

AFRICAN DEVELOPMENT BANK



SUPPORT PROJECT FOR THE IMPLEMENTATION OF THE INCLUSIVE SERVICE DELIVERY DEVELOPMENT PROGRAMME “PAME/PDSI”

COUNTRY: COTE D’IVOIRE

APPRAISAL REPORT

October 2019

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AFRICAN DEVELOPMENT FUND



COTE D'IVOIRE

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Translated Document

RDGW/AHAI/PGCL DEPARTMENTS

October 2019

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Currency Equivalents
(Côte d'Ivoire June 2019)

Currency Unit	=	
UA 1	=	XOF 810.304368
UA 1	=	EUR 1.23530
1 UA	=	USD 1.398576

Fiscal Year

1 January – 31 December

Weights and Measures

1 tonne	=	2,204 pounds
1 kilogramme (kg)	=	2.200 pounds
1 metre (m)	=	3.28 feet
1 millimetre (mm)	=	0. 03937 inch
1 kilometre (km)	=	0. 62 mile
1 hectare (ha)	=	2.471 acres

ACRONYMS AND ABBREVIATIONS

ADF	African Development Fund
AfDB	African Development Bank
APA	Advance Procurement Action
BDEV	Bank's Development Evaluation Office
CCD	Joint Development Committee
CCSPPP-ADB	AfDB Portfolio Projects/Programmes Coordination and Monitoring Committee
COMOREX	External Resources Mobilisation Committee
CSP	Country Strategy Paper (of the Bank)
DCCA	Directorate of Cooperation and Aid Coordination
DGSCA	Directorate General of Aid Strategy and Coordination
DPCF	Development Partner Consultation Facility
DGPLP	General Directorate of Programming and Fight against Poverty
EUR	Euro
GAP	Governance Strategic Framework and Action Plan
GMS	Gender Marker System
GDP	Gross Domestic Product
GPHC	General Population and Housing Census
HDI	Human Development Index
INS	National Statistics Institute
IsDB	Islamic Development Bank
LTS	Long Term Strategy of the Bank
MEF	Ministry of Economy and Finance
MIS	Management Information System
MPD	Ministry of Planning and Development
PAGEF	Economic and Financial Management Support Project
PAME/PDPSI	Support Project for the Implementation of the Inclusive Service Delivery Development Programme
PIU	Project Implementation Unit
PM	Prime Minister
PND	National Development Plan
PNPEA	National Policy on Partnership and Aid Effectiveness
SEB/PM	Secretary of State at the Prime Minister's Office in charge of Budget
ST-PND	Technical Secretariat – National Development Programme
SDGs	Sustainable Development Goals
TFP	Technical and Financial Partners
UA	Unit of Account
UNFPA	United Nations Population Fund
UNDP	United Nations Development Programme
WB	World Bank

Client Information

Borrower : Republic of Côte d'Ivoire

Executing Agency : Ministry of Planning and Development (MPD)

Financing Plan

Source	Amount	Instrument
ADF	UAM 9.40	Loan
Government	UAM 1.000	-
Total Cost	UAM 10.40	

Key ADF Financing Information

Loan Currency	UA
Interest Rate*	1%
Interest Rate Spread*	
Commitment Fee*	0.5%
Service Commission*	0.75%
Maturity	30 years
Grace Period	5 years
ERR (baseline scenario)	N.A.
NPV (baseline scenario)	N.A.

Timeframe– Key Milestones (expected)

Concept note approval	May 2019
Project approval	September 2019
Effectiveness	October 2019
Last disbursement	31 December 2021
End of loan and grant	31 December 2021
Last repayment	N/A

PROJECT SUMMARY

Project Overview	<p><i>Project Name:</i> Support Project for the Implementation of the Inclusive Service Delivery Development «PAME/PDSI »</p> <p><i>Project Area:</i> Nationwide</p> <p><i>Project Duration:</i> 27 months (October 2019 – December 2021)</p> <p><i>Project Cost:</i> UA 10.40 Million (UA 9.40 Million ADF loan and UA 1.00 million from the government)</p>
Project Objective	<p>The project's overall objective is to promote strong and inclusive economic growth by building the country's capacity to monitor and evaluate the national development strategy for inclusive service delivery. It comprises three components: (i) build the capacity of structures responsible for the management and monitoring/evaluation of development projects and programmes; (ii) building statistical capacity for the monitoring and evaluation of the national development plan; and (iii) managing projects. The first component aims at building the capacity of the PND Technical Secretariat (ST-PND) to ensure better implementation of the PND. It also aims at operationalising the Bank's Project and Programme Portfolio Coordination and Monitoring Unit (CCSPPP-ADB) recently created at the Ministry of Planning and Development (MPD) to improve Bank portfolio performance. The project takes place in a context in which Bank commitments reached a record level of UA 1.61 billion in August 2019. Gender mainstreaming will be achieved through improved participation of women in decision-making bodies, training activities and dialogue frameworks on development issues. The second component aims at supporting the National Institute of Statistics (NIS) in carrying out population surveys and censuses, data processing and analysis with a view to: (i) having better knowledge of the demographic and socio-economic characteristics of the population with special focus on gender inequalities; and (ii) better defining public development policies.</p>
Needs Assessment	<p>The PND Technical Secretariat (ST-PND) is facing institutional, technical, human and financial constraints in the monitoring and evaluation of the PND implementation. These constraints prevent it from fully playing its role which is to coordinate the implementation of the PND and the management framework as well as the mobilisation of stakeholders to ensure the monitoring and evaluation of projects, programmes, other investments and reforms, to produce regular reports on the PND implementation which are submitted to the Inter-ministerial Technical Committee. In addition, the government has set up a new project and programme portfolio coordination and monitoring unit to ensure effective coordination and monitoring of the Bank's project and programme portfolio. The operationalisation of this unit requires technical and financial support. In addition, the Government is still facing the challenges of poverty and inequality which explains why it has launched its 2019-2020 Social Programme and the General Population and Housing Census (GPHC 2019) to: (i) monitor and review the 2016-2020 PND; (ii) assist in planning the next PND; (iii) monitor and implement sector policies; and (v) provide recent and reliable statistical information to monitor international agendas, including the 2030 SDGs and the African Union's Agenda 2063. Therefore, it is appropriate to strengthen the entire PND institutional system for steering and monitoring and evaluation system in order to improve their effectiveness and ensure proper implementation of the development strategy.</p>
Targeted Beneficiaries	<p>The project area is the Ivorian national territory. The project's direct beneficiaries include the PND Technical Secretariat, the INS, decentralised State structures at the regional level, and the coordination and monitoring unit of the Bank's portfolio of projects and programmes. By building the capacity of the latter, the project will make it possible to better monitor and evaluate the PND at the central and regional levels. Ultimately, the project will indirectly benefit the entire Ivorian population by making the implementation of development projects and programmes more efficient. In addition, taking into account data from the 2019 census will facilitate planning that reduces pockets of vulnerability and makes economic growth more inclusive.</p>
Results and Impact	<p>The main expected results are: (i) more effective structures for managing and monitoring and evaluating the development strategy; (ii) improved performance of the Bank's project portfolio with an improvement in the percentage of satisfactory projects and a drastic reduction in the number of problem projects; (iii) availability of quality demographic and socio-economic data; and (iv) strong and inclusive economic growth.</p>
Bank's Value-Added	<p>The Bank's comparative advantages and added value in this project result from its experience acquired over the years in the design and implementation of institutional capacity building projects in its Member States. In Côte d'Ivoire, the Bank is particularly involved in an economic and financial management capacity-building project. In addition, the synergies between the various Bank-financed projects on capacity building, poverty reduction and also at the sector level make it possible to provide holistic support to reduce the constraints hampering the country's growth and socio-economic progress potential.</p>

Knowledge Building	<p>The project's implementation will result in the development of several types of knowledge. The different types of information resulting from the project, in particular, the statistics collected, will be used to feed the databases of the Ministry of Planning, while technical assistance will ensure a transfer of knowledge and know-how to national managers. The technical training for managers will focus on results-based management, project monitoring and evaluation, modern working tools and methods, and new methodologies for data collection, processing, analysis and dissemination. The seminars and consultative workshops on the PND and its appraisal will build the capacity of ministry officials, regional stakeholders, the civil society and the private sector. The study and exchange visits of senior officials of the PND Technical Secretariat to other countries will provide an opportunity to learn about good practices in the management and monitoring/evaluation of the national development strategy.</p>
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VII. RESULTS-BASED LOGICAL FRAMEWORK

Project Name: Côte d’Ivoire: Support Project for the Implementation of the Inclusive Service Delivery Development Programme « PAME/PDSI ».						
Project Goal: Promote strong and inclusive economic growth by building the country's capacity to monitor and assess the national development strategy for inclusive service delivery.						
IMPACT	RESULTS CHAIN	PERFORMANCE INDICATORS			MEANS OF VERIFICATION	RISKS/MITIGATION MEASURES
		Indicator (including CSI)	Baseline situation	Target		
	Economic growth is strong, inclusive, and contributes to the reduction of poverty and inequality.	Average annual GDP growth rate	7.4% in 2018	8% in 2023	Macro-economic forecasting	Risk: Non-compliance with the census schedule with an overlapping during the election period.
		Gini Index	0.405 in 2015	0.394 in 2023	National statistics of the INS	
	Outcome: The performance of public investment projects and programmes is improved.	% of satisfactory AfDB projects	54% in 2018	60% in 2020 70% in 2021	AfDB Portfolio Review Report	
		% of AfDB projects flagged	29% in 2018	25% in 2020 20% in 2021	AfDB Portfolio Review Report	
		Public investment as a % of GDP.	22% in 2018	23% in 2020 24% in 2021	Macro-economic forecasting	
Outcome II: Quality socio-economic data is available.	2019 Census database published and available to the public.	No in 2018	Yes in 2021	INS	Risk: Poor coordination in the implementation of project activities	
COMPONENT I: BUILD THE CAPACITY OF THE MANAGEMENT AND MONITORING/EVALUATION STRUCTURES RESPONSIBLE FOR DEVELOPMENT PROJECTS AND PROGRAMMES						
O	I.1 Build the capacity of the PND Technical Secretariat	I.1.1 Number of managers trained on: (i) project management and evaluation; (ii) PPBME chain; (iii) planning and programming tools; and (iv) use of the SYPSE monitoring system.	0 in 2018	320 (30% of them women) in 2021	Project implementation reports	Mitigation measures: The establishment of a steering committee, including all project beneficiaries will encourage the participation of all stakeholders. In addition, a project management unit will be set up. The Ministry of Planning and Development will coordinate the implementation of activities.
		I.1.2 Number of annual reports on the implementation of the PND 2016-2020 produced	2 in 2018	4 in 2020 5 in 2021	Project implementation reports	
	I.2 Operationalisation of the AfDB Portfolio’s Project and Programme Coordination and Monitoring Unit.	I.2.1 Number of people trained on project and programme management systems.	0 in 2018	30 (30% of whom are women) in 2021 30 (30% of whom are women) in 2021	Project implementation reports	

		I.2.2 Number of product portfolio review reports (quarterly and annual)	No in 2018	3/year	Portfolio review reports	Risk: Non-compliance with fiduciary management and procurement rules and procedures. Mitigation measures: The project team will include two financial management and procurement experts who will be recruited on a competitive basis. A monitoring and evaluation expert will be recruited Risk: and produce progress reports, including financial reports
		I.2.3 Number of AfDB annual portfolio monitoring reports produced (cumulative).	0 in 2018	1/year	Project implementation reports	
OF THE NATIONAL DEVELOPMENT PLAN COMPONENT II: STATISTICAL CAPACITY BUILDING FOR THE MONITORING/EVALUATION						
II.1 Production of statistics for monitoring the implementation of the national development plan	II.1.1 Number of regional statistics databases for decentralised structures.	0 in 2018	33 in 2021	Project implementation reports		
	II.1.2 Number of planning and statistics department staff trained.	0 in 2018	360 (30% of whom are women) in 2021	Project implementation reports		
II.2 Collection, processing and analysis of the 2019 GPHC data	II.2.1 Publication of the summary of results and new socio-economic statistics (including gender) from the 2019 census:	No in 2018	Yes in 2021	2019 census report validated by UNFPA		
COMPONENT III: PROJECT MANAGEMENT						
	III.1 Production of quarterly project reports	III.2.1 Number of quarterly project implementation reports produced:	0 in 2015	12 by the end of 2021:	Project implementation reports :	
K	COMPONENT				RESOURCES	
	Component I: Build the capacity of structures responsible for the management and monitoring/evaluation of development projects and programmes: Technical assistance activities: provision of national and international experts and consulting firms; training; IT and office equipment; organisation of consultation workshops with national stakeholders and technical and financial partners. Component II: Statistical capacity building for the monitoring/evaluation of the national development plan: Technical assistance activities: provision of national and international experts; training; IT and office equipment, workshops and seminars, training. Component III: Project management, management team, annual audits; IT and office equipment; operation.				Resources: Component I: UA 3.02 million Component II: UA 5.30 million Project Management: UA 0.59 million Contingencies: UA 0.49 million Total: UA 10.40 million (UA 9.40 million ADF loan and UA 1.00 million government counterpart)	

	Year	2019				2020				2021			
	Quarter	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	INITIAL ACTIVITIES												
	Financing Negotiations												
	Loan approval												
	Signing of the financing protocol												
	Effectiveness and satisfaction of the conditions precedent to the 1 st disbursement.												
	Publication of the General Procurement Notice.												
2	START-UP ACTIVITIES												
	Confirmation of PMU staff (Coordinator, AFO, PS, Accountant)												
	Preparation of agreements and priority procurement files												
	PAME-PDSI launch mission												
	PMU Procurements + ST-PND goods (vehicle, equipment, computer hardware, etc.)												
	Signature of agreements with partner structures (INS)												
3	CAPACITY BUILDING												
	Module development, validation and harmonisation												
	Project-cycle training												
	Procurement training												
	Financial management training												
	Monitoring and evaluation training												
	PROJECT MONITORING												
	Update of management and monitoring/evaluation tools												
	Baseline situation and implementation of the S & E system												
	Management, monitoring and evaluation and communication activities												
	Annual audit of the accounts												
	Midterm review												
	ADF and Government Completion Reports												

REPORT AND RECOMMENDATION OF THE BANK GROUP MANAGEMENT TO THE BOARD OF DIRECTORS ON A LOAN TO THE REPUBLIC OF CÔTE D'IVOIRE FOR THE SUPPORT PROJECT FOR THE IMPLEMENTATION OF THE INCLUSIVE SERVICE DELIVERY DEVELOPMENT PROGRAMME (PAME/PDSI)

This proposal, submitted for Board approval, concerns a UA 9.40 million loan from African Development Fund (ADF) resources to the Republic of Côte d'Ivoire to finance the Support Project for the Implementation of the Inclusive Service Delivery Development Programme (PAME/PDSI). This is an institutional support project that will be implemented over the 2019-2021 period and it is intended to strengthen the administration's capacity to manage, as well as monitor and evaluate the National Development Plan (PND) which is the reference document for conducting development policy in Côte d'Ivoire with a view to stimulating strong and inclusive economic growth.

I STRATEGIC THRUST AND RATIONALE

1.1 Project Linkages with Country Strategy and Objectives

1.1.1 The project is in line with the 2016-2020 National Development Plan (PND) which is the reference document for conducting development policy in Côte d'Ivoire. Five strategic thrusts have been selected in this plan. The project is in line with the objectives of the first strategic thrust "Strengthening the quality of institutions and good governance" and the second strategic thrust "Accelerating the development of human capital and social well-being". It supports the building of the technical and human capacity of the PND Technical Secretariat responsible for the operationalisation of the plan and the functioning of the sectoral/thematic dialogue and consultation framework around the Plan with the involvement of all stakeholders (central government and regional branches, the civil society, the private sector and technical and financial partners). In addition, it supports the National Institute of Statistics (NIS) in the production and dissemination of quality statistical data for the effective monitoring and evaluation of the PND and more inclusive planning. It helps to improve the performance of the Bank's portfolio of projects and programmes in Côte d'Ivoire. All this contributes to the strengthening of good governance and social well-being.

1.1.2 In view of the issues and challenges to be addressed in the gender domain, the government is committed to building a society free of all forms of inequality and inequity which guarantees everyone (men and women, girls and boys) the fulfilment of their potential for their full development. The objective of the National Policy on Equal Opportunities, Equity and Gender is to ensure fair and equitable development that enables women and men to participate equally in development and decision-making processes. The project is in line with the following two specific objectives of this policy: (i) promoting the participation of the population without discrimination in Côte d'Ivoire's equitable and sustainable development; and (ii) improving institutionalised systems for the collection and use of gender-disaggregated data in statistical analysis.

1.1.3 **The project is in line with the Bank's Country Strategy Paper (CSP 2018-2022) for Côte d'Ivoire, adopted by the Board in September 2018.** It is consistent with the first pillar which consists in improving transformative infrastructure and governance to attain economic competitiveness and investment efficiency. The project is consistent with one of the Bank's High 5s, namely "Improve the quality of life for the people of Africa" and with the Bank's long-term strategy (LTS 2013-2022), including its inclusive growth objective. The improvement of the performance of projects and programmes, in particular the Bank's portfolio, will enable the government to achieve the objectives set out in the PND, which are fully aligned with the objectives of the Bank's High 5s. It is in line with the priorities of the Governance Strategic Framework and Action Plan (GAP II) 2014-2018 through the first pillar (Public Sector and Economic Management). It is in line with the Bank's gender strategy guidelines through the improvement of women's participation in decision-making bodies, training activities, dialogue frameworks on development issues and the production of reliable gender statistics.

1.2 Rationale for the Bank's Involvement

1.2.1 The political environment has stabilised after a decade of socio-political crisis. The joint efforts of the Government and the international community have brought about peace in the country and put it back on track. The successful holding of presidential elections in 2020 would be a critical step in deepening the democratic process and bringing about lasting peace in Côte d'Ivoire.

1.2.2 **At the economic level, the results achieved in recent years have been favourable, but the economy remains vulnerable to external shocks.** Real GDP growth reached around 7.4% in 2018, down from 7.7% in 2017, thanks to external demand for agricultural and petroleum products and stronger domestic demand resulting from major investment projects and household consumption. The budget deficit improved from 4.2% of GDP in 2017 to 3.8% in 2018. Public debt reached 48.2% of GDP in 2018, reflecting the impact of Eurobond issuance in 2017 and 2018. The risk of over-indebtedness remains moderate. Inflation was low, estimated at 0.5% in 2018, compared to 1.0% in 2017. The current account deficit widened to 2.7% of GDP in 2018, from 1.8% in 2017. The economic outlook remains favourable, with real GDP growth projected at 7.0% in 2019 and 6.9% in 2020. The economy remains vulnerable to external shocks that may result from adverse developments in commodity prices (mainly cocoa and oil) and adverse weather conditions. Another urgent challenge is maintaining economic growth and ensuring a more balanced distribution between sectors, with a view to achieving a structural transformation of the economy. This would require improving the quality of agricultural products and the industrial sector's transition to higher value-added and employment-generating activities.¹

1.2.3 **This strong economic growth has not resulted in an improvement in the population's well-being. The incidence of poverty, calculated by the National Institute of Statistics (NIS), stood at 46.3% in 2015 compared to 48.9% in 2008.** Poverty is more pronounced in rural areas (56.8%) than in urban areas (35.9%). Age and gender disparities and inequalities have increased in rural areas: 51.4% of young people under 25 are poor and 3 out of 4 rural women live below the poverty line. The 2015 INS Household Living Standard Survey puts the unemployment rate at 6.9%, although the survey does not take into account under employment which remains very high. Unemployment rate is higher in urban areas (7.7%), particularly in Abidjan (13.4%), compared to 3.0% in rural areas. It is particularly high among young graduates. Unemployment affects women more. Most of them are engaged in precarious and informal employment. Taking all these considerations into account, the Promotion and Employment Agency (AGEPE) puts the combined unemployment rate at 26.5%².

1.2.4 **Large social disparities between men and women persist. The country ranks 35th out of 52 African countries according to the AfDB Africa Gender Index 2019.** Gender inequalities persist in various aspects of life despite measures taken, particularly in areas such as education, health, participation and the legal and institutional framework to promote gender equity. Of the 51% illiterate Ivorians, 60% are women and 40% men. Primary school enrolment rate is almost equal between girls and boys, while the literacy rate is 36.3% for women compared to 53.3% for men. Gender inequalities are also widespread in terms of access to and control over resources (including land), economic opportunities, political power and opinion. Although declining, these inequalities are still significant and the extent of discrimination varies considerably across regions. A gender distribution of employment shows that men hold the majority of jobs in the agricultural, industrial and service sectors with 70.1%, 68.4% and 60.5% respectively in 2015. On the other hand, women are predominant in the trade sector and hold 59.5% of jobs. Regarding public administration, women accounted for 31% of civil servants in 2015 compared to 28% in 2009.

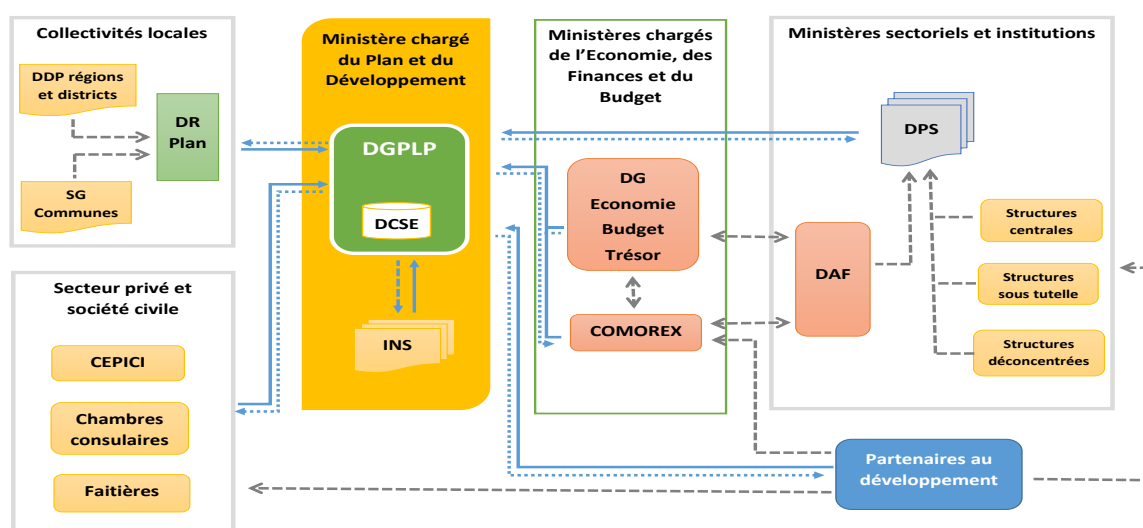
¹ Source: Report on "African Economic Outlook 2019", African Development Bank

² Source: The Bank's Country Strategy Paper (CSP 2018-2022) for Côte d'Ivoire

Women account for 11.3% of parliamentarians and 18.2% of the cabinet. Gender promotion is hampered by cultural constraints, women's ignorance of their rights and duties, and the low dissemination and insufficient enforcement of regulations and laws promoting gender equality and equity.

1.2.5 PAME/PDSI provides a response to these economic and social challenges by building the administration's capacity for a successful implementation of the National Development Plan which will allow for the structural transformation of the Ivorian economy which can drive the country towards emergence. An institutional framework was established by Decree No. 2016-593 of 3 August 2016 of the President of the Republic establishing, organising and operating the Monitoring and Evaluating Framework for the Implementation of the National Development Plan. This framework consists of the following bodies: (i) the Presidential Orientation Council; (ii) the Steering Committee; (iii) the Inter-Ministerial Technical Committee; and (iv) the Technical Secretariat. Graph 1 below describes the information flow between the stakeholders involved in the PND's implementation. It shows (i) the central role of the PND's Technical Secretariat hosted in the General Directorate for Planning and Poverty Reduction of the Ministry of Planning and Development; and (ii) the importance of the National Institute of Statistics in the mechanism. In addition, a national public investment programme is linked to the PND and includes priority projects to be implemented over the period 2016-2020, in particular, those financed by the African Development Bank. The Bank's commitments reached a record level of UA 1.291 billion in 2018 with a project and programme portfolio covering various sectors, namely, agriculture, sanitation, food and agriculture, energy, transport, health and nutrition, including budget support (see Annex B). Improving the performance of these projects and programmes will enable the Government to achieve the objectives defined in the PND which are fully in line with the Bank's "High 5s".

Figure 1. Information flow between actors involved in the PND implementation



Note: DDP = Departmental Planning Directorate: RD of Planning= Regional Planning Directorate
 CEPICI= Investment Promotion Centre of Côte d'Ivoire
 DGPLP= General Directorate of Planning and Poverty Reduction
 DCSE= Directorate of Control and Monitoring

1.2.6 Major challenges seriously hamper the smooth functioning of the PND implementation institutional framework. The following major weaknesses are worthy of note: (i) the management agencies are not functional; (ii) the planning and statistics departments created in all ministries and regions to serve as relays for the ST-PND in the supervision of the stakeholders responsible for information collection and reporting on the PND implementation are not operational; (iii) planning and monitoring and evaluation information systems are poorly deployed throughout the management chain; (iv) coordination problems between the ST-PND and sectoral ministries hinder the PND's monitoring and evaluation; and (v) sectoral/thematic dialogue and consultation frameworks are not functional. The project will contribute to the building of PND Technical Secretariat's (ST-PND) capacity to enable it

carry out its mission effectively. It is primarily responsible for the coordination of the PND implementation and the management framework as well as for the mobilisation of stakeholders. The ST-PND is also responsible for monitoring and evaluating projects, programmes and other investments, as well as reforms. Specifically, it is responsible for the regular production of PND implementation reports for the Interministerial Technical Committee. The system's strength is that it is, in theory, integrative and participatory and will be gradually so, thanks particularly to this project.

1.2.7 A recent review of the national statistics system raised the National Institute³ of Statistics' organisational, infrastructure, logistics, human and financial constraints. These difficulties weigh heavily on the Institute's ability to carry out its mission, in particular, providing support for the PND's implementation through: (i) the collection, processing, storage and dissemination of reliable, disaggregated and up-to-date information (including statistics on SDGs); and (ii) the conduct of specific surveys and studies to inform public policies, particularly with regard to considering issues of disparities based on space, gender and age in the distribution of the benefits of growth. To address these disparities, the Government has, on the one hand, launched its 2019-2020 Social Programme to strengthen the Government's social action over the next two years and, on the other hand, the General Population and Housing Census (GPHC 2019) to: (i) monitor and review the 2016-2020 PND; (ii) assist in the planning of the next PND; (iii) monitor and implement sector policies; and (v) provide recent and reliable statistics to monitor the international agendas, including the 2030 SDGs and the African Union's Agenda 2063. The INS is central to the conduct of the census and periodic studies and surveys critical for monitoring and evaluation, measuring the impact of programmes and projects on growth and inclusion. The project will support the INS along with UNFPA in carrying out the census. GPHC 2019 will provide the Government with recent demographic, socio-economic, cultural and geo-spatial infrastructure distribution data. The equipment provided may be used in subsequent studies and surveys. In addition, the project will support the planning and statistics departments of the ministries in the production of sector statistical data. The implementation of these activities will be carried out under the direction of the National Institute of Statistics (NIS).

1.2.8 Challenges and weaknesses in the management of the Bank's portfolio in Côte d'Ivoire were identified by the Bank's 2017 internal audit and the 2018 BDEV report following the implementation of the 2013-2017 CSP. In particular, the BDEV report identified portfolio management issues and delays in implementing some projects, in particular: (i) delays in setting up or reconstituting project teams; (ii) instability witnessed by the project management structures; (iii) weak capacity of local firms and individual consultants regarding project implementation; (iv) delays in the procurement process as a result of poor understanding and knowledge of Bank rules and procedures; (v) inadequate monitoring of the project work plan and procurement plan; (vi) lengthy delays in issuing no-objection notices; (vii) late availability of counterpart funding; (viii) inadequate coordination of projects; and (ix) weakness in the monitoring and evaluation system. As a result of these findings, it was recommended that a system be set up to closely monitor ongoing operations so as to fast-track their implementation. In 2015, to improve the monitoring of donor-financed projects and programmes, the Government signed a Decree⁴ on Procedures and Arrangements for the Management of Projects Financed or Co-Funded by the TFPs. Projects and programmes funded by the World Bank and the IsDB are monitored through the Coordination Units at the Ministry of Finance. A similar unit was thus set up at the Ministry of Planning and Development by inter-ministerial Decree No. 643/2018/MPD/MEF/SEPMBPE of 29 November 2018 establishing, organising and functioning of the coordination and monitoring unit of AfDB project and programme portfolio. The project will provide technical and financial support for the unit's operationalisation. At mid-term, a feasibility study on the creation of an umbrella structure will be carried out as part of this project with the objective of enhancing the coordination, effectiveness and efficiency of the implementation of programmes and projects financed or co-financed by the TFPs in the country.

³ PPSD 2018-2020

⁴ Decree No. 2015-475 of 1 July 2015

1.3 Aid Coordination

1.3.1 The national development aid and cooperation coordination mechanism is structured in two main blocks. The first is the National Coordination and Financing Mechanism, subdivided into the National Development Commission, inter-ministerial coordination bodies and the External Resources Mobilisation Committee (COMOREX) platform. This framework not only ensures the Government's lead partner role in aid coordination, but also the centralisation of aid data, alignment with national priorities, and improvement of national public procurement systems and financial management increasingly used by the TFPs. The second block is the Development Partners Consultative Mechanism (DC-PAD), whereby common positions and orientations are defined for discussions with the Government, to agree on capacity-building actions and to harmonise their actions so as to foster greater collective efficiency. This block is supported by the work of the thematic or sector groups. The mechanism currently comprises 13 sector groups whose rotating chairs/co-chairs are partners and specialised agencies of the United Nations system.

1.3.2 With the intensification of activities by Côte d'Ivoire's TFPs, the latter in collaboration with the Ivorian authorities, have set up a Joint Development Committee (CCD) and plan to create a Permanent Secretariat to support this committee. This committee will, among other things, revitalise the sector consultation frameworks and the high-level dialogue between the government and its partners on development aid (CCD, quarterly meeting of the Minister of Planning and Development and the Group of Cooperation Agency Heads and half-yearly meeting between the Prime Minister and the Ambassadors/Heads of Mission). Also, it will improve the monitoring of aid disbursements and quarterly analyses of project implementation for decision-making and increased absorptive capacity. The Bank will contribute to the functioning of the Permanent Secretariat through this project which will ensure the production and dissemination of more reliable information that the CCD can use to enrich dialogue with the Government. The AfDB plays an active role within the Joint Aid Coordination Committee.

In addition, the Bank will contribute to the financing of the General Population and Housing Census (GPHC 2019). The cost of the GPHC 2019 is estimated at CFAF 19.3 billion with the Bank's contribution estimated at CFAF 4.3 billion. UNFPA has been designated as the implementing agency to help with the conduct of the census through the activities of Sub-component II.2 of the project (Annex C).

1.2.3 A framework agreement was signed between the Bank and UNFPA on 8 July 2019. Regarding the implementation of Component II.2 of the project, an implementation agreement will be signed between the Bank and UNFPA.

II PROJECT DESCRIPTION AND COMPONENTS

2.1 Project Objectives and Components

2.1.1 The project's overall objective is to promote strong and inclusive economic growth by building the country's capacity to monitor and evaluate the national development strategy for inclusive service delivery. It has three components: (i) build the capacity of structures responsible for the management and monitoring/evaluation of development projects and programmes; (ii) build the statistical capacity for the monitoring and evaluation of the national development plan; and (iii) project management. The first component aims at strengthening the institutional, technical, informational and logistic capacity of the PND Technical Secretariat (ST-PND) in order to ensure a better PND implementation. It also aims at operationalising the Bank's Project and Programme Portfolio Coordination and Monitoring Unit (CCSPPP-ADB) recently created at the Ministry of Planning and Development (MPD) to improve bank portfolio performance. The second component aims at supporting the National Institute of Statistics (INS) in carrying out surveys and general population and housing censuses (GPHC 2019), data processing and analysis in order to have better knowledge of the demographic and socio-economic

characteristics of the population with special focus on gender inequality. It also aims at building the capacity of decentralised structures responsible for the production of regional statistics and planning and statistics departments of the ministries for the production of sector statistical data.

2.1.2. The project components are closely linked. Statistics from INS activities and decentralised bodies at the regional level (Component 2) will be used by the ST-PND to monitor and produce annual evaluation reports on PND implementation (component 1). Table 2.1 below provides details of the project's components, sub-components, activities, and costs. Technical Annex B2 to this report provides detailed costs of activities and a comprehensive list of goods and services that will be procured under the project.

Table 2.1: Project Components and Activities

Components	Cost (UA Million)	Description of activities
Component I: Build the capacity of structures responsible for the management and monitoring and evaluation of development projects and programmes	3.02	<p><i>Sub-component I.1 – Build the capacity of the PND Technical Secretariat:</i></p> <ul style="list-style-type: none"> - Capacity building: 320 local executives (30% of whom are women) from the 31 regions and 2 autonomous districts of Côte d'Ivoire, 164 ST-PND officers, among whom there will be one alternate trainer per module so as to sustain the acquired capacity will be trained in: (i) project management and evaluation; (ii) PPBME chain, (iii) planning and programming tools, (iv) use of the SYPSE monitoring system, - 4,000 persons will attend the various workshops provided for under the project, - Materials and equipment to 41 DPS (computers and accessories), - Information system:(collaborative platform) interconnected with good bandwidth and 2 vehicles <p><i>Sub-component I.2 – Operationalisation of the AfDB Project and Programme Portfolio Coordination and Monitoring Unit</i></p> <ul style="list-style-type: none"> - Training on project and programme management systems for 60 agents of the sector project cells and managers of the coordination cell (30% of whom are women); - Monitoring and portfolio review meetings; - Impact assessment of AfDB projects on beneficiaries; - Workshops with sector ministries on AfDB project management; - Implementation of a quality approach in the project monitoring process; - Feasibility study on the establishment of a common structure for monitoring projects of the main development partners; - Materials and equipment; - Support for the interconnection of PIU and CCSPPPP-ADB information systems.
Component II - Statistical capacity building for monitoring and evaluation of the national development plan	5.30	<p>Sub-component II.1 - Production of statistics for monitoring the implementation of the national development plan</p> <ul style="list-style-type: none"> - Support to decentralised structures to have a regional statistics database (31 regions and 2 autonomous districts); - Training of planning and statistics department staff (30% women); - Support to ministries in the production of sector statistical data. <p>Sub-component II.2 - Collection, processing and analysis of GPHC 2019 data</p> <ul style="list-style-type: none"> - Procurement of IT equipment and accessories (37,500 Tablets); - Training of 15 analysts during the enumeration;

		<ul style="list-style-type: none"> - Data collection operations - Data processing and analysis
Component III- Project Management	0.59	<ul style="list-style-type: none"> - Recruitment and creation of the project team; - Administrative, accounting and financial management of the project; - Support to Monitoring and Evaluation, organisation of steering committee and monitoring committee meetings; - Annual audit; and - Development and implementation of a communication and awareness plan for training on project cycle management.
Base Cost	8.91	
Contingencies	0.49	
Total Cost	9.40	

2.2. Technical Solutions Adopted and Alternatives Explored

2.2.1 The technical solution adopted, in support of the Government in the management of the PND implementation is to (i) build the technical, informational and operational capacity of the ST-PND and its decentralised structures in order to obtain quality data through the collection, processing, storage and dissemination of more reliable information. To this end, the ST-PND will sign a collaboration agreement with the INS for the training of all the executive level actors in the steering chain and (ii) operationalise the Planning and Statistics Directorates and the regional planning directorates which have so far not been playing their roles. The revitalisation of these two stakeholder categories will yield better results for the Government in terms of planning and monitoring and evaluation of its development projects and programmes. Besides training the executive level actors of the steering mechanism, the project will enable the INS to carry out some of its assignments; in particular, it will be able to support: (i) ministries in the production of statistical data (development of data collection tools, overseeing how such tools are fed, facilitation of reporting); and (ii) decentralised State structures to have regional statistics databases (31 regions and 2 districts).

Table 2.2: Alternatives Explored and Reasons for Rejection

Alternative Solution	Brief Description	Reason for Rejection
1. Technical assistance to the TS to manage PND	Technical assistance to support PND management activities	Technical assistance is generally very costly, creates little impact and tends to substitute itself for local stakeholders instead of having them subcontracted.

2.3 Project Type

The PAME/PDSI is an institutional support project, financed from ADF resources, designed to strengthen the administration's capacity to manage, monitor and evaluate the National Development Plan (PND) in order to stimulate strong and inclusive economic growth.

2.4 Project Cost and Financing Arrangement

Total project cost is estimated at UA 10.4 million (ADF 9.4 million and government counterpart funding is UA1.0 million), including UA 5.19 million in foreign exchange and UA 4.21 million in local currency. These costs include a provision of 8% of the base cost for contingencies for both foreign exchange and local currency expenses. The counterpart contribution corresponds to the use-value of the building and equipment made available to the Project Implementation Unit (CCSPPP-AfDB) in charge

of monitoring the AfDB's project and programme portfolio. The detailed cost table is included in Technical Annex B2 to this report. The four tables below present the project costs by component, expenditure category, source of funding and time frame.

Table 2.3: Project Cost by Component

COMPONENTS	XOF Million			UA Million			UA %
	LC	Foreign Exchange	Total	LC	Foreign Exchange	Total	
COMPONENT 1	1,607.05	839.23	2,446.28	1.98	1.04	3.02	32%
COMPONENT 2	1,271.60	3,024.00	4,295.60	1.57	3.73	5.30	56%
COMPONENT 3	355.21	125.65	480.86	0.44	0.16	0.59	6%
BASE COSTS	3 233.86	3,988.88	7,222.74	3.99	4.92	8.91	95%
Physical and Financial Contingencies (5%)	176.46	217.66	394.12	0.22	0.27	0.49	5%
TOTAL	3 410.32	4,206.54	7,616.85	4.21	5.19	9.40	100%

Table 2.4: Project Cost by Expenditure Category

CATEGORY	XOF Million			UA MILLION			UA %
	LC	Foreign Exchange	Total	LC	Foreign Exchange	Total	
GOODS	140.00	3,259.88	3,399.88	0.17	4.02	4.20	45%
SERVICES	2,602.37	629.00	3,231.37	3.21	0.78	3.99	42%
OPERATION	491.49	100.00	591.49	0.61	0.12	0.73	8%
BASE COST	3,233.86	3,988.88	7,222.74	3.99	4.92	8.91	95%
Physical and Financial Contingencies (5%)	176.46	217.66	394.12	0.22	0.27	0.49	5%
TOTAL	3,410.32	4,206.54	7,616.85	4.21	5.19	9.40	100%

Table 2.5: Project Financing Plan

FINANCING SOURCES	XOF Million			UA Million			%
	LC	Foreign Exchange	Total	LC	Foreign Exchange	Total	
ADF	3,627.97	3,988.88	7,616.85	4.48	4.92	9.40	90%
GOVERNMENT	810.30	0.00	810.30	1.00	0.00	1.00	10%
TOTAL	4,438.28	3,988.88	8,427.16	5.48	4.92	10.40	100%

Table 2.6: Expenditure Schedule by Component

COMPONENTS	UA MILLION			
	2019	2020	2021	Total
COMPONENT1	0.00	2.49	0.53	3.02
COMPONENT 2	0.00	5.30	0.00	5.30
COMPONENT 3	0.03	0.32	0.24	0.59
BASE COST	0.03	8.11	0.77	8.91
Physical and Financial Contingencies (5%)	0.00	0.44	0.04	0.49
TOTAL	0.03	8.55	0.82	9.40

2.5 Project Area and Beneficiaries

2.5.1. The project area is the Ivorian national territory. The direct project beneficiaries are the PND Technical Secretariat, the INS, the decentralised State structures at the regional level and the coordination and monitoring unit responsible for the Bank's project and programme portfolio. By building the capacity of the latter, the project will ensure better monitoring and evaluation of the PND at the central and regional levels. Ultimately, the project will indirectly benefit the entire Ivorian population as the implementation of development projects and programmes will be more efficient. In addition, the consideration of 2019 census data will facilitate planning which aims at reducing pockets of vulnerability and makes economic growth more inclusive.

2.6 Participatory Approach

2.6.1 The project was designed in a participatory manner with all stakeholders involved in the coordination, management and monitoring/evaluation of development assistance (Government-TFP). Several meetings and working sessions were held with the Ministry of Planning and Development, in particular, the PND Technical Secretariat under the direction of the Director-General of Planning and Poverty Reduction (DGPLP). The team met with the MPD Technical Advisor to discuss, in particular, the modalities for operationalising the Coordination and Monitoring Unit of the AfDB's Project and Programme Portfolio. Several other meetings were held with representatives of the Ministry of Planning, INS and UNFPA. The project preparation team also had discussions with the World Bank's Technical Adviser and Portfolio Coordinator. Discussions focused on experiences from the functioning of the World Bank's unit and the sharing of ideas on the need to pool resources with other existing units in order to streamline interventions and achieve economies of scale in the coordination process of the country's overall portfolio.

2.6.2 This participatory approach will be continued during project implementation. The project team will work in synergy with the AfDB's Economic and Financial Management Support Project (PAGEF). PAGEF supported the MPD in the development of the procedures manual for the programming of public investment projects and a methodological guide as well as monitoring tools. PAME-PDSI will contribute to the deployment of these tools and methods in the planning and statistics departments of ministries and regional and local planning directorates.

2.7 Bank Group Experience and Lessons Reflected in Project Design

2.7.1. At the end of August 2019, the Bank's portfolio in Côte d'Ivoire included 34 operations with total commitments estimated at UA 1.61 billion. The portfolio comprises 17 national operations; 7 regional projects and 10 private sector operations. With new project approvals estimated at UA 653 million in 2018 and 2019, Côte d'Ivoire's portfolio reached the highest level of commitments ever. Commitments increased by 3.5 from 2015 to 2019, from UA 448.5 million to UA 1.61 billion. This increase in commitments is due to the country's access to the ADB public sector window, on the merit of each case, from 2015 and the approval of several private sector operations.

2.7.2. The sector distribution of the portfolio shows a predominance of transport infrastructure (49.4%) followed by energy (25.9%), agriculture (22.6%), governance (1.9%), social (0.1%) as well as water and sanitation (0.1%). The portfolio's performance is satisfactory with a rating of 3 on a scale of 1 to 4 according to the latest portfolio review conducted in 2018. The portfolio is young with an average age of 2 years in August 2019 compared to 6.6 years in 2011. The portfolio's overall disbursement rate is 19% at end-August 2019 due to the portfolio's youthfulness. There is no project at risk. The August 2019 Flashlight monthly report indicates that 57% of the projects are deemed satisfactory and 41% are flagged.

2.7.3. The Bank's intervention takes into account the lessons and recommendations drawn from the BDEV report on the implementation of the 2013-2017 CSP which identified portfolio management problems and delays in the implementation of certain projects (paragraph 1.2.7). Following this observation and in order to mitigate the risks: (i) the project will only start if the PMU team is complete, (ii) close supervision of project coordinators through training will reduce the risk of instability while building their monitoring and evaluation and project management capacity as well as their understanding of the Bank's rules and procedures. To ensure that the project is not flagged, arrangements have been made for a fast signing of the loan agreement and the fulfilment of the conditions precedent to the first disbursement.

2.8 Key Performance Indicators

2.8.1. The main performance indicators identified and the expected results at project completion have been included in the results-based logical framework. In the short term, the following are expected: (i) more effective structures for the management and monitoring/evaluation of the development strategy; (ii) improved performance of the Bank's project portfolio with an improvement in the percentage of satisfactory projects and a drastic reduction in the number of problem projects; and (iii) the availability of quality demographic and socio-economic data. Over the longer term, strong and inclusive economic growth is expected to contribute to the reduction of poverty and inequality. In addition to this performance and outcome indicators included in the logical framework, there are also performance indicators for project implementation that will be monitored. These are mainly: (i) procurement time frames; (iii) the average project progress indicator; and (iv) the evolution of the project disbursement rate according to the expenditure time frame. These indicators will be monitored in the daily project management and during supervision missions.

III PROJECT FEASIBILITY

3.1 Economic and Financial Performance

PAME/PDSI is an institutional support project. It does not generate direct revenues that would establish a financial return. However, the assessment of its performance could be based on the direct and indirect effects of the economic and social achievements it generates in the medium and long term. Among the expected economic and financial benefits, the project will create the conditions for the successful implementation of public investment projects that will promote strong economic growth and reduce poverty and inequality.

3.2 Environmental and Social Impact

3.2.1. Environment

Pursuant to Bank guidelines on the environment, this project is classified under Category III. Project activities concern mainly training, technical/operational capacity building for the coordination and monitoring/evaluation units of development projects and programmes and the financing of the 2019 general population and housing census. These will not have any potential direct negative impact on the biophysical and human environments. The project will lead neither to population displacements nor to the loss of goods or access to resources. It comes with little or no risk of accidents, waste generation and non-compliance with working and safety conditions.

3.2.2 Climate Change

Given the nature of its intervention and main activities, the climate change-related risks and vulnerabilities likely to be caused by project activities are very low. These activities are not likely to cause direct negative impacts or major risks on natural environments.

3.2.3 Social

The project finances activities to collect and disseminate demographic, socio-economic and infrastructure distribution data for inclusion in planning systems. In this regard, it contributes to a better formulation of public policies aimed at reducing inequalities.

3.2.4 Gender

The project is classified under category 3 according to the AfDB's Gender Marker System (GMS). PAME/PDSI will organise training for members of the AfDB's gender project management unit to build their capacity in mainstreaming gender into the implementation of AfDB project portfolio in Côte d'Ivoire. It will ensure that about 30% of women are included in decision-making bodies, training, awareness-raising, capacity-building workshops and dialogue frameworks on development issues. The project will support the production of reliable gender statistics using data from existing surveys and the General Population and Housing Census (GPHC 2019) which will be conducted. The regional statistics databases to be developed will take gender into account.

IV IMPLEMENTATION

4.1 Implementation Arrangements

4.1.1. The project will be anchored within the Ministry of Planning and Development (MPD), particularly at the level of the AfDB portfolio project and programme coordination and monitoring unit, which will host a Project Management Unit (PMU). The AfDB portfolio's project and programme coordination and monitoring unit head will be appointed by ministerial order as the project management unit's coordinator. The coordinator will be supported by a procurement expert, an administrative and financial manager, an accountant and an administrative assistant. In its capacity as the implementing agency for Sub-component II.2 of the project, UNFPA will be responsible for the implementation of activities under this sub-component.

4.1.2. A Project Steering Committee will be established and chaired by the Minister of Planning and Development (MPD) or his representative. The steering committee will also comprise one representative from each of the following sector directorates and structures: Technical Secretariat of the National Development Plan (ST-PND), National Statistics Institute (INS), Project and Programme Portfolio Coordination and Monitoring Committee (PPPC-ADB) Ministry of Budget, a representative of the Ministry of Finance, Transport, Energy, Infrastructure, Health, Education, Agriculture, Gender, Social Protection/Family and Environment. The steering committee will be established by an order of the Minister of Planning and Development after the Bank's no-objection on the committee's membership. The committee will meet in ordinary session twice yearly, and in extraordinary session whenever necessary. The PMU may call in the necessary structures and/or skills depending on the items on the agenda. The Steering Committee's task is to (i) consider and adopt the project implementation plan; (ii) review and adopt periodic progress and financial reports; (iii) consider and adopt annual action plans, budgets and procurement plans; and (vi) approve the project's financial statements. The Project Coordinator will manage the Steering Committee secretariat.

4.1.3. The permanent monitoring of project implementation, especially expected outcomes, is a major challenge. In that regard, the Project Management Unit (PMU) will set up a monitoring/evaluation mechanism and the Bank will also field project supervision missions. In addition, the PMU will prepare and submit quarterly progress and annual reports. The cost of monitoring/evaluation activities will be borne by the project's operating budget.

4.2 Applicable Procurement Policy and Framework

4.2.1 **Applicable Procurement Policy and System:** The procurement of goods and consultancy services financed by Bank resources will be done pursuant to the Procurement Policy for Bank Group-Funded Operations (ADB Procurement Policy), October 2015 edition, and the terms of the Financing Agreement. Under this policy and based on various reviews conducted, it was agreed that:

- (a) The procurement of goods and non-consultancy services listed in paragraph B.5.2 (a) of Technical Annex B.5 will be done in accordance with the country's procurement system.
- (b) The procurement methods and procedures of the Bank's procurement framework (Bank system) will be used for all intellectual services, except those listed in Component 2 on statistical capacity building for the monitoring and evaluation of the national development plan. The said services to be performed following the Bank system are listed in paragraph B.5.2 (b) of Annex B.5.
- (c) Sub-component II.2 - "Collection, processing and analysis of RGPH 2019 data" will be implemented by UNFPA, which is designated as an implementing agency for this part of the project. This sub-component includes the following activities: the procurement of computer equipment and accessories; the training of 15 analysts to carry out the enumeration; and data collection, processing and analysis. In accordance with the framework agreement signed between the Bank and UNFPA on 8 July 2019 and the relevant provisions of the Bank's Procurement Policy, procurement under this Subcomponent II.2 will be carried out through the UNFPA procurement system. The country wishes to benefit from UNFPA expertise in the implementation of Sub-component II.2 activities.

4.2.2 **Bank's Reservations:** The use of the national system for a number of transactions will enhance efficiency thanks to the following, among others: (i) better ownership of the procurement system by the executing agency; and (ii) time gains due to the absence of a second control (after that of national entities) that the Bank's prior review represents. However, the Bank reserves the right to demand the borrower to revert to the Bank's system if: (a) Côte d'Ivoire's legal procurement system happens to change and becomes unsatisfactory for the Bank; (b) the provisions in force are not respected by the executing agency, or (c) the special safeguards linked to the use of the national system and described in paragraph B.5.7.1 of the Technical Annex were not complied with.

4.2.3 **Organisation of Procurement Implementation:** Project procurements will be implemented by a project coordination unit. Judging from the conclusions of the analysis of the implementation unit's capacity and available skills, a Procurement Expert will be recruited to support the PCU to conduct and coordinate procurement activities.

4.2.4 **Procurement Capacity and Risk Assessment (PCRA):** To factor in the project specificities, the Bank assessed: (i) risks at the national, sector and project level; and (ii) the capacity of executing agencies. The results of the assessment led to the conclusion that the procurement risk is **moderate**. The said results served to guide the decision on the choice of procurement systems (Borrower, Bank) to use for given activities and helped to determine appropriate proposed mitigation measures in the PERCA action plan mentioned in paragraph B.5.9 of Annex B5. The necessary financial resources for implementing these measures are partly available at the Bank.

4.2.5 **Advance Procurement Action (APA):** The Government intends to submit to the Bank for approval a request for the use of APAs to procure IT equipment for the implementation of Sub-component II.2 which will be implemented by UNFPA. The said request, including the appropriate justifications, must reach the Bank prior to the project's submission to the Bank's Board of Directors.

4.3 Financial Management

4.3.1 Financial management will be implemented by PMU using financial management components: the budget, internal control, accounts, financial information, cash flow and external audit for all project operations outside Sub-component II.2. UNFPA which is the implementing agency for Sub-component II.2 will be responsible for financial management operations related to these operations in line with its financial and administrative regulations, policies and procedures and the Agreement on Fiduciary Principles signed on 8 July 2019. It has been established that UNFPA has a strong fiduciary, accountability and control framework that is consistent with sound standards and practices.

4.3.2 The project budget will be prepared by the Administrative and Financial Officer with the support of the PMU team and sent to the Coordinator for onward transmission to the Steering Committee for adoption. After adoption by the Steering Committee, the budget will be forwarded to the DAF of the Ministry of Planning to be incorporated in its budget, and to the Bank for its no-objection opinion. The budget becomes enforceable after the Bank's opinion and will be posted to the accounts management software for implementation. Each quarter, the Accountant will produce a budget execution statement to be submitted to the Coordinator for the production of the quarterly monitoring report. At the end of the year, an annual budget implementation report will be produced and appended to the project's financial statements.

4.3.3 Internal control consists of all internal and external measures applicable to the project. These include instruments signed by the Ivorian Government, instruments establishing the PMU, and instruments relating to the project's organisation and management, including the administrative, financial and accounting procedures manual. Therefore, the project's internal control and operation must comply with the provisions of the procedures manual.

4.3.4 Project accounts will be kept using commitment accounting based on SYSCOHADA principles. A composite accounting software – combining budgetary accounting, cost accounting and general accounting modules – will be procured to produce the project financial and accounting statements. The accounting staff made up of the Administrative and Financial Officer and an Accountant will be trained to use the software and will produce all project budgetary, cost and general accounting statements. The Sub-component II.2 accounting will be managed by the UNFPA accounting management system, the provisions of which are considered acceptable in accordance with the agreement on fiduciary principles signed between the Bank and UNFPA.

4.3.5 Financial information will entail the production of project monitoring statements and reports (monthly and quarterly), as well as annual financial statements (the balance sheet, resource/expenditure table, bank reconciliation statements, special account reconciliation statement, assets inventory), and their transmission to the Bank and to the project external auditors to prepare the financial audit and the annual accounts of the project. For the UNFPA-managed sub-component, UNFPA will prepare unaudited interim financial reports on a quarterly basis on the progress of operations and the financial situation of the resources managed by UNFPA. The first unaudited interim financial report shall be submitted to the Bank no later than forty-five (45) days after the end of the first three (3) month period following the date of receipt of the first disbursement under Sub-component II.2, until the end of the said first three (3) month period.

4.3.6 Cashflow and Disbursements: Project management will entail the opening of the special account by the public debt accounting officer and the sub-account by the project accounting officer, as well as the counterpart account in the Public Treasury by the accounting agent. These accounts will be monitored through regular monthly reconciliation statements of account balances and quarterly/annual reconciliation statements of the special account. In addition, a dedicated account will be used to finance Sub-component II.2. The monitoring and management of this account will be carried out in accordance with the provisions of the project agreement to be signed between UNFPA and the Bank.

4.3.7 Disbursements of ADF loan resources as part of the project will be done pursuant to the provisions of the disbursement manual in force at the Bank. The proposed disbursement methods are: (a) the special account method (for the PIU's recurrent expenditure, honorariums and staff allowances); (b) the direct payment method to pay for goods and service contracts; and (c) the reimbursement method if national counterpart funds are used to pre-finance expenditure chargeable to AfDB resources and authorised by the Bank.

4.3.8 External Audit: The project's annual financial statements shall be audited pursuant to IFAC international audit standards and the Bank's Terms of Reference (ToR), a copy of which will be communicated to the project. The external auditor's contract will be concluded for a maximum period of three years and Bank approval of the first audit report shall be a condition for continuation of the contract for another two years. The project audit report together with the letter to Management (internal control report) will be transmitted to the Bank within six (6) months of closure of the fiscal year under review. Audit costs will be paid from project resources by the direct payment method. The PMU can be subjected to several financial controls by the Court of Auditors and the reports thereof transmitted to the Bank for information. For the UNFPA-managed sub-component, UNFPA will produce reports in accordance with the provisions of the project agreement to be signed between the Bank and UNFPA. Thus, UNFPA will provide the Bank with: (i) a copy of its annual audited financial statements as at 31 December of each year on the use of resources during the year, at the latest by 30 June of the following year; and (ii) the report of its auditors on its financial statements for the implementation period of activities managed by UNFPA within 30 days of its submission to UNFPA's governing bodies. Lastly, UNFPA will provide the Bank, no later than eighteen (18) months following the project's closing, with a final certified financial statement on the use of resources.

4.4 Monitoring and Evaluation

4.4.1 The project will be implemented over 3 years (36 months), from November 2019 to December 2022. The PMU will have primary responsibility for the internal monitoring of the implementation of activities and their impacts. The CCSPPP-ADB's Monitoring/Evaluation Expert will coordinate monitoring/evaluation activities, working closely with the focal points of ministries and other structures involved in the project's implementation. He is responsible for the periodic review of the implementation progress of planned activities and the outcomes (physical and financial) that are linked to the implementation of these activities. At the commencement of activities, he/she will refine logical framework performance indicators, as appropriate (with baseline values and targets), in collaboration with the main project implementation stakeholders. He will also design monitoring and data-collection forms to be placed at the disposal of beneficiaries and partners as well as dashboards for monitoring the state of implementation of planned activities.

4.4.2 Project implementation will be monitored through the Annual Work Plan and Budget (AWPB) and quarterly progress and annual reports to be prepared by the project. Project outcomes will be monitored through the following instruments: (i) databases on outcome indicators; (ii) mid-term review; and (iii) the project completion report. The monitoring/evaluation expert will prepare annual monitoring/evaluation reports that will provide an update on the level of achievement of the main impact indicators of the logical framework for results. Monitoring will be reinforced by periodic supervision missions by Bank experts. The implementation schedule is summarised as follows.

Table 4.1: Follow-up measures and feedback loop

Steps	Agency Responsible	Date /Period
Funding Approval	ADB	September 2019
ADF Loan Effectiveness	ADB/GOV'T	October 2019
Bid Invitation Preparation/Launch.	PMU/ADB	December 2019
Award/Signing of Contracts	PMU	March 2020
Commencement of Consultancy Services	PMU	April 2020
Midterm Review	ADB/PMU	June 2021
Project Physical Completion	PMU	December 2021
Completion Mission	ADB/PMU	December 2022

4.5 Sustainability

4.5.1 The project will support the implementation of the development programme by building the capacity of stakeholders involved in steering PND and providing them with operating resources. The acquisition of expertise by those involved in the PND implementation is a major and sustainable input into effective management of the PND. The project will create beneficial synergy by developing an interconnected platform that elicits and pools exchanges. These human and technical resources are sustainable. However, to create structural transformation in the performance of development projects and programmes, a feasibility study will be conducted midway into project implementation to establish an apex structure for the coordination units of projects and programmes financed or co-financed by TFPs. This will streamline resources, create synergy and integrate the different information systems. In addition, the Bank's strong involvement and experience acquired in implementing the 2016-2020 PND can strengthen/open other intervention areas for the 2021-2025 PND, given its comparative advantage over other donors.

4.6 Risk Management

The table below provides a summary of residual risks (other than those related to governance and sustainability as well as mitigation measures). The analysis shows that the project has medium risk.

Table 4.2: Potential risks and mitigation measures

Risks	Level	Mitigation Measures
Political risk: Non-compliance with the census schedule with an overlap over the election period.	Medium	To mitigate this risk, the government must complete the financing and respect the activity schedule. To this end, (i) an implementation agreement will be signed between the Bank and the Government to harmonise the disbursement scheduling to prevent the interruption of any census activity; and (ii) the Government has undertaken in writing to cover any financial shortfall.
Poor coordination in the implementation of project activities.	Medium	The establishment of a steering committee, including all project beneficiaries will encourage the participation of all stakeholders. In addition, a project management unit will be set up. The Ministry of Planning and Development will coordinate activity implementation.
Non-compliance with rules and procedures on fiduciary management and procurement.	Medium	The project team will include two financial management and procurement experts who will be recruited on a competitive basis. A monitoring and evaluation expert will be recruited to monitor project implementation on a regular basis and to produce progress reports including financial reports.

4.7 Knowledge Building

Many of the project's capacity-building activities will facilitate knowledge building in areas such as: (i) monitoring/evaluation; (ii) development project/programme coordination; (iii) results-based management; (iv) use of complex information management systems; and (iv) mastery of methods and statistical tools. This knowledge will be transmitted through consultants' services and specific internal training sessions in the above areas. Training modules will be developed by specialists. The seminars and consultative workshops on the PND and its appraisal will help to build the capacity of ministry officials, regional stakeholders, the civil society and the private sector. The study and exchange visits of officials of the PND Technical Secretariat to other countries will make it possible to learn about good practices in the management and monitoring/evaluation of national development strategies.

V LEGAL FRAMEWORK

5.1 Legal Instrument

For the project's financing, the following agreements will be signed: (i) a loan agreement will be signed between the Republic of Côte d'Ivoire and the African Development Fund (ADF); (ii) a project agreement between UNFPA and the Fund for activities to be implemented by UNFPA; and (iii) an implementation memorandum of understanding between the Republic of Côte d'Ivoire and UNFPA.

5.2 Conditions Associated with the Fund's Intervention

A. Conditions Precedent to Effectiveness of the Loan:

5.2.1 The effectiveness of the Loan Agreement shall be subject to fulfilment by Borrower, to the Fund's satisfaction, of the conditions stipulated in Section 12.01 of the General Conditions Applicable to Loan Agreements and Guarantee Agreements of the Bank (Sovereign entities).

B. Conditions Precedent to First Disbursement of Loan Resources.

5.2.2 Apart from the effectiveness of the Loan Agreement, the first disbursement of Loan resources shall be subject to fulfilment by the Borrower, to the satisfaction of the Fund, of the following conditions:

- i) Provide evidence of the recruitment or appointment of the members of the project management team composed of a Coordinator, an Administrative and Financial Officer, a Procurement Specialist and an Accountant. The experience and qualifications of these staff members must first be deemed satisfactory by the Fund;
- ii) Provide proof of the signature of an agreement between the Bank and UNFPA on the activities to be implemented by FUNAP; and
- iii) Proof of the signature of an implementing memorandum of understanding between the Borrower and UNFPA.

C. Other Condition: The Borrower must:

- i) Develop and forward a project operations procedures manual to the Fund, no later than six (6) months following the effective date of the loan.

5.3 Compliance with Bank Policies

1.3.1 This project complies with all applicable Bank policies.

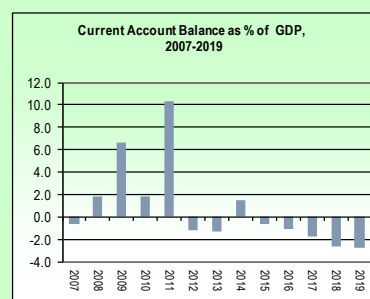
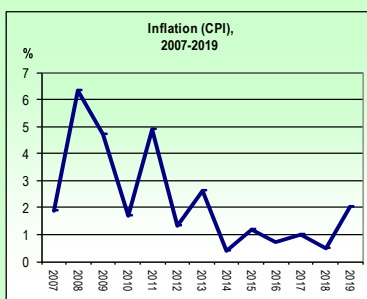
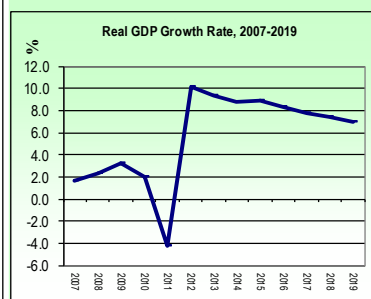
VI RECOMMENDATIONS

6.1 The Bank's Management recommends that the Board of Directors approve the proposal to grant a loan of UA 9.4 million to the Republic of Côte d'Ivoire to finance the *Support Project for the Implementation of an Inclusive Service Delivery Development Programme*, described above and under the conditions set out in this report.

ANNEX A: KEY MACROECONOMIC AND SOCIAL INDICATORS

Côte d'Ivoire Selected Macroeconomic Indicators

Indicators	Unit	2010	2014	2015	2016 [✓]	2017	2018 (e)	2019 (p)
National Accounts								
GNI at Current Prices	Million US \$	24,158	32,349	36,095	38,137	37,629
GNI per Capita	US\$	1,184	1,436	1,562	1,609	1,549
GDP at Current Prices	Million US \$	24,885	35,373	33,148	36,358	40,389	47,848	53,238
GDP at 2000 Constant prices	Million US \$	11,503	14,422	15,698	17,007	18,333	19,694	21,074
Real GDP Growth Rate	%	2.0	8.8	8.8	8.3	7.8	7.4	7.0
Real per Capita GDP Growth Rate	%	-0.3	6.0	6.1	5.7	5.1	4.8	4.4
Gross Domestic Investment	% GDP	13.4	19.7	20.1	20.7	22.6	22.8	23.1
Public Investment	% GDP	3.7	7.2	6.7	6.5	6.5	6.5	6.4
Private Investment	% GDP	9.7	12.5	13.4	14.2	16.1	16.3	16.8
Gross National Savings	% GDP	15.3	21.2	19.5	19.6	19.9	22.2	24.3
Prices and Money								
Inflation (CPI)	%	1.7	0.4	1.2	0.7	1.0	0.5	2.0
Exchange Rate (Annual Average)	local currency/US\$	495.3	493.6	591.2	593.1	582.1	558.1	555.6
Monetary Growth (M2)	%	20.0	10.3	15.6	7.8	12.1
Money and Quasi Money as % of GDP	%	27.2	25.9	26.7	26.1	26.8
Government Finance								
Total Revenue and Grants	% GDP	18.1	18.9	20.0	19.4	19.2	19.5	19.2
Total Expenditure and Net Lending	% GDP	20.0	21.0	22.8	23.3	23.4	23.4	22.4
Overall Deficit (-) / Surplus (+)	% GDP	-1.8	-2.2	-2.8	-3.9	-4.2	-3.8	-3.2
External Sector								
Exports Volume Growth (Goods)	%	-7.7	21.4	12.3	-21.0	13.4	4.8	11.0
Imports Volume Growth (Goods)	%	18.6	26.8	23.1	3.7	12.4	11.3	8.2
Terms of Trade Growth	%	16.5	11.9	5.3	33.5	-4.4	-3.1	-2.0
Current Account Balance	Million US \$	465	511	-201	-414	-707	-1,269	-1,475
Current Account Balance	% GDP	1.9	1.4	-0.6	-1.1	-1.8	-2.7	-2.8
External Reserves	months of imports	4.0	3.1	3.2	2.9	3.1	3.4	...
Debt and Financial Flows								
Debt Service	% exports	12.4	8.2	10.3	13.0	14.0	13.8	13.5
External Debt	% GDP	66.8	35.8	40.7	38.6	42.3	45.2	44.6
Net Total Financial Flows	Million US \$	697	1,108	1,817	824	1,933
Net Official Development Assistance	Million US \$	845	925	653	616	827
Net Foreign Direct Investment	Million US \$	339	439	430	481







Source : AfDB Statistics Department: African; IMF: World Economic Outlook, October 2018 and International Financial Statistics, October 2018; AfDB Statistics Department: Development Data Portal Database, October 2018. United Nations: OECD, Reporting System Division.



Notes: ... Data Not Available (e) Estimations (p) Projections

Last Update: March 2019




ANNEX B: THE BANK'S ONGOING PORTFOLIO - 30 MAY 2019

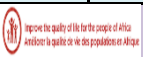
1. NATIONAL PROJECTS

7. NATIONAL PROJECTS						
Sector / Operation		Approval Date	Approved Amount (UAM)	Disbursed Amount (UAM)	Disbursed Rate	Closing Date
ENERGY  Light up & power Africa Eclairer & électrifier l'Afrique						
1	Electricity Transmission and Distribution Networks Strengthening Project (PRETD) - AfDB	16-Nov-16	111.9	26.0	23.3%	31-Dec-20
2	Project to Improve Electricity Access in Rural Areas AfDB	7-Nov-18	34.4	0.00	0%	31-Dec-21
Sub-total			146.3	26.0	17.8%	
AGRICULTURE  Feed Africa Nourrir l'Afrique						
3	Agriculture Infrastructure Support Project in the Indénié-Djuablin Region (PAIA-ID) - ADF	01-Mar-12	21.60	17.7	82.1%	30-Nov.-19
4	Belier Region Agro-Industrial Pole Project (2PAI-BELIER)- AfDB ADF (Loan) ADF (Grant)	25-Jan-17	52.3	8.5	16.2%	31-Dec-22
		25-Jan-17	26.0	2.0	8.0%	31-Dec-22
		25-Jan-17	3.40	0.9	26.8%	31-Dec-22
5	PPF – Enable Youth Côte d'Ivoire - ADF	07-July-16	1.00	0.1	10.5%	31-Aug-19
6	PPF- North Agro-Industrial Pole (2PAI Nord)	Aug.17	1.00	0.0	0%	31-Dec-19
7	Value Chain Development Project in the Indénié-Djuablin Region (PDC-ID) - FSN	21-Oct-16	4.00	0.1	3.0%	30-June-20
Sub-total			109.3	29.3	26.8%	
TRANSPORT  Integrate Africa Intégrer l'Afrique						
8	Abidjan Urban Transport Project (PTUA) - AfDB GEF	16-Dec-16	192.6	25.8	12.2%	31-Dec-21
		16-Dec-16	5.1	0.10	1.6%	31-Dec-21
9	Abidjan Urban Transport Project (PTUA)–Phase 2 -ADB	16-Oct-18	267.5	0.0	0.0%	31-Dec-21
10	Air Côte d'Ivoire Project - AfDB ADF (Guarantee) ADF (Loan)	8-Nov-17	41.5	41.5	100%	31-Dec-23
		8-Nov-17	13.8	0.00	0%	31-Dec-23
		8-Nov-17	3.6	0.00	0%	31-Dec-23
11	Accessibility Roads in Cross-Border Zones Project (Phase1- Bondoukou-Soko-Sampa) ADF (Loan) AfDB	7-Dec-18	11.00	0.00	0%	31-Dec-23
		7-Dec-18	8.5	0.00	0%	31-Dec-23
Sub-total			543.2	67.4	12.4%	
GOVERNANCE  Improve the quality of life for the people of Africa Améliorer la qualité de vie des populations en Afrique						
12	Industrial Sector Competitiveness Strengthening Support Project (PARCSI) - ADF	30-Sep-15	10.00	2.5	25.4%	30-Nov-19

13	Economic and Financial Management Support Project (PAGEF)					31-Dec-19
	ADF (Loan)	30-Mar-17	6.6	1.0	14.5%	31-Dec-19
	ADF (Grant)	30-Mar-17	0.2	0.1	46.8%	31-Dec-19
	TSF (Loan)	30-Mar-17	9.6	0.7	7.8%	31-Dec-19
	TSF (Grant)	30-Mar-17	0.03	0.02	95.3%	31-Dec-19
14	Cocoa Sub-Sector Revival Support Project (ADF)	11- Dec-18	5.0	0.00	0.0%	31-Dec-21
Sub-total			31.43	4.3	13.68 %	
WATER & SANITATION  <small>Improve the quality of life for the people of Africa Améliorer la qualité de vie des populations en Afrique</small>						
15	Liquid Waste Development and Employment Promotion Support Project in Bouaké and Katiola (AWF)	4-Sep-13	1.00	0.5	48.5%	31-Sept-19
Sub-total			1.00	0.5	48.5%	
SOCIAL  <small>Improve the quality of life for the people of Africa Améliorer la qualité de vie des populations en Afrique</small>						
16	Emergency Humanitarian Assistance to Populations Affected by Floods in (TF)	11-Oct-18	0.7	0.7	100%	31-Dec-19
17	Support for Steering the Private Vocational and Technical Training Arrangement (KOAFEC)	13-April-17	0.34	0.1	1.4%	31-Dec-22
Sub-total			1.04	0.1	0.1%	
TOTAL			832.3	127.6	15.3%	


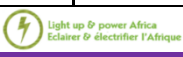

2. REGIONAL PROJECTS

Sector / Operation		Approval Date	Approved Amount (LC UAM)	Disbursed Amount (UAM)	Disbursed Rate	Closing Date
AGRICULTURE/ENVIRONMENT  <small>Light up & power Africa Éclairer & électrifier l'Afrique</small>						
1	Programme for Integrated Development and Adaptation to Climate Change in the Niger Basin (PIDCC/BN) – ADF	7-Nov-18	5.0	0.0	0.0%	31-Dec-20
	EU-PAGODA -Grant	7-Nov-18	1.1	0.0	0.0%	31-Dec-24
	Green Climate Fund (GCF) - Grant	7-Nov-18	3.8	0.0	0.0%	31-Dec-24
	Sub-total Green Climate Fund (GCF) - Loan	7-Nov-18	0.7	0.0	0.0%	31-Dec-24
	Strategic Climate Fund (SCF) -Grant	7-Nov-18	1.9	0.0	0.0%	31-Dec-24
	Strategic Climate Fund (SCF) - Loan	7-Nov-18	4.6	0.0	0.0%	31-Dec-24
Sub-total			17.1	0.0	0.0%	
ENERGY  <small>Light up & power Africa Éclairer & électrifier l'Afrique</small>						
2	CLSG-Interconnection - Côte d'Ivoire-Transco -ADF	6-Nov-13	26.2	8.4	32.2%	31-Oct-20
3	CLSG - WAPP- Côte d'Ivoire - ADF	6-Nov-13	0.7	0.7	100%	31-Oct-20
4	CLSG – Rural Electrification Project - ADF	6-Nov-13	6,1	3.3	55.0%	31-Oct-20
Sub-total			33.0	12.4	37.6%	
TRANSPORT  <small>Intégrer les infrastructures Intégrer l'Afrique</small>						
5	Mano River Union Road Development and Transport Facilitation Programme (MRU/RDTFP)	18-Dec-14	42.6	13.9	32.8%	30-June-20
	- ADF (initial)	18-Dec-14	22.8	7.3	32.0%	30-June-20
	TSF (TSF)	3-June-15	31.2	10.3	32.9%	30-June-20
	ADF (Supplementary loan)					

6	CI - Project to Develop and Facilitate Transport on the Bamako-Zantiebougou Corridor -AfDB ADF	26-Nov-15 26-Nov-15	40.8 30.00	12.5 6.7	30.8% 22.3%	30-June-21 30-June-21
	Sub-total		167.4	50.6	30.2%	
SOCIAL 						
7	Employment Coding Programme (Rockefeller Foundation)	29-May-18	0,28	0.0	0.0%	28-May-23
	Sub-total		0.28	0.0	0.0%	
	TOTAL		217.78	63.0	29%	

* Source: SAP-PS

3. PRIVATE SECTOR OPERATIONS

Sector / Operation		Approval Date	Approved Amount (UA Million)	Disbursed Amount (UA Million)	Disbur sed Rate	Closing Date
AGRICULTURE 						
1	SUCDEN - Cacao-Commodity Trading Mechanism- ADB	4-June-19	81.2	0.0	0.0%	30 Sept. 22
	Phase 1 (2019)	4-June-19	81.2	0.0	0.0%	30 Sept. 22
	Phase 2 (2020)	4-June-19	81.2	0.0	0.0%	30 Sept. 22
	Phase 3 (2022)					
	Sub-total		243.6	0.0	0.0%	
ENERGY 						
2	Electrical Power Plant Extension Project (CIPREL) - AfDB TSF	24-July-13 24-July-13	40.3 3.5	40.1 0.00	100% 0%	13-Aug-28 13-Aug-28
3	Project to Expand the AZITO Plant - AfDB	19-Dec-12	26.2	26.2	100%	27-Feb-20
4	Singrobo Hydropower Plant Project - AfDB	06-Dec-17	40.6	0.0	0%	01-Jan-21
5	Zola Energy Côte d'Ivoire Pay-As-You-Go Solar Home Systems (Private Sector) - AfDB	13-June-18	6.5	0.0	0%	01-Jan-21
6	AZITO IV Power Expansion Project - ADB	4-June-19	40.6	0.0	0%	31-Dec. 35
7	390 MW Atinkou Combined Cycle Gas Power Plant (CIPREL V)	4-June-19	80.95	0.0	0%	31-Dec. 35
	Sub-total		238.6	66.3	27.8%	
TRANSPORT 						
8	Air Côte d'Ivoire Project Private - AfDB	8- Nov-17	36.2	0.00	0%	19-Jan-21
9	Henry Konan Bédié Toll Bridge - AfDB TSF	1-March-12 4- Nov-15	45.1 2.7	45.1 0.00	100% 0%	28-June-27 28-June-27
10	Riviera Toll Bridge Stand By - AfDB TSF	1-March-12 4-Nov-15	2.0 0.3	2.0 0.00	100% 0%	28-June-27 28-June-27
	Sub-total		86.3	47.1	54.57 %	

TOTAL		568.3	113.4	20%	
GRAND TOTAL (National + Regional + Private)		1614.0	304.0	18.8%	

ANNEXE C: ACTIVITIES TO BE CARRIED OUT BY UNFPA IN SUPPORT OF THE CENSUS

Budget Head	UNFPA Activities	Amount (XOF thousands)
Training and capacity building	– Build the capacity of national officials in the validation of computer programmes, enumeration practical tests (including the recruitment of international and national consultants)	27,100
Equipment and computer software	– Assist in the preparation of technical specifications, preparation of bid invitations, procurement and delivery of the 37,500 tablets and 40,000 OTC	3,024,000
Data collection operations	– Assist in the monitoring and evaluation of the enumeration process – Support the monitoring and implementation of the post-census survey through the deployment of international expertise	832,170
Data processing and analysis	- Build INS staff capacity on the building of the sampling frame and strengthen South-South dialogue.	21,700
Total		3,904,970