



## Casablanca Municipal Support Program (P149995)

MIDDLE EAST AND NORTH AFRICA | Morocco | Social, Urban, Rural and Resilience Global Practice Global Practice | Requesting Unit: MNC01  
| Responsible Unit: GSU11  
IBRD/IDA | Program-for-Results Financing | FY 2018 | Team Leader(s): Augustin Maria, Anastasia Nejma Touati

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### Program Development Objectives

Program Development Objective (from Program Appraisal Document)

The Program Development Objective (PDO) is to increase the investment capacity of the Municipality of Casablanca, improve the business environment in the Municipality of Casablanca, and enhance access to basic services in the Program Area.

### Overall Ratings

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	● Satisfactory	● Satisfactory
Overall Implementation Progress (IP)	● Satisfactory	● Satisfactory

### Implementation Status and Key Decisions

The implementation of the operation continues to advance well.

Following the effectiveness of the loan and the disbursement of the advance of EUR 43 million (25% of the total loan amount), an amount of EUR 15.52 million was made available in June 2018 for disbursement after the Bank confirmed the achievement of results under Disbursements Linked Indicators (DLI) 1 and 6 notified by the Borrower. On December 14th, following reception of the verification report sent by the General Inspectorate of Territorial Administration (Inspection Générale de l'Administration Territoriale - IGAT) the Borrower also notified the Bank of the achievement of the following results : DLRs 2.1, 2.2 and 6.2 and results achieved to date under DLIs 1, 4 and 5. The Bank confirmed the achievement of these results and an amount of EUR 21.23 million was made available for disbursement. This brought total disbursements to EUR 79.75 million (47% of total loan amount).

The third implementation support mission was carried out from May 20 to May 24, 2019.

The next implementation support mission is planned for December 2019.

### Data on Financial Performance

#### Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P149995	IBRD-88070	Effective	USD	200.00	200.00	0.00	95.54	106.77	47%

#### Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P149995	IBRD-88070	Effective	13-Dec-2017	21-Dec-2017	15-Feb-2018	30-Sep-2022	30-Sep-2022



**Program Action Plan**

<b>Action Description</b>	Definition of an adequate organization of the services responsible for the administration of taxes and other revenues				
<b>Source</b>	<b>DLI#</b>	<b>Responsibility</b>	<b>Timing</b>	<b>Timing Value</b>	<b>Status</b>
		Municipality of Casablanca	Due Date	31-Dec-2018	In Progress
<b>Completion Measurement</b>					
<b>Comments</b>	Processes are identified. The manual of procedures for the use of the municipal tax administration has been established in 2016. This data collection is of good quality but should be detailed and updated.				

<b>Action Description</b>	Credit Rating of the Municipality of Casablanca				
<b>Source</b>	<b>DLI#</b>	<b>Responsibility</b>	<b>Timing</b>	<b>Timing Value</b>	<b>Status</b>
		Municipality of Casablanca	Due Date	31-Dec-2020	Not Yet Due
<b>Completion Measurement</b>					
<b>Comments</b>					

<b>Action Description</b>	Finalization of the new organization chart of the CC				
<b>Source</b>	<b>DLI#</b>	<b>Responsibility</b>	<b>Timing</b>	<b>Timing Value</b>	<b>Status</b>
		Municipality of Casablanca	Due Date	29-Dec-2017	Completed
<b>Completion Measurement</b>					
<b>Comments</b>					

<b>Action Description</b>	Implementation of the new organization chart of the CC				
<b>Source</b>	<b>DLI#</b>	<b>Responsibility</b>	<b>Timing</b>	<b>Timing Value</b>	<b>Status</b>
		Municipality of Casablanca	Due Date	31-Dec-2018	In Progress
<b>Completion Measurement</b>					



<b>Comments</b>	
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<b>Action Description</b>	Development of an urban streets manual (règlement de voirie)				
<b>Source</b>	<b>DLI#</b>	<b>Responsibility</b>	<b>Timing</b>	<b>Timing Value</b>	<b>Status</b>
		Municipality of Casablanca	Due Date	31-Dec-2019	In Progress
<b>Completion Measurement</b>					
<b>Comments</b>	A first draft of the manual was developed and has to be validated by the City Council.				

<b>Action Description</b>	Revision of the financing model of the ECI to ensure its financial sustainability				
<b>Source</b>	<b>DLI#</b>	<b>Responsibility</b>	<b>Timing</b>	<b>Timing Value</b>	<b>Status</b>
		Municipality of Casablanca	Due Date	31-Dec-2019	Not Yet Due
<b>Completion Measurement</b>					
<b>Comments</b>					

<b>Action Description</b>	Preparation and dissemination of a practical guide for environmental and social management, including social (such as resettlement /compensation) and environmental procedures and tools, in form and substance acceptable to the Bank				
<b>Source</b>	<b>DLI#</b>	<b>Responsibility</b>	<b>Timing</b>	<b>Timing Value</b>	<b>Status</b>
		Municipality of Casablanca	Due Date	31-Dec-2018	Completed
<b>Completion Measurement</b>					
<b>Comments</b>					

<b>Action Description</b>	Capacity building of all the actors involved (CC, E&S Focal point, SDL, Lydec) on the E&S technical guide				
<b>Source</b>	<b>DLI#</b>	<b>Responsibility</b>	<b>Timing</b>	<b>Timing Value</b>	<b>Status</b>
		Municipality of Casablanca	Due Date	31-Dec-2018	Completed
<b>Completion Measurement</b>					



<b>Comments</b>	
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<b>Action Description</b>	Selection and appointment of an environment and social focal point within the PMU				
<b>Source</b>	<b>DLI#</b>	<b>Responsibility</b>	<b>Timing</b>	<b>Timing Value</b>	<b>Status</b>
		Municipality of Casablanca	Due Date	15-May-2018	Completed
<b>Completion Measurement</b>					
<b>Comments</b>					

<b>Action Description</b>	Preparation and implementation of a Communication strategic plan, to ensure wide information and mobilization of local populations (including women, youth, vulnerable groups, illiterate, etc.) and associations				
<b>Source</b>	<b>DLI#</b>	<b>Responsibility</b>	<b>Timing</b>	<b>Timing Value</b>	<b>Status</b>
		Municipality of Casablanca	Due Date	01-Feb-2019	In Progress
<b>Completion Measurement</b>					
<b>Comments</b>					

<b>Action Description</b>	Operationalization of the CC's internal audit unit				
<b>Source</b>	<b>DLI#</b>	<b>Responsibility</b>	<b>Timing</b>	<b>Timing Value</b>	<b>Status</b>
		Municipality of Casablanca	Due Date	31-Dec-2020	In Progress
<b>Completion Measurement</b>					
<b>Comments</b>					

<b>Action Description</b>	Deployment at the CC of the integration budgeting/accounting system including procurement and contract management modules				
<b>Source</b>	<b>DLI#</b>	<b>Responsibility</b>	<b>Timing</b>	<b>Timing Value</b>	<b>Status</b>
		Municipality of Casablanca	Due Date	31-Dec-2021	In Progress
<b>Completion Measurement</b>					



Comments					
<b>Action Description</b>	Preparation of periodic reports with a performance analysis, on budgetary and contract execution (including SDL/LYDEC).				
<b>Source</b>	<b>DLI#</b>	<b>Responsibility</b>	<b>Timing</b>	<b>Timing Value</b>	<b>Status</b>
		CC, SDLs, LYDEC	Recurrent	Yearly	In Progress
<b>Completion Measurement</b>					
<b>Comments</b>					

## Risks

### Systematic Operations Risk-rating Tool

Risk Category	Rating at Approval	Previous Rating	Current Rating
Political and Governance	● Moderate	● Moderate	● Moderate
Macroeconomic	● Moderate	● Moderate	● Moderate
Sector Strategies and Policies	● Moderate	● Moderate	● Moderate
Technical Design of Project or Program	● Substantial	● Substantial	● Substantial
Institutional Capacity for Implementation and Sustainability	● Substantial	● Substantial	● Substantial
Fiduciary	● Moderate	● Moderate	● Moderate
Environment and Social	● Moderate	● Moderate	● Moderate
Stakeholders	● Substantial	● Substantial	● Substantial
Other	● Moderate	● Moderate	● Moderate
Overall	● Substantial	● Substantial	● Substantial

## Results

### PDO Indicators by Objectives / Outcomes

Increase the investment capacity of the Municipality of Casablanca

► Percentage Increase in Municipal Revenues excluding transfers from a baseline of 0% in CY 2015 (Percentage, Custom)

Baseline

Actual (Previous)

Actual (Current)

End Target



Value	0.00	9.76	22.70	40.00
Date	31-Mar-2016	14-Dec-2018	24-May-2019	31-Dec-2021
Comments				
▶Private capital mobilized for investments through new or additional value of PPP contracts (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	900.00
Date	02-Oct-2017	14-Dec-2018	14-Dec-2018	31-Dec-2021
Comments				

#### Improve the business environment in the Municipality of Casablanca

▶Reduction in average number of days required for issuance of a building permit at the Municipality (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	50.00	50.40	50.40	30.00
Date	02-Oct-2017	25-May-2018	25-May-2018	31-Dec-2021
Comments				

#### Enhance access to basic services in the Program Area

▶Households in disadvantaged neighborhoods provided with improved access to basic services (at least (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	1,542.00	1,542.00	10,000.00
Date	02-Oct-2017	14-Dec-2018	14-Dec-2018	31-Dec-2021
Comments				

### Intermediate Results Indicators by Results Areas

To increase the investment capacity of the Municipality of Casablanca				
▶Increase in revenues administered by the municipality (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	15.00	15.00	50.00
Date	01-Jan-2016	25-May-2018	25-May-2018	31-Dec-2021



Comments				
<b>►Annual rate of execution of the Municipality's investment budget (Percentage, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	42.00	60.00	75.00
Date	01-Jan-2016	25-May-2018	21-Jun-2018	31-Dec-2021
Comments				
<b>►Increase in operating surplus on the municipal budget (Percentage, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	38.00	321.00	125.00
Date	01-Jan-2016	25-May-2018	25-May-2018	31-Dec-2021
Comments				

<b>To improve the urban environment and access to basic services in the Program Area</b>				
<b>►Number of kilometers of comprehensive street upgrading (Kilometers, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	43.13	43.13	116.00
Date	01-Jan-2016	14-Dec-2018	14-Dec-2018	31-Dec-2021
Comments				
<b>►Female of households in disadvantaged neighborhoods provided with improved access to basic services (Number, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	2,400.00	2,400.00	28,000.00
Date	01-Jan-2016	25-May-2018	25-May-2018	31-Dec-2021
Comments				
<b>►Deployment of a system to manage citizen requests (Text, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No standard GRM procedure	The digital masterplan is finalized. The CPS was finalized and 2 callas for tender have been launched in November.	The digital masterplan is finalized. The CPS was finalized and 2 callas for tender have been launched in November.	More than 90% of requests are adressed



Date	01-Jan-2016	14-Dec-2018	14-Dec-2018	31-Dec-2021
Comments				

### Improving the business environment in the Municipality of Casablanca

#### ►Simplification and digitalization of administrative transactions for the issuance of: (i) authorizat (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Platforms for the dematerialization of administrative procedures are not deployed	"V2 : full numeric" version of the Casaurba platform is deployed in the single window of all the Borrower's Arrondissements.	"V2 : full numeric" version of the Casaurba platform is deployed in the single window of all the Borrower's Arrondissements.	Dematerialized procedures for all business licenses have been effectively deployed in the single windows of all CC arrondissements
Date	02-Oct-2017	14-Dec-2018	14-Dec-2018	31-Dec-2019
Comments				

### Disbursement Linked Indicators

#### ►DLI 1 Percentage Increase in Municipal Revenues excluding transfers from a baseline of 0% in CY 2015 (Outcome, 50.00, 0%)

	Baseline	Actual (Previous)	Actual (Current)	January 2021-December 2021
Value	0.00	9.76	9.76	40.00
Date	--	14-Dec-2018	14-Dec-2018	--
Comments				

#### ►DLI 2 Modernization of the CC's revenue management systems (Process, 15.00, 0%)

	Baseline	Actual (Previous)	Actual (Current)	January 2021-December 2021
Value	The improved revenue systems are not operational	Installation of an integrated information system for the administration of taxes and carrying out of a census of taxpayers and elements of taxation relating to the revenues administered by the Borrower.	Installation of an integrated information system for the administration of taxes and carrying out of a census of taxpayers and elements of taxation relating to the revenues administered by the Borrower.	-
Date	--	14-Dec-2018	14-Dec-2018	--
Comments				





►DLI 3 Private capital mobilized for investments through new or additional value of PPP contracts (Outcome, 60.00, 0%)				
	Baseline	Actual (Previous)	Actual (Current)	January 2021-December 2021
Value	0.00	0.00	0.00	900.00
Date	--	14-Dec-2018	14-Dec-2018	--
<b>Comments</b>				

►DLI 4 Households in disadvantaged neighborhoods provided with improved access to basic services (at least one of the following: water supply, sanitation, or electricity) (Outcome, 40.00, 0%)				
	Baseline	Actual (Previous)	Actual (Current)	January 2021-December 2021
Value	0.00	1,542.00	1,542.00	10,000.00
Date	--	14-Dec-2018	14-Dec-2018	--
<b>Comments</b>				

►DLI 5 Number of kilometers of comprehensive street upgrading (works to include at least three (3) of the following elements: (i) roadway, (ii) sidewalk or pedestrian path, (iii) road drainage systems, (iv) (Output, 19.50, 0%)				
	Baseline	Actual (Previous)	Actual (Current)	January 2021-December 2021
Value	0.00	43.13	43.13	116.00
Date	--	14-Dec-2018	14-Dec-2018	--
<b>Comments</b>				

►DLI 6 Simplification and digitalization of administrative transactions for the issuance of: (i) authorizations related to urban planning, and (ii) business licenses (Outcome, 15.00, 0%)				
	Baseline	Actual (Previous)	Actual (Current)	January 2021-December 2021
Value	Platforms for the dematerialization of administrative procedures are not deployed	"V2:full numeric" version of the Casaurba platform is deployed in the single window of all the Borrower's Arrondissements.	"V2:full numeric" version of the Casaurba platform is deployed in the single window of all the Borrower's Arrondissements.	--
Date	--	14-Dec-2018	14-Dec-2018	--
<b>Comments</b>				