Public Disclosure Authorized

Project Information Document (PID)

Concept Stage | Date Prepared/Updated: 24-Dec-2024 | Report No: PIDDC01117

BASIC INFORMATION

A. Basic Project Data

Project Beneficiary(ies)	Operation ID	Operation Name	
Senegal	P507844	Dakar Sustainable Urban Mobility SOP	
Region	Estimated Appraisal Date	Estimated Approval Date	Practice Area (Lead)
WESTERN AND CENTRAL AFRICA	25-Mar-2025	30-Apr-2025	Transport
Financing Instrument	Borrower(s)	Implementing Agency	
Investment Project Financing (IPF)	Ministry of Finance and Budget	Conseil Exécutif des Transports Urbains Durables	

Proposed Development Objective(s)

To improve urban mobility and accessibility and to enhance low-carbon safe public transport services in the Dakar metropolitan area.

PROJECT FINANCING DATA (US$, Millions)

Maximizing Finance for Development

Is this an MFD-Enabling Project (MFD-EP)?	Yes
Is this project Private Capital Enabling (PCE)?	Yes

SUMMARY

Total Operation Cost	**500.00**
Total Financing	**500.00**
of which IBRD/IDA	**200.00**
Financing Gap	**0.00**

DETAILS

World Bank Group Financing

International Development Association (IDA)	200.00
IDA Credit	200.00

Non-World Bank Group Financing	
Commercial Financing	100.00
Unguaranteed Commercial Financing	100.00
Other Sources	200.00
African Development Bank	200.00

Environmental and Social Risk Classification	Concept Review Decision
High	The review did authorize the preparation to continue

Other Decision (as needed)

B. Introduction and Context

Country Context

1. **Senegal is a low-middle income country that has experienced consistent economic growth in recent years**. The country's real GDP growth has reached 4.3% in 2023, up from 3.8% in 2022,[1] supported by democratic stability and its strategic geographic position as a trade hub. However, since 2024, political and economic uncertainties have emerged due to understated public debt and budget deficits. While the new administration has committed to fiscal reforms, the country's economic stability depends on leveraging oil and gas revenues alongside IMF support.
2. **This economic growth has been accompanied by rapid and uncontrolled urbanization**, with 49.6% of the population residing in urban areas in 2023, particularly concentrated in Dakar, which occupies only 0.3% of the national territory yet hosts over 23% of the population. The dense urbanization exacerbates challenges in urban mobility, including traffic congestion, lengthy travel times, and environmental concerns.
3. **In response to these challenges, the Senegal 2050 Agenda serves as a long-term national transformation strategy to position Senegal as a prosperous, and just nation by 2050.**[2] This ambitious vision, introduced following extensive national consultations, addresses the country's pressing challenges, including urbanization, environmental degradation, and socioeconomic disparities, aiming to reshape the country's development model. It seeks to foster balanced territorial development by decentralizing economic activities and reducing regional inequalities.[3] By emphasizing sustainable growth, the agenda aims to create regional economic hubs, strengthen social inclusion, and build resilience to future challenges.

[1] World Bank, 2024. Senegal Economic Update 2024: Seizing the Opportunity.https://www.worldbank.org/en/country/senegal/publication/afw-senegal-economic-update-2024-seizing-the-opportunity
[2] https://www.presidence.sn/fr/actualites/senegal-2050-agenda-national-de-transformation
[3] Programs like the "*Programme d'Aménagement du Territoire*" (PAT) aim to decentralize economic activity to balance Dakar's dominance with secondary cities, such as Thiès and Saint-Louis but require integration of transport systems to enhance intercity connectivity

4. **Despite this vision, social inclusion remains a challenge in Senegal**. With 40% of the population being below 14 years old, critical disparities persist, especially in terms of access to infrastructure and basic services. In 2022, the Human Development Index for the country stood at 0.52 which ranked the country 170th out of 191 countries.[4] Labor force participation shows significant gender disparity: 63.9% for males versus 37.6% for females as of 2023.[5] In 2022, vulnerable employment among women is 74.4% compared to 55.1% among men.[6] These inequities underscore the importance of addressing the social dimensions of development.

5. **Climate change risks and natural hazards are expected to exacerbate in Senegal.** The country is highly vulnerable to the impacts of natural hazards and climate change, ranking 149 out of 185 countries in the ND-GAIN Vulnerability Index (2022 score).[7] From 1980 and 2020 the country has experienced 21 floods, 4 droughts, 3 storms, and 10 epidemics.[8] Floods often result from rivers overflowing due to heavy rains and insufficient drainage capacity. Droughts in Senegal are concentrated mostly in the arid and semi-arid Sahelian regions of the country. Droughts are the result of climate variability that manifests itself by a late onset of the rainy season, irregular spatial distribution of rains, and an early end to the rainy season.

6. **As Senegal's economic engine, Dakar generates over 55% of the country's GDP**. It serves as the center of trade, finance, and administration, hosting major industries, the port of Dakar (one of the West Africa's busiest ports) and burgeoning service sector, hosting 80% of firms and modern employment opportunities, and accounts for 87% of local finances.[9] Its strategic position as a hub for regional commerce underscores its significance not only for Senegal but for the West African sub-region. Dakar also represents an essential node for employment and innovation, attracting rural migrants in search of economic opportunities, intensifying issues such as urban sprawl, informality, and mobility challenges. Dakar's centrality to Senegal's economic trajectory makes addressing its urbanization and mobility challenges a national priority to unlock the city's full potential as an economic hub.

Sectoral and Institutional Context

7. **The urban mobility sector in Dakar is governed by a complex institutional and regulatory framework involving multiple entities**. The *Conseil Exécutif des Transports Urbains de Dakar* (CETUD) serves as the principal agency for planning, regulation, and managing public transport. While CETUD plays a central role, local municipal governments contribute to road maintenance, land use planning, and urban development; however, their efforts are constrained by limited resources and technical capacity. Furthermore, the private sector, predominantly composed of informal operators, constitutes a significant part of service provision, which poses challenges for regulatory enforcement and professionalization. The fragmented allocation of responsibilities among various stakeholders hinders effective coordination and implementation of mobility initiatives.

8. **The public transport system in Dakar operates within a three-tier structure**. The first tier includes high-capacity mass transit systems such as the Bus Rapid Transit (BRT), inaugurated in 2024, and the Commuter Train (*Train Express Régional,* TER), operational since 2021. These systems offer reliable alternatives for urban and inter-city travel. The second tier encompasses fixed-route buses operated by operators federated within the Association for

[4] UNDP, Human Development report 2023/2024. https://hdr.undp.org/system/files/documents/global-report-document/hdr2023-24reporten.pdf
[5] World Bank, Gender Data Portal. Senegal. https://genderdata.worldbank.org/en/economies/senegal
[6] Ibidem
[7] https://gain-new.crc.nd.edu/country/senegal
[8] Climate Change Knowledge Portal. World Bank Group. Consulted on 29th July 2024. Available at: https://climateknowledgeportal.worldbank.org/country/senegal/vulnerability
[9] https://documents.banquemondiale.org/fr/publication/documents-reports/documentdetail/900681468197983382/revue-de-l-urbanisation-villes-%c3%a9mergentes-pour-un-s%c3%a9n%c3%a9gal-%c3%a9mergent

the Financing of Urban Transport Professionals (*Association de Financement des Professionnels du Transport Urbain,* AFTU) and Dakar Dem Dikk (DDD, a national public transport operator), which provide organized services. The third tier is characterized by paratransit options, including "Ndiaga Ndiaye" minibuses and "cars rapides," which account for approximately 40% of urban trips but remain informal and poorly regulated[10].

9. **Gender gaps persist in urban mobility and employment in the Transport sector**. Household surveys revealed that women travel less than men (20 percent less) and use motorized transport less than men (6 percentage points less during weekdays).[11] Women are also less likely to own a vehicle, particularly passenger transport vehicles. For instance, only 10 percent of urban taxis owners and only slightly over 4 percent of urban minibuses owners are women.[12] Although notable progress has been made in terms of female employment in the transport sector as part of the Bus Rapid Transit (BRT) and the Train Express Régional (TER) projects, more needs to be done with the informal actors. For example, as part of the modernization of urban transport (minibuses) in Dakar, only 5 women compared to fourteen 14 men out of nineteen 19 people, were recruited to coordinate the work of controllers and regulators.[13]

10. **Rapid urbanization in Dakar has exacerbated the inefficiencies and fragmentation of its transportation system**. Severe traffic congestion, with average travel speeds of 12-15km/h during peak hours, results in commute times exceeding 90 minutes for many residents.[14][15] The road network, comprising only 1,500 kilometers of paved roads, is insufficient to meet the growing demand driven by a 5% annual increase in vehicle ownership.[16] Transport costs account for 20-30% of household income among low-income populations, compelling reliance on informal services. Aging and unsafe vehicles dominate this sector, contributing to 19% of Senegal's greenhouse gas emissions (UNEP, 2023) and exacerbating public health issues, including respiratory illnesses. These challenges, coupled with traffic accidents and air pollution, are estimated to cost the economy 6% of the national GDP annually.[17] Addressing these systemic issues necessitates integrated infrastructure development, the formalization of services, and the adoption of cleaner, more efficient transport solutions.

11. **Significant efforts to improve mobility in Dakar have included substantial investments in major infrastructure projects, such as the BRT and TER systems.** BRT started operating in May 2024 and is expected to serve up to 300,000 passengers daily, providing a high-capacity, reliable alternative to informal transport in high-demand corridors. Similarly, the TER connects Dakar to Diamniadio and Blaise Diagne International Airport, enhancing inter-city connectivity. Complementary infrastructure, including feeder roads and intersections, has been developed to improve accessibility to these systems. However, the integration of these systems into a cohesive transport network remains a challenge, limiting their potential to address the diverse needs of the population effectively.

12. **Since 2005, the Government of Senegal has implemented a program aimed at modernizing public transport and professionalizing the transport operators,[18] to enhance safety, comfort, efficiency, accessibility and environmental sustainability.** In 2005, CETUD was tasked with piloting a public transport renewal program, first in

[10] https://documents.worldbank.org/en/publication/documents-reports/documentdetail/319731593403262722/senegal-transport-and-urban-mobility-project
[11] Enquête Ménage Déplacements, décembre 2015, tableau 6.1
[12] Database of registered vehicles in the Dakar region
[13] Study on Gender and Social Inclusion in the Northern and Central Agricultural Areas Connectivity Project (PCZA)
[14] https://www.ssatp.org/sites/default/files/2018_Annual_Meeting_Abuja/Day2/UTM/Dakar%20BRT%20-%20Dr.%20Thierno%20Birahim%20Aw.pdf,
[15] https://blogs.worldbank.org/en/voices/five-reasons-get-excited-about-bus-rapid-transit-dakar-senegal
[16] ANSD (Agence Nationale de la Statistique et de la Démographie) 2022
[17] SETEC-CureM, *Etude sur les externalités négatives du transport à Dakar (Study on the negative externalities of transport in Dakar).* December 2022
[18] CETUD-Programme d'Amélioration de la Mobilité au Sénégal (PAMUS) – Dakar | Project Document

Dakar, before extending it to other regions. In Dakar, transporters are now therefore organized around 14 economic interest groups, federated within the AFTU. To date, about 2,000 new minibuses have been delivered to private operators through a leasing financing mechanism with a recovery rate close to 100 percent. This program, still ongoing, has also enabled to further professionalize operations and generate approximately 9,000 direct jobs (drivers, conductors, dispatchers, controllers, and line managers). In addition, the Dakar Region welcomed its first dual-mode Regional Express Train (TER) and the first all-electric BRT line. These two infrastructures form the backbone of the Greater Dakar metropolitan public transport network.

13. **CETUD has elaborated a comprehensive sustainable urban mobility vision for Senegal cities,** which aims to achieve two main objectives: (i) implement the comprehensive Dakar urban mobility strategy (*Dakar Plan de Mobilité Urbaine Durable*, PMUD) Horizon 2035 adopted in 2023 by the GoS,[19] which prioritizes the development of high-capacity transit systems and the integration of various modes of transportation in Dakar, and (ii) establish an integrated and safe mobility system to support the structural transformation of the economy in other regions of Senegal. For Dakar, the program identifies five strategic pillars: (i) hierarchizing transport modes, (ii) structuring public transport around high-capacity mass transit systems (*Restructuration globale du réseau de transport en commun de Dakar,* RTC), (iii) traffic management, (iv) Transit Oriented Development (TOD) and urban planning; and (v) improved governance and financing. For secondary cities, the program aims to consolidate the ongoing initiatives on urban planning and to undertake further strategic studies, investments and capacity building. Both the PMUD and RTC Phase 1 focus on integrating mass transit systems into the multimodal transport network, restructuring bus networks, and professionalizing informal operators. These efforts aim to provide a more reliable, inclusive, and sustainable transport system for all users.

14. **The 2025-2035 programmatic vision for urban mobility improvement, valued at CFA 2.4 trillion (US$3.9 billion equivalent), encompasses 12 programs targeting key priorities**: (i) Dakar's bus network restructuring; (ii) the development of a second BRT line; (iii) the professionalization of artisanal transport operators; (iv) the modernization of CETUD's information systems; (v) enhancement of mobility governance; (vi) sustainable financing for urban transport, and (vii) urban mobility improvements in cities like Thiès, Mbour; and Saint-Louis.

15. **Building on this vision, CETUD has developed a 2025-2030 phased program for Dakar** aligned with Senegal 2050 Agenda and the PMUD. This project focuses on universal access to transport, road safety, sustainable urban development, and digital innovation, aiming to transform Dakar's urban mobility system into an efficient, inclusive, and climate-resilient model, addressing both current challenges and future demands. Efforts include integrating the TER and BRT into a cohesive network and operationalizing the PMUD with support from international donors. A first phase is underway and includes a US$350 million equivalent Project for the restructuring of the public transport network (*Restructuration du Transport Collectif*, RTC) phase 1 with support from European donors (AFD, BEI, EU, and KfW).

16. **Following the initial phases of the RTC and BRT projects, the Government of Senegal has formulated a multi-year program to further enhance mobility across the country.** The program seeks: (i) to establish a modern, integrated transport network; (ii) fully implement the PMUD by 2029; and (iii) create a safe and efficient mobility system that supports Dakar's economic transformation. The proposed project, SOP1, builds upon existing initiatives, concentrating on RTC Phase 2 and the integration of BRT corridors into the urban environment and public transport network. SOP2 will expand the public transport network with additional BRT corridors**.**

[19] https://cetud.dakeos.com/plan-de-mobilite-urbaine-durable/

Relationship to CPF

17. **The proposed project supports the current Country Partnership Framework (CPF) for FY20-24,** which prioritizes inclusive growth, resilience, and improved service delivery. By enhancing public transport systems, the project will reduce travel time and costs, improve access to jobs and essential services, and foster private sector-driven employment through the professionalization of transport operators. It also boosts competitiveness by strengthening Dakar's connectivity and infrastructure, critical for its role as an economic hub. Additionally, the project aligns with CPF goals of building human capital and promoting environmental sustainability through reduced greenhouse gas emissions, improved road safety, and equitable urban development. These contributions position the project as a pivotal enabler of Senegal's development objectives outlined in the Senegal 2050 Agenda.
18. **The project is aligned with Senegal's commitments under its Nationally Determined Contribution (NDC) to the Paris Agreement** by prioritizing sustainable, low-carbon urban mobility solutions. The Senegal 2050 vision emphasizes the development of sustainable, low-carbon transport systems, aligning with Senegal's climate goals under its Nationally Determined Contribution (NDC) to the Paris Agreement. Through the integration of eco-friendly buses, promotion of mass transit systems like the BRT and TER, and measures to reduce reliance on high-emission private vehicles, the project contributes to Senegal's goal of unconditional target to reduce greenhouse gas emissions by 7% and a conditional target of a 29% reduction in GHG emissions by 2030. Climate-resilient infrastructure designs ensure adaptability to extreme weather events, aligning with NDC adaptation priorities.[20] Additionally, the project improves air quality and public health, demonstrating a holistic approach to sustainable urban mobility that advances Senegal's broader climate goals and its transition to a low-carbon economy.

C. Proposed Development Objective(s)

19. To improve urban mobility and accessibility and to enhance low-carbon safe public transport services in the Dakar metropolitan area.

Key Results (From PCN)

20. **The following PDO indicators will be considered and refined during project preparation:**

- Public Transport Ridership: Daily ridership on the improved public transport system (BRT and feeder services)
- Reduction in Average Travel Time: Percentage reduction in average travel time for key transport corridors served by the project.
- Improved Accessibility: Percentage/Number of populations in the area with access to reliable public transport within a 2km radius.
- User Satisfaction: Percentage of users reporting satisfaction with public transport services
- Greenhouse Gas Emissions Reduction: Annual reduction in CO2 emissions (in metric tons) attributed to the improved transport system.
- Safe public transport services: Reduction in Road Traffic Fatalities and Serious injuries

D. Concept Description

Project Financing and Project Components

[20] The new Climate Change and Development Report (CCDR) for Senegal underscores the cost of climate inaction, warning that without adaptation, climate impacts could shrink Senegal's GDP by 9.4% by 2050 (*https://www.worldbank.org/en/news/press-release/2024/11/05/climate-action-essential-to-senegal-upper-middle-income-country-aspiration*).

21. **The proposed project is designed to support the government's long-term vision to improve urban mobility in Dakar.** The proposed project is the first phase of a Series of Operations (SOP1) and will be financed by an IDA credit of equivalent to US$ 200 million[21].

Component 1 – Restructuring of the public transport network phase 2

22. This component focuses on restructuring Dakar's public transport network to integrate it effectively with mass transit systems like the TER and BRT. It aims to enhance the efficiency, accessibility, and sustainability of public transport while addressing the high mobility needs of Dakar's growing population. Proposed activities are: (i) reorganizing bus routes in Dakar; (ii) establishing a priority bus network with electric buses equipped with interoperable ticketing and dynamic passenger information systems (18 lines, 340,000 trips/day, 500 electric standard and minibus buses); (iii) implementing fare integration between priority buses and mass transit systems (TER and BRT); and (iv) constructing and upgrading road infrastructure, including bus stops, terminals, and intersections (2 workshop bus depot, 50km roads in total, 10 junctions), to improve service quality and operational speed.

Component 2 – Professionalization of small-scale transport operators

23. This component seeks to modernize and integrate the informal transport sector into the formal system, improving service quality, safety, and operational efficiency. Proposed activities are: (i) integrating artisanal transport operators into a fleet renewal program; (ii) launching a new phase of modernization for the informal transport sector; (iii) enhancing logistical, human, and organizational capacity of the urban transport with modern tools such as trip scheduling systems, ticketing, and passenger information systems; and (iv) redesigning/transforming major bus terminals to improve safety, operational models, and service quality.

Component 3 – Traffic management and Urban Integration.

24. This component aims to alleviate congestion and optimize parking management by promoting efficient traffic flow, integrating Transit-Oriented Development (TOD) principles, and embracing multimodal transport solutions, including Non-Motorized Transport (NMT). Building on the remaining works identified in component B of the Dakar BRT project, the proposed activities include : (i) enhancing urban infrastructure along corridors connected to the BRT; (ii) establishing robust governance and stakeholder consultation frameworks for traffic and parking management; (iii) conducting comprehensive studies on traffic management, pedestrian safety, and road safety interventions, including the integration of NMT facilities such as dedicated walkways and bike lanes ; (iv) designing and implementing dedicated parking facilities for heavy vehicles; (v) promoting TOD principles through the development of mixed-use, high density neighborhoods near transit hubs to improve accessibility and manage sprawl; (vi) assessing the feasibility of alternative transport modes to complement existing systems; and (vi) improving vehicle inspection protocols to curb emissions and support environmental sustainability. These measures contribute to a sustainable, inclusive, and pedestrian-friendly urban mobility ecosystem in Dakar.

Component 4 – Studies for the development of capacity-based transport

25. This component focuses on planning and designing future high-capacity public transport systems to expand the network and enhance multimodal integration by 2035. Proposed activities are: (i) Conducting feasibility studies for future BRT corridors; (ii) Preparing preliminary and detailed designs, including tender documents for next BRT line; (iii) Implementing environmental and social safeguard measures for the next BRT line; and (iv) Carrying out railway studies to complement future transport corridors.

[21] CETUD is exploring other co-financing options.

Component 5 – Governance, institutional arrangements, and project management

26. This component strengthens the governance and institutional framework for urban mobility while ensuring efficient project implementation and monitoring. Proposed activities are: (i) developing an integrated digital strategy for urban transport management to optimize resources and enhance governance; (ii) improving mobility governance by establishing coordination frameworks for traffic, parking, and fare integration; (iii) promoting inclusive mobility through studies and initiatives for accessibility and integration of digital technologies, and (iv) establishing a project management unit, including monitoring, evaluation, and communication systems.

Project Readiness and Corporate Commitments

27. **Project Readiness.** Several technical and bidding documents are available for the works in Components 1, 2, and 3. The Client confirmed that these documents as well as environmental and social impact assessment (ESIA), and Resettlement Plan (RP) will be updated and disclosed. Resettlement action plans (RAP) as well as other environmental and social (E&S) instruments such as Stakeholder Engagement Plan (SEP), Environmental and Social Management Plan (ESMP), and Labor Management Plan (LMP) will be prepared with the latest data to address the ESF WB requirements. These updates will be completed during project preparation prior to appraisal.

28. **Corporate Commitments.** Regarding the gender corporate commitment, the project could contribute to closing some of the gender gaps identified in urban mobility and access to job opportunities in the Transport sector: (i) to address urban mobility, an assessment will be conducted during project preparation to identify entry points to improve women's mobility in the Dakar region as part of component 1; (ii) regarding gaps in access to employment opportunities in the sector, the efforts to professionalize small-scale transport operators as part of component 2 will have a strong gender focus to bring more women in their operations at all levels (drivers, conductors, dispatchers, controllers, and line managers). Other corporate commitments such Climate, Road Safety and social benefits such as access to jobs will be streamlined and integrated into the project design.

Legal Operational Policies

Policies	Triggered?
Projects on International Waterways OP 7.50	No
Projects in Disputed Area OP 7.60	No

Summary of Screening of Environmental and Social Risks and Impacts

29. The standards of the Environmental and Social Framework are relevant. The overall environmental and social risk rating is High. The Environmental Risk classification of the proposed project at this stage is substantial. This classification is based on the potential environmental risks and impacts as well as the location, nature and scale of activities. Significant impacts on biodiversity or sensitive ecosystems including the nearshore marine area are not expected, and investments in environmental sensitive locations will not be considered. Potential key environmental risks and impacts during the construction and operation phases include traffic safety; generation

and mismanagement of waste; occupational health and safety issues; vibration, noise nuisance and dust emissions; potential air quality impacts; surface/stormwater runoff and increased soil erosion; water pollution; fire risks; potential spillages from the storage and handling of hazardous materials such as lubricants and oils; inadequate sourcing and transportation of construction materials; potential cumulative impacts including on hydrology; potential adverse impacts to houses and other infrastructures next/close to construction activities due to vibrations; destruction of urban trees; land use change; inadequate management of e-waste generated during equipping of traffic lights; supply chain issues related to the procurement of vehicles; climate hazards such as flooding as a result of extreme weather are expected to intensify and increase in frequency over the near to middle term in the project area. To address these potential risks, two draft ESIAs/ESMPs will be prepared prior to appraisal to adequately identify and manage potential project E&S risks and impacts including SEA/SH risks associated with investments envisioned under component 3 &2. For activities such as physical investments envisioned under components 1 and 2 that are undetermined at this stage, relevant ESIAs will be sequenced with the activities, and any case, prepared, adopted and disclosed prior to the start of the bidding processes. The Borrower will also, prepare an ESCP prior to appraisal. The social risk classification is high at this stage due to the potential involuntary resettlement and livelihood disruptions from infrastructure upgrades, transport stations development, and urban transport development. These activities may displace both informal and formal operators encroaching on the sidewalks/businesses and residents. To address these risks, the RPF prepared under the BRT project will be updated as needed to align with ESS 5 for the DASUM project activities. Additionally, the RPs prepared under the BRT project, which has been integrated into the DASUM project, will be reviewed for ESF compliance prior to appraisal. Stakeholder engagement will be critical to the project success, given the diverse and substantial number of stakeholders involved. The involvement of such a wide array of actors increases risk of misaligned expectations, competing interest and disputes. Key stakeholders include informal transport operators, the Ministry of Transport, municipal authorities, road users, civil society organizations, informal and formal traders. Special efforts will be made to engage vulnerable groups. Engagement with informal transport operators will be particularly important under component 2, as their integration into the fleet renewal program may face resistance or adaptation challenges. To address these risks, the Stakeholder Engagement Plan (SEP) prepared under the BRT project will be updated to align with the DASUM project and will be disclosed prior to appraisal. A preliminary assessment indicates that, the Project Implementation Unit, CETUD, has the ability to adequately manage the social and environmental aspects of this Project, in accordance with the national regulations and WB's OPs, but would need specific institutional strengthening measures to reach ESF standards for this operation. E&S capacity of key stakeholders will be further assessed during preparation, and the necessary strengthening activities identified, budgeted under C5, and reflected in the Project's ESCP.

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