

Cities Alliance

Cities Without Slums

Submission of Proposals: Application form

*Please read carefully the "Guidelines for the Submission of Proposals" which outline the modalities for application and the criteria for the selection of proposals spelled out in the Cities Alliance Charter. Please ensure that all necessary supporting documentation is attached to this form. Additional information may also be enclosed, **but total submission should not exceed 12 pages.***

Rec'd 10Dec2010

Rec'd 15 Sep 2010

Rec'd 31 March 2010

DATE: 25 March 2010

1. TITLE OF PROPOSAL: Toward Sustainable Urban Management: Improving Performance of the City of Bangui through Capacity Building and Development of Planning Tools

2. PROPOSAL SUBMITTED BY¹ :

Name and title: **Jean Barkes Gombe Kette** Chairman of the Bangui Special Delegation

Organization: **Bangui City Council**

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Contact person for questions on the application:

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3. CITIES ALLIANCE MEMBER(S) SPONSORING THE APPLICATION:

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¹ *Country-specific proposals would typically originate from individual local authorities or consortia of local authorities, but must be sponsored by at least one member of the Cities Alliance (See The Cities Alliance Charter Section D. 14).*

Name and title: **Jeroen Witkamp**

4. RECIPIENT ORGANIZATION: – Organization that will receive and execute the grant:

Task Manager Name and title: **Meike van Ginneken, Senior Water and Sanitation Specialist**
Organization: **World Bank**
Address: **BP 819 Bangui**
Person to be contacted/title: **Meike van Ginneken, Senior Water and Sanitation Specialist**
Telephone/Fax/Email **+236-21616138 or +236-7207651**

5. OTHER IMPLEMENTING PARTIES: None

INFORMATION ON PROPOSED PROJECT:

6. Type of project (check one) :
City development strategy Slum upgrading Both

7. Geographic scope of project (specify) :
City: _____
Country: _____
Global/Regional/Multi-country: _____

8. Expected duration: 24 months

BUDGET SUMMARY:

9. Amount of total budget requested from Cities Alliance funding:
US Dollars 301,750

10. Co-financing amount of total budget, including local partners:
US Dollars 581,600

11. Total project budget cost: US Dollars 883,350

DESCRIPTION OF PROPOSED PROJECT:

12. Background – issues to be addressed and scope of project

The Central African Republic is a landlocked country with an area of 623,000 square kilometres and an estimated population of 4,407,000 inhabitants in 2008, with a population growth rate of 2.5%. The population is very young, with 49.4% of Central Africans aged below 18. The life expectancy at birth is 46.7 years in 2007. According to the UNDP 2009 Human Development Index (HDI), the Central African Republic is ranked 178th out of 182 countries, with an HDI of **0.367 in 2006**.

The country's economy is not diversified and is struggling to emerge from an economic slump, marked by a dwindling number of companies and the lack of several export products. The real GDP rate, which dropped from 4.6% in 2003 to 4.2% in 2007, was

estimated at 2.2% in 2008. With industrial activity still in the early stages, the economy is dominated by the public administration, which, quite often, substitutes for the private sector in terms of job provision for the people. Compounding the problem is the predominance of the informal sector in commercial activity and small-scale processing activities. Two-thirds of the population (67.2%), i.e., 2,618,000 people lives in extreme poverty. For a decade now, CAR has been experiencing unprecedented socio-economic and military and political crises.

In 2009, the total population of the Bangui metropolitan area was one million, i.e., one quarter of the country's total population. Bangui, the political and economic capital, hosts nearly all the activities of the central administration and all public and private services. The population of the city is divided between the municipalities of Bangui and Bimbo two neighbouring communities which form one contiguous urban area. About 25% of the population of the city of Bangui resides in the Bimbo sub-prefecture.

The level of urban amenities in Bangui is very low:

- The rate of electricity access by the population was 10% in Bangui. Load shedding is frequent;
- Rate of access to potable water is estimated at 31.5% on average in urban areas. Sixty-nine percent of Central African households lack appropriate and hygienic toilet facilities;
- The road network in the city of Bangui is 125 km long, 77 km of which is tarred. Most primary roads are tarred but in a poor state; a
- Solid waste is a major challenge; and the situation is exacerbated by the irresponsible behaviour of city dwellers, who use the drains as rubbish dumps, and making work difficult for waster removers. The situation can cause floods during the rainy season.

The city of Bangui is one of the country's administrative regions, under the supervision of the Ministry of Interior, in charge of territorial administration. The municipality is administered by a special delegation, whose chairman is appointed by the Head of State, and who also plays the role of mayor. The Bangui municipality is administrative region 7. It is organized into eight districts, 16 groupings and about 200 neighborhoods. The groupings and neighborhoods and districts are headed by group heads and neighborhood heads respectively. The neighborhood heads are elected by the people of their localities for a renewable term of 10 years; the group heads are appointed by the neighborhood heads. The district mayors, just like the chairman of the special delegation, are appointed by the Head of State.

A joint evaluation following the flooding of 2009² shows the list of the key institutional flaws of Bangui's urban management system:

- Urban management is handicapped by the lack of vertical coordination (between government, the city council, districts and neighborhood heads), horizontal coordination (between the municipalities of metropolitan Bangui) and inter-sectoral

² Urban flooding in Bangui, Central African Republic - Assessment of the current situation and measures to reduce frequency and mitigate future impacts, Joint Needs Assessment on Recurrent Urban Flooding, September 2009

coordination (between the different ministries involved). At the central level, urban management involves several ministries that work together, namely the Ministry of Equipment, the Ministry for the Reconstruction of Public Buildings and Urban Planning and the Ministry of Territorial Administration and Decentralization.

- Execution of the city council's budget is constrained by the level of funds and transfers whose amounts are cannot be estimated. In 2008, the operating budget of the Bangui city council was FCFA 2,800 (US\$5.95). This operating budget was barely enough to pay salaries, fuel and other services. There are no transfers to the district councils. Personnel expenditure accounted for 70% of operating expenditure in 2008. The budget is adopted late in the year (transmission to the supervisory body is in April), leaving little time for resource utilization investment within the prescribed period.
- The lack of a programming document hampers the management of infrastructures and efficient supply of urban services for the one million inhabitants of the city. Moreover, reliable data is inadequate or lacking altogether. This impedes efficient planning of service supply to inhabitants, most of whom are poor³. Cartographic drawings and land data are obsolete. All in all, the city of Bangui has no urban management tools and the documents in existence have not been updated. The only reliable urban planning document, prepared in 1972, is completely out of date, with no relevance to the current situation. There is no planning, and a "laissez faire" attitude has practically replaced development policy.

Furthermore, it has been revealed that the September 2009 floods that affected some 15,000 people in Bangui were partly caused by poor, if not complete lack of management of urban infrastructures. In heavy rainfall, it is the inhabitants of the poor neighbourhoods in flood areas (swamps, for instance), or those located in waterway outlets that are affected by overflowing gutters that have been choked by household waste (thrown into gutters because there is no functional municipal waste collection system, and gutters are not cleaned) and other erosion debris. Better planning of the maintenance of the sewage systems would have helped limit the damage caused by the rains. Preparation of the priority maintenance plan will lead to better urban infrastructure maintenance planning, improve sanitation of the poor areas, and reduce the vulnerability of the inhabitants of these neighbourhoods.

Over the last few years, the government has invested in basic infrastructures such as drainage, roads, potable water and solid waste management facilities. Without maintenance, these infrastructures will fail to produce sustainable urban services. Preparing a priority management plan is thus of the essence.

Without any mechanism to coordinate interventions, it is easy to shed blame on the other party. Likewise, the pockets of inefficiency are numerous under such circumstances. A city contract will help share responsibilities among the various levels of government (central government, the metropolitan city, city districts) and optimize the use of resources, while focusing on reaching the most impoverished areas of Bangui with the needed services.

³ Urban poverty incidence was 49.6% in 2008.

13. Goals and Objectives

The overarching goal is to build the capacity of the Bangui municipality to ensure sustainable management of its development and efficient and sustainable supply of public amenities to the inhabitants of the capital City and its outlying areas, thereby maintaining urban hygiene and sanitation.

The specific objectives are to:

1. Conduct organizational, financial and operational audits of the Bangui and Bimbo municipalities;
2. Design a priority maintenance program, taking into account urban resources and proceeds;
3. Enhance administrative and financial management and the role of the urban task manager, by drawing up a manual of procedures and training staff;
4. Clarify the responsibilities of central government, the metropolitan city council and the district councils by a city contract to ensure more efficient supply of services to citizens.

14. Methodology and sequencing of activities

The planned methodology combines an organizational strengthening, institutional development and coaching and mentoring approach. The project will use a participatory approach through a series of stakeholder consultations during each component of the intervention. Participatory workshops will be held for components 2, 3 and 4 to involve and engage the people or their representatives in the implementation of the intervention.

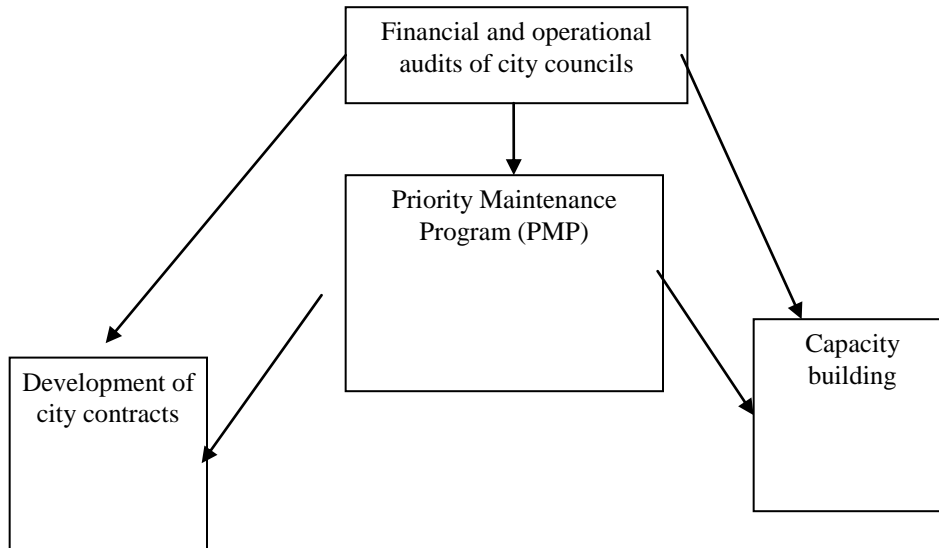
The intervention will start with an organizational, financial and operational audit of the Bangui and Bimbo city councils. The audit will be used to highlight the organizational flaws of the city councils in terms of service supply. This will lead to the preparation of a more precise capacity building plan for the management concerned. The city councils will receive intensive ongoing support to formulate tools, validate them and support their implementation with the main stakeholders involved. This mentoring program will be coordinated by a special advisor to be based at the Bangui city council. The intervention will also focus on support to the Bangui and Bimbo management teams to prepare local mechanisms to help municipal managers and national authorities to institutionalize the support with a view to formulating urban development strategies and ensure their sustainability. The participatory and inclusive process among the project team specialists and the Central African authorities is as important as the reports produced by the project

Efficiency in providing services to the municipality dwellers concerned will entail clarifying the roles and responsibilities of the various levels of Government and addressing the flaws in vertical and horizontal coordination. By facilitating negotiation, the setting up and monitoring of a city contract among the various stakeholders, the intervention will help achieve the goal to enhance the allocation of resources and an efficient provision of urban services.

There are five inter-connected components:

1. Organizational, financial and operational audit of the Bangui City Council and the Bimbo City Council;

- 2.Preparation of a priority maintenance program (PMP);
- 3.Development of a city contract;
- 4.Building the management capacities of the Bangui and Bimbo municipal administrations;
- 5.Coordination



The diagram above shows how the four substantial components are interconnected. Based on an assessment of the organizational and financial and operational audits, minimum intervention programs (in terms of organizational capacity building) at the Metropolitan city council and in each of the districts will be prepared. A PMP will be developed alongside a financing strategy, taking into account urban resources and revenue, as well as investors and partners. The PMP is the framework for two other activities: development of a city contract as a platform to engage major urban stakeholders in measurable progress and performance and a management capacity building program to implement the tools defined.

The paragraphs below sum up the main components and activities of the project and their scheduling.

Component 1: Financial and operational audit of Bangui and Bimbo city councils

This component focuses on financial and operational audits for the city and district councils. The aim of this phase of the study is to produce a set of coherent, retrospective and prospective information (quantitative, qualitative and spatial) on the running of the Bangui and Bimbo city councils. The audit will serve as a basis for formulating the capacity building program (component 4). The activities include:

- Reviewing municipal operational, budgetary, administrative and financial procedures;
- Assessing the intervention capacity of city councils and institutional structures and relations with the supervisory body;

- Analyzing local finances (major sources of income and major expenditure items); analyzing fiscal potential and level of resource mobilization;
- Identifying weak areas and drawing up a capacity building program (component 4);
- Preparing and conducting a workshop to launch the formulation of the audit, discussion and validation and presentation of the Cities Alliance Project. This workshop will be used to sensitize various stakeholders on the role expected of them later in the process, including planning workshops PEP and negotiation and signing of the contract city

Component 2: Development of a priority maintenance program (PMP)

This component entails drawing up a PMP for the City of Bangui. The aim of the PMP is to improve the supply of basic amenities for Bangui, through better maintenance planning of urban amenities such as roads, drainage and solid waste collection. Since Bangui has limited urban amenities, it is critical to ensure rigorous planning of their maintenance to guarantee services to urban dwellers, especially in the poor areas of the city. Support from experts (who will play a facilitating role) and donors involved in infrastructure financing will further enhance the country's effort in this reform process that should lead to building local urban development capacities.

The PMP will be mapped out by experts and validated by the city councils themselves, and the representatives of the various interest groups, through two planning workshops, during which citizens will be directly involved in stating all their needs and setting out and validating priorities. The first workshop will be used to gather information to prepare the PMP, while the second will be used for validation of the PMP. During the first workshop, representatives of various stakeholder groups (eg health committees and district development - CDHQ, members of district councils, local associations of craftsmen, etc..) will have to diagnose strengths and weaknesses in the maintenance of urban infrastructure, and prioritize problems and identify solutions for a better maintenance of urban infrastructure. During the second planning workshop, the same groups of actors will validate the final draft of PEP. The choices made during the first planning workshop will be confirmed and validated, and the means of financing their implementation will also be validated. This will be done both with support from the Ministry of Urban Planning, based on the conclusions of the urban audit reviewing the situation of the urban site, demography and space requirements. External experts will be used to build the capacities of the municipal administrations concerned, who in turn, will be able to facilitate in future for this type of process. This will lead to the creation of permanent capacities at the two city councils to take on the exercise, when the first PMP expires. The PMP will be in a simplified format and will comprise a scheme of facilities maintenance activities, whose priority and interest for the municipality is justified (through the needs and priorities expressed during the planning workshops); is sized according to the municipality's financial capacity, and will primarily aim at enabling the most deprived to access essential urban amenities, and thereby improve their living and working conditions. The PMP will take urban resources and revenue into account. The PMP will also determine what service operation and maintenance can be effectively outsourced to the private sector.

As a planning tool emanating directly from the local authorities and the people, the PMP will do more to harmonize the interventions of the various partners involved in the

municipality's operations. The PEP will be integrated into the urban development strategy funded by the African Development Bank (ADB).

Component 3: Development of a City Contract

In the absence of a clear-cut system of sharing of responsibilities among the various levels of government, the implementation of the PMP could suffer from lack of coordination of the various interventions. Component 3 of this intervention covers the development of a city contract to clarify the responsibilities of central government and that of the Bangui and Bimbo city councils. The city contract is an agreement signed between the central government and the city councils, which includes the PMP. The period of drawing up this instrument will be used to institute dialogue, coordination and negotiation among urban development stakeholders. The contract will serve as a platform to ensure that the major urban stakeholders are all working toward measurable progress and performance. The activities include:

- Setting up the institutional framework for coordination and negotiation;
- Organizing coordination and negotiation;
- Participatory workshops to enable other stakeholders to discuss and express their view points;
- Drafting negotiation procedures and signing contracts;
- Local and distance monitoring (6 and 12 months following signature).

Four participatory workshops will be organized to engage and enable stakeholders to discuss and express their views. These workshops will be prepared in close collaboration with associations and neighborhood groups.

A local monitoring and remote will be held 6 and 12 months after signing the contract city. The project will support monitoring efforts by local civic groups, such as District Development Committees.

As indicated above, the most important in the process of developing the city contract is not the legal force of the contract, but the culture of dialogue, accountability and collaboration that will establish between the different actors the provision of urban services in Bangui.

Component 4: Building the management capacities of Bangui and Bimbo municipalities

The capacity building component is a crosscutting one that underlies all the other components (in line with the overall goal of the intervention), and is aimed at improving the performance of the municipal administration for the efficient supply of services to dwellers of the two municipalities, through the implementation of the tools set forth in components 1, 2, and 3.. Capacity building will include the following activities:

- Building capacities and control mechanisms to help people understand and share lessons and knowledge acquired during preparation and implementation of the PMP and city contract;
- Building reporting, administrative and financial capacities;
- Building the programming, monitoring and maintenance capacities of urban infrastructures and focusing on the other themes identified in component 1
- Coaching/mentoring the two city councils and their teams, for all interventions. The activities of coaching and mentoring will be built around themes such as leadership, organizational change management, urban management, urban

infrastructure financing, the provision of efficient urban services, etc. This will be carried out by a special advisor to the mayors, recruited by the project, and based at the premises of the Bangui city council.

Capacity building activities will be carried out in the form of training sessions and seminars/workshops for city and ministry staff involved in urban management, institutional support, by providing materials, or through on-the-job training. The contribution of the Emergency Urban Infrastructure Rehabilitation and Maintenance Project (PURISU) to the financing of this intervention will be beneficial to the last two aspects of the capacity building.

Component 5: Coordination

Project coordination is also a crosscutting component that ensures that planned activities are carried out efficiently and in timely manner. The city council will recruit a local coordinator to this effect. The Bangui city council will provide its premises to the project for 24 months to house the coordinator. The World Bank will provide overall supervision for the project.

15. Deliverables

The major deliverables are:

- Financial, organizational and operational audit, developed with citizen participation;
- Priority maintenance program (PEP) prepared with citizen participation; Signed city contract (between central government, the City of Bangui and the City of Bimbo);
- Six training workshops on municipal management organized;
- Coaching for city councils and their teams.

16. Expected outcomes and related monitoring indicators and plans

The indicators in the table below will be used to assess progress in the program’s implementation

Expected outcome/impact	Monitoring indicators	Measuring method/Sources of verification
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Tools to help in taking simple decisions that can be used for the day-to-day management of urban and municipal issues	<ul style="list-style-type: none"> • Existence of financial and operational audit • Existence of simplified PIP • Existence of PMP • Prepared and signed city contract 	Quarterly project report
Better vertical and horizontal coordination	<ul style="list-style-type: none"> • Relevant and regular sessions between the various levels 	Meeting report
Improved capacity of municipal stakeholders to manage their responsibilities	<ul style="list-style-type: none"> • Training carried out (2,000 man hours) • Quality of training (average score >4 in 5) 	Consultant report for component 4

17. Sources of investment to implement the CDS

The priority maintenance program (PMP) will be financed by transfers and subsidies provided by the State's urban development and equipment fund for city councils, the councils' own funds, such as levies and taxes on billboards, and user fees on waste collection. In the medium and long terms, the "operational and financial audit" component of this intervention will help the city councils identify local resource mobilization areas to improve the future financing capacity of the PMPs.

Improving the financing capacity of the municipalities is necessary to maintain the infrastructures under construction by various partners and donors in the city. These are:

- The European Union (EU): EDF support project for the first Transport Sector Program, Project TAG (€5 million, 9th EDF - sanitation projects started in 2007), the "Bangui Roads" (€7.5 million, 9th EDF) under way, and an urban infrastructural project slated for 2010 (€10 million, 10th EDF).
- The World Bank: Emergency Urban Infrastructure Rehabilitation and Maintenance Project (PURISU), with an original budget of US\$18 million, and which will have additional financing for 2010-2014;
- ADF: THIMO IV project (ADF financing) currently under study. This is the fourth in a series of labour-intensive urban works.

18. Partnerships

The activity presented in this proposal Cities Alliance is part of a series of activities which all contribute to a municipal development program with a broader and longer-term view.

As part of the preparation for the present proposal, consultations were held with the representatives of the main donors of Bangui's urban infrastructure sector: the World Bank, Agence Francaise de Developpement (AFD) and the European Commission (EC). The partners drew up a joint institutional framework, one of the components of which is this proposal (See annex 1). All the bilateral and multilateral partners, who, in addition to AFD and the EU, will favourably endorse this program, will be duly informed of the activities to be undertaken for the project implementation.

The partners also agreed that quarterly meetings will be organized to discuss the progress of the program and other programs they are involved in. The World Bank will be lead agency and supervisor for the implementation of this intervention.

The PMP and city contract to be prepared during this intervention will also inform the European Union (EU) "development poles" program. The lessons learned during the Bangui experience will be built on and made available to the EU for replication in smaller towns in CAR, where the "development poles" program will be implemented. This justifies the European Union's interest in this intervention.

19. Government commitment and approval

The Government of the Central African Republic is committed to facilitating the process through active participation by all ministerial departments involved in urban management matters, namely, those responsible for urban planning, roads, housing, local government, decentralization, budget, and other government institutions that will be called upon at one stage or another in the implementation process of this intervention. The Bangui city council will contribute in kind to the financing of the project. It will appoint and fully support the costs for the project coordinator, who will be a city council staff assigned to the project. Furthermore, the city council will provide its premises to the project coordinator and the special advisor to the mayors, for the project's 24-months' duration.

IMPLEMENTATION AND FINANCING PLANS:

20. Implementation arrangements

The Bangui city council has never implemented a World Bank-financed project. The city council has no procurement and financial management experience for the implementation of such a project. We therefore propose the use of a trust fund instrument to be administered by the World Bank. The World Bank's Water and Urban Operations team in Africa (AFTUW) will manage the grants from the Cities Alliance and all contract-related activities. The project head will be an urban/water specialist at the World Bank office in Bangui. The proximity of the project head to the city councils will facilitate communication. The World Bank will seek the support of an international consultant (public management specialist) in co-sharing with other resources mobilized, to assist the project leader in monitoring the project.

The project will be implemented in close collaboration with the Bangui and Bimbo City Councils. We are proposing the recruitment of a special advisor to the mayor (to be paid by the project), but based at the Bangui municipality. . The city council will select a coordinator, whose cost will be entirely covered (salary, etc.) by the Bangui city council. In agreement with other donors, this coordinator will be the focal point for the other joint capacity building programs.

Components 1 to 4 will be implemented mainly by a consulting firm having the technical expertise needed for the various interventions of the project. The involvement of institutional stakeholders in the process will be key, and the outcomes should be validated in larger forums, with the participation of representatives and of users of urban services. Activities involving the adoption or revision of regulations will be closely monitored to ensure their relevance to the objectives of the project.

21. Project schedule and deliverables

The projected duration of the project prior to final delivery is 24 months from the start date. 31 August 2012 shall be the completion date if the program starts on 1 September 2010.

Project time-table	----- QUARTER -----							
	1	2	3	4	5	6	7	8
Preliminary stage: Contract award								
Component 2: Priority Investment Program (PIP) and Priority Maintenance Program (PMP)		→						
Component 3: City Contract								
Component 4: Management capacity building								
Component 5: Supervision								

Main forecasted delivery dates:	----- QUARTER -----							
	1	2	3	4	5	6	7	8
Operational and financial audit		X						
Priority Maintenance Program (PMP)			X					
Signed city contracts				X		M		M
Six training workshops on municipal management	1	1	1	1	1	1	1	1
Coaching for Mayors and teams	R	R	R	R	R	R	R	R
X = Output		M = Monitoring		1 = No. of outputs			R = Recurrent	

22. Financing Plan

A. CITIES ALLIANCE GRANT REQUEST

	Consultant services	Travel costs	Capacity building	Distribution costs	Other	TOTAL
Component 1: Financial and operational audit	32,500	22,500				55,000
Component 2: Priority Investment Programs (PIP) and Priority Maintenance Programs (PMP)	26,250	15,000		5,000		46,250
Component 3: Development of a city contract	26,000	15,000		10,000		51,000
Component 4: Management capacity building	50,000		59,500	10,000		119,500
Component 5: Supervision					30,000	30,000
TOTAL	134,750	52,500	59,500	25,000	30,000	301,750

B. CO-FINANCING

Co-financing source	Amount	Description of co-financing
1. PPIAF (Public Private Infrastructure Advisory Facility)	USD 70,000	Technical assistance for developing a solid waste management plan for the city of Bangui. The implementation of this plan will be integrated into the PMP that the intervention will help develop
2. PURISU project additional financing (Government of CAR through World Bank project)	USD 490,000	- Sub-component B1 of this project (Institutional strengthening) has earmarked USD 140,000 for the training of Bangui and Bimbo city staff; - Sub-component B2 (Equipment) includes USD 50,000 for the procurement of computer equipment (desk tops with standard utility programs, as well as software for management, accounting, audit, monitoring-evaluation, etc.); - USD 300,000 will also be used to improve efficiency of the urban infrastructure maintenance fund (FEAU)
3. Financing by Bangui city council	USD 21,600	- Work space for the Project Coordinator and Special Advisor to the Mayors (USD 12,000) - Payment of salaries and other benefits for the Project Coordinator (USD 9,600)

C. TOTAL

23. Expected cost estimates

Description	Units	Rates	Number	Cost	Total CA	Bangui City Council
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Description	Units	Rates	Number	Cost	Total CA	Bangui City Council
1. Financial and operational audit of the Bangui and Bimbo City Councils					55,000	
International consultant (public management)	Day	650	30	19,500		
International consultant (financial management)	Day	650	20	13,000		
International travel	Travel	7,500	3	22,500		
2. Priority Maintenance Program (PMP)					46,250	
International consultant	Day	650	25	16,250		
National consultant (engineer)	Day	200	50	10,000		
International travel	Travel	7,500	2	15,000		
Participatory workshops	Event	2,500	2	5,000		
3. Development of a city contract					51,000	
international consultant	Day	650	40	26,000		
international travel	Travel	7,500	2	15,000		
Participatory workshops	Event	2,500	4	10,000		
4. Building management capacities					119,500	
Senior international consultant	Day	650	30	19,500		
National consultant	Day	200	50	10,000		
International travel	Travel	7,500	2	15,000		
Workshops	Event	2,500	6	15,000		
Document production/distribution	Lump sum			10,000		
Special advisor to Mayors	Day	200	250	50,000		
5. Coordination					30,000	21,600
Project coordinator at city council	Month	400	24			9,600
Offices for team	Month	500	24			12,000
World Bank supervision	Lump sum			30,000		
TOTAL					301,750	21,600

24. Expected currency of expenditures

We do not wish to convert the grant funds, which are in US dollars.

25. Co-financing arrangements

Co-financing of this intervention will be by the Bangui city council (which is the sole entity with financial autonomy), and the central government through a World Bank-financed project alongside a World Bank trust fund.

For the Bangui city council, co-financing will be through the recruitment and payment of the costs (salary etc.) of the project coordinator and the provision of the premises to house the project for 24 months. This can only be done through parallel financing, given that this intervention will be implemented by the World Bank for reasons given above (see para. 20).

PURISU project additional financing – Institutional support

The co-financing is in cash. It is an additional financing for an IDA project. The purpose of the co-financing is to upgrade the city councils' capacity with equipment such as computers, printers and motor bikes, and also support the PMP implementation. Specifically:

- Sub-component B1 (Institutional strengthening) has earmarked USD 140,000 for the training of Bangui and Bimbo City Council staff;
- Sub-component B2 (Equipping) of PURISU, includes USD 50,000 for the procurement of computer equipment (Desk tops with standard utility programs, as well as specialized software for management, accounting, audit, monitoring-evaluation, etc.);
- USD 300,000 is also earmarked for improving efficiency of the urban development and maintenance fund (FEAU). This will contribute to improving fund mobilization and efficiency in budget resource distribution, as well as execution of the FEAU budget. The FEAU was set up solely to mobilize resources for the operation and management of urban infrastructures. Already, it receives five percent of the proceeds from the country's road fund and State levies and subsidies.

All these PURISU components, as mentioned, will complement the activities financed by the Cities Alliance.

- The training of city council workers will focus on the technical aspects of the management and maintenance of urban infrastructures. This will be alongside the capacity building planned under this project, which focuses more on the administrative and planning aspects. The organizational, operational and financial audit will further inform the design of the training program.
- The facilities will be part of the organizational strengthening of the city councils, following the operational and financial audits.
- The FEAU is the government subsidy mechanism for urban infrastructure development of the municipalities. FEAU must support the PMP implementation.

PPIAF - Technical assistance for the development of a solid waste management development plan for the city of Bangui.

This is a US\$70,000 World Bank-managed trust fund. The co-financing is confirmed and partially committed to prepare a solid waste management plan for the entire city of

Bangui. The outcomes of this plan will be integrated into the PMP and inform the capacity building of the Bangui municipal administration.

26. Additional information on financial management of the beneficiary

- a) Is the recipient a registered organization under the countries/cities legal requirement? **YES**
- b) Can the recipient provide proof of registration and years of operation? **YES**
- c) Does the recipient have prior experience managing other donor funds and can the recipient provide documentation to support this? **YES**
- d) Does the recipient have or can the recipient open a bank account? **YES**
- e) Is the recipient audited annually? **YES**
- f) Do you produce periodic financial reports for monitoring and evaluation? **YES**
- g)

Annex: AFD-EU-WB integrated assistance program for urban development, Bangui

	Agence Française de Développement		Commission Européenne		Banque Mondiale		Autres Bailleurs de Fonds			TOTAL
	Activités	M de Francs CFA	Activités	M de Francs CFA	Activités	M de Francs CFA	Activités	M de Francs CFA	M de Francs CFA	
Renforcement du cadre institutionnel	Assistance Technique	98	Assistance Technique à la Mairie de Bangui et de Bimbo: mise en œuvre du volet appui institutionnel, diagnostic des besoins de renforcement, mise en œuvre d'un programme de formation, appui à la réalisation du Plan de développement urbain	163	Renforcement des capacités organisationnelles, administratives et techniques des municipalités de Bangui et de Bimbo pour l'exploitation et l'entretien des infra urbain (PURISU2)	113				
			Formation Mairies de Bangui et de Bimbo à la planification et à la programmation, à la Maitrise d'Ouvrage Urbaine et à la maintenance des infratructures(EDF10)	98	AT pour l'amélioration de l'efficacité du fonds d'entretien des infrastructures urbaines (PURISU2)	113				
					Renforcement des capacités de gestion Mairie (Cities Alliance)	72				
Planification	Mise à jour d'un plan de drainage (en cours 80% achevée)	135	Plan de développement urbain (EDF10)	195	Plan de Gestion des Déchets Solides (PPIAF - en cours)	36	Stratégie de Développement Urbain (BAD)	Association Internationale des Maires Francophones (AIMF): Adressage urbain	250	87
					Audit financier et opérationnel de la mairie de Bangui et la mairie de Bimbo (Cities Alliance)	37				
					Développement d'un Contrat de Ville (Cities Alliance)	34				
					Programmes d'Investissement Prioritaire (PIP) et d'Entretien Prioritaire (PEP) (Cities Alliance)	58				
			Accompagnement Social (EDF10)	169	Collecte primaire de déchets solides dans la 6eme Arr (PPIAF)	60				
					Projet pilote sur les différentes approches possibles pour la préparation et la réduction des impacts des inondations dans les 2ème et 7ème arrondissements (GDRR - en cours avec ACTED)	50				
					Programme communautaire d'atténuation des inondations (PURISU2)	608				
Equipements	Equipements et autre acquisition de matériel	98			équipement informatique, outils topographiques et outils à main et petits équipements mécanisés pour l'entretien pour les Mairies (PURISU2)	180				
TOTAL	TOTAL	330		624		1360		337		2