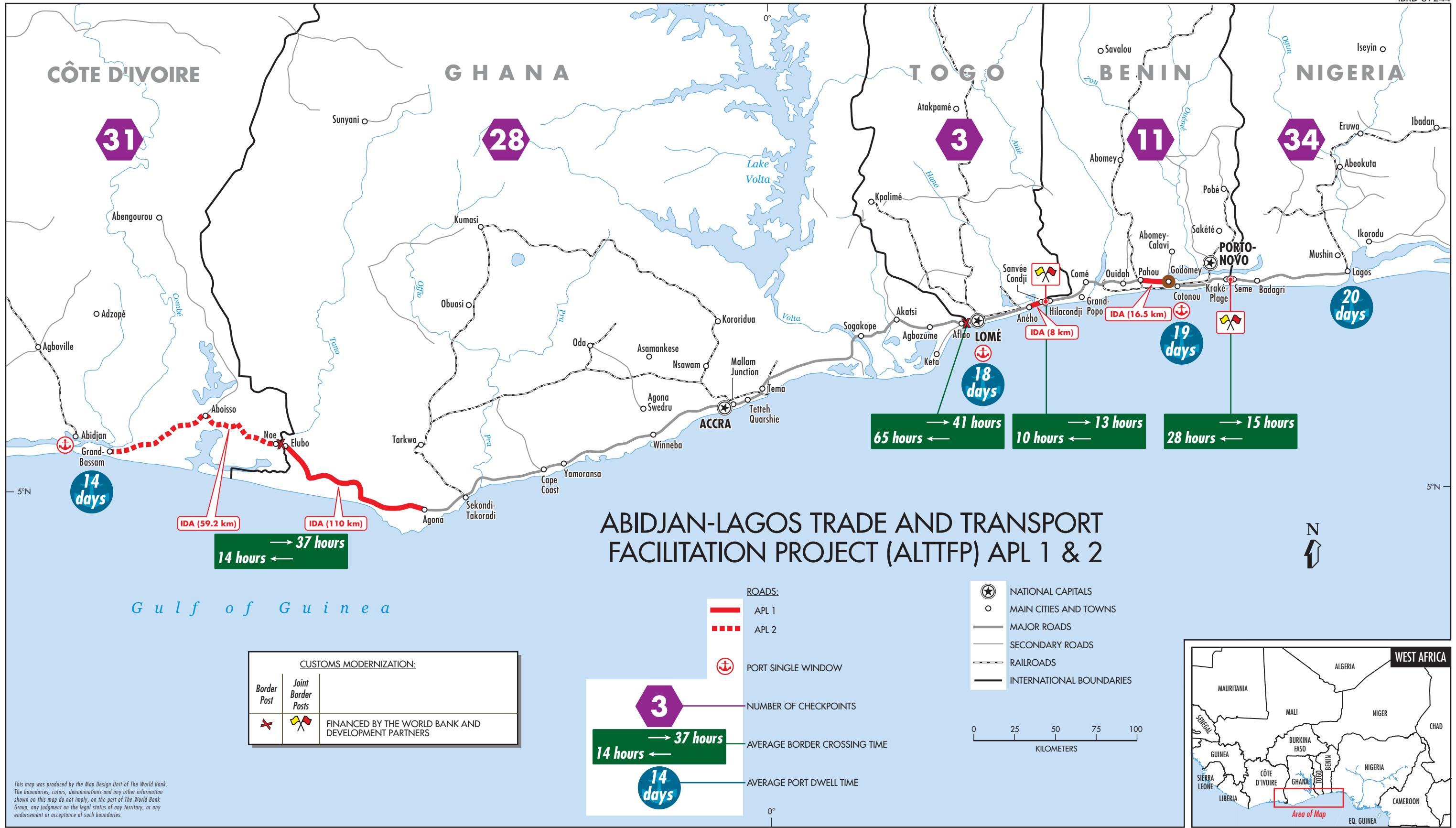
³³ For the whole ALTTFP program in Cote d'Ivoire, Ghana, Togo and Benin

Table 1: ISP to be covered by IDA Project Team and Clients

Client's role	IDA's role	Expected outcome
<i>Regional aspects</i>		
<ul style="list-style-type: none"> - Countries to communicate with ECOWAS and IDA on the progress of national projects along the corridor - Countries to facilitate easy access to data by ALCO - ECOWAS and ALCO to monitor corridor performance and sensitize governments and other stakeholders on results 	<ul style="list-style-type: none"> - Involve donors and ECOWAS early in the project - Use of existing corridor organization body and expertise as regional monitoring unit - Complement EU financing to ensure actual operation of JBPs. 	<ul style="list-style-type: none"> - Close coordination between donors and ECOWAS to ensure complementarity of projects - Effective monitoring of corridor performance and wide dissemination - Decision makers are fully aware of regional issues during project implementation
<i>Policy dialogue</i>		
<ul style="list-style-type: none"> - Ensure an appropriate level of communication platform on trade policy and customs reform 	<ul style="list-style-type: none"> - Regional and country management coordinate the policy actions 	<ul style="list-style-type: none"> - High level discussion on trade policy and customs reform
<i>Governance aspects</i>		
<ul style="list-style-type: none"> - Implement internal reporting system and enforce streamlined procedures - Training in identification of “red flags” 	<ul style="list-style-type: none"> - Close monitoring of implementation of internal reporting system. - Dialogue with customs administration on use of internal reporting system - Close supervision of the procurement process 	<ul style="list-style-type: none"> - Improved open and transparent customs procedures; control of customs management over the staff activities, availability of customs indicators and performance - Clients are trained and are using red flags in the evaluation process
<i>Technical and quality aspects</i>		
<ul style="list-style-type: none"> - Client engineers to oversee the work of contractors. - Supervision consultants to assist client in overseeing work of contractors. 	<ul style="list-style-type: none"> - Assess contractors' capacity; assess supervision capacity by client staff. - Visual inspection of 100% works - Detailed investigation of the percentage of civil works carried out annually 	<ul style="list-style-type: none"> - Contractors fully deployed on time and have the required capacity - Satisfactory implementation of contracts - Construction quality fully meets design specification
<i>Procurement</i>		
<ul style="list-style-type: none"> - Country specific clearances to be followed for all procurement activities - Use of Banks' Standard Bidding documents for ICB and updated NCB model documents - Training for PCU staff on Bank procurement procedures - Use of post-qualification in bidding process 	<ul style="list-style-type: none"> - All identified civil works will be subject to prior review as per the agreed threshold for prior review contracts - Annual post-review of procurement activities 	<ul style="list-style-type: none"> - Bank/country procurement guidelines followed - Open and transparent competitive procurement achieved - Database on contractors' performance to be maintained and update regularly
<i>Financial Management</i>		
<ul style="list-style-type: none"> - Efficient control mechanisms are put in place - Maintain a commitment/payments register, tracking all contracts. - Annual audits of project in each countries 	<ul style="list-style-type: none"> - Focus on the adequacy of the financial reporting arrangements, including timeliness and completeness of financial reports, as the basis for disbursements from the Credit/Grant - Reviews of audit reports, FM reports and follow-up actions taken on such reports - Participate in site visits as needed to review internal control procedures and practices 	<ul style="list-style-type: none"> - Compliance with all FM covenants - Audit comments taken into consideration - Financial progress closely following physical progress

Client's role	IDA's role	Expected outcome
<i>Social safeguards</i>		
<ul style="list-style-type: none"> - Execution of the mitigation measures and RAPs - Country specific clearances are to be respected. - Supervision to be carried out by environmental specialist of the client government 	<ul style="list-style-type: none"> - Supervision to be carried out by the Bank staff as part of supervision missions. - Close check and implementation verification of RAP 	<ul style="list-style-type: none"> - 100% of required regulatory clearances are obtained - 100% compliance with Bank's social and environmental safeguards - 100% implementation of the RAPs in each country - 100% resolution of any complaints submitted
<i>Environmental safeguards</i>		
<ul style="list-style-type: none"> - Evaluation of mitigation measures in place to be carried out annually - Country specific clearances are to be respected. - Regular monitoring and supervision to be carried out 	<ul style="list-style-type: none"> - Supervision to be carried out by the Bank staff as part of supervision missions. - Close check and implementation verification of environmental mitigation measures 	<ul style="list-style-type: none"> - 100% of required regulatory clearances are obtained - 100% compliance with the project's environmental and social safeguard policy

Annex 6: Map
The Republic of Cote d'Ivoire
Second Phase (APL2) of the Abidjan-Lagos Trade and Transport Facilitation Project
(ALTTFP)



ABIDJAN-LAGOS TRADE AND TRANSPORT FACILITATION PROJECT (ALTTFP) APL 1 & 2

CUSTOMS MODERNIZATION:

Border Post	Joint Border Posts	
		FINANCED BY THE WORLD BANK AND DEVELOPMENT PARTNERS

ROADS:

- APL 1
- APL 2

PORT SINGLE WINDOW

3 NUMBER OF CHECKPOINTS

14 hours → **37 hours** AVERAGE BORDER CROSSING TIME

14 days AVERAGE PORT DWELL TIME

NATIONAL CAPITALS

MAIN CITIES AND TOWNS

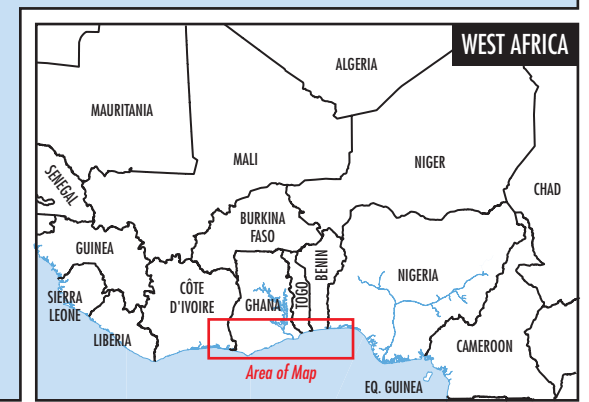
MAJOR ROADS

SECONDARY ROADS

RAILROADS

INTERNATIONAL BOUNDARIES

0 25 50 75 100 KILOMETERS



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