



Date of submission to PPIAF:

Prepared by:

PROGRAM CONCEPT NOTE

A. GENERAL INFORMATION

1. Proposed activity

a. Building PPP Institutional Capacity in the UEMOA Region (A Joint Initiative of the World Bank, AFD and PPIAF)

b. Geographic scope: Regional	Sub-Saharan Africa	West African Monetary Zone (UEMOA)
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c. Sector: Multisector

e. Regional Portfolio Coordinator and/or sector specialist: Bailo Diallo, Serah Njoroge and Matt Bull

f. TTL (name, title and unit):

g. Client government partner(s) (name, title, contact information):

2. Funding information

a. Potential PPIAF funding commitment: \$ 4.0m

b. Co-financing amount: \$ 2.4 m

c. Co-financing sources: AFD

B. PROGRAM DESIGN

3. Background information (please provide information regarding needs assessment and key development challenges)

The Union Economique et Monétaire Ouest Africaine (UEMOA) region is home to nearly 100 million people and in recent years, most of its member states have enjoyed strong economic growth with the region managing an annual GDP growth rate of 4.3% per annum between 2009 and 2012. However, in each of the member states, average income levels remain low and incidences of poverty extremely high. To illustrate this, average per capita Gross National Income (GNI) across the region was only just above \$1,000 per annum in 2012 (placing all of these countries amongst the poorest in the world) and more than 50% of the population of the region is estimated to be living in

severe poverty.

Moreover, the region remains vulnerable to political instability and the threat of civil conflict which has acted as a further impediment to stronger regional economic growth, good governance and improved living standards. In fact, four of the countries (Cote d'Ivoire, Guinea-Bissau, Mali and Togo) in the UEMOA region are classified as fragile situations by the World Bank¹. The table below summarizes some of the economic and social characteristics of the region.

TABLE 1: UEMOA REGION SOCIO-ECONOMIC OVERVIEW

Country	Population (m) ²	Infrastructure Gap (\$m per annum) ³	Per Capita GNI ⁴	% of Population in Severe Poverty ⁵
Benin	9.2	210	1,550	47%
Burkina Faso	16.2	613	1,490	66%
Cote d'Ivoire	21.5	1,048	1,920	39%
Guinea-Bissau	1.6	-	1,100	-
Mali	14.5	1,027	1,140	68%
Niger	15.9	747	760	82%
Senegal	12.8	1,792	1,880	51%
Togo	6.7	-	900	29%
Total	98.4	3,566		
Average			1,193	46%

One of the largest obstacles to an acceleration of economic growth and poverty alleviation in the region is the lack of high quality and well maintained infrastructure that if delivered can help create direct and indirect employment, improve regional competitiveness and raise living standards as a result of much improved public service delivery. The need for this infrastructure grows continuously and the scale of required investment in the infrastructure stock of the member states is significant. The Africa Infrastructure Country Diagnostics (AICD) initiative estimates that the level of investment required in infrastructure across the region is in excess of \$3.5 billion per annum. It is clear that such a large infrastructure investment requirement cannot be met solely by public sources given the significant fiscal constraints that exist amongst the member states. As such, UEMOA member governments are increasingly seeking private investment to fill the infrastructure financing gap and are also recognizing that it may be the private sector who can best deliver complex infrastructure assets over the life of a project by bringing innovation and better managing key project risks. This is what has created a strong demand from member states to move away from a traditional public service delivery model towards a program of well-structured PPPs.

However, unfortunately the reality is that the number of PPPs that have been successfully delivered in the region remains very low not only by global standards but also when compared to other economic unions and development communities in Sub-Saharan Africa. Table 2 below shows the level of investment and number of PPP projects delivered across the UEMOA region between 2007 and 2012 and compares this to activity in the SADC and COMESA communities.

¹ Harmonized List of Fragile Situations FY14 – source: <http://siteresources.worldbank.org/EXTLICUS/Resources/511777-1269623894864/HarmonizedlistoffragilestatesFY14.pdf>

² Population in 2012 – source: <http://data.worldbank.org/indicator/SP.POP.TOTL>

³ AICD Infrastructure Gap – source : <http://infrastructureafrica.org/documents>

⁴ Per capita GNI in 2012 – source: <http://data.worldbank.org/indicator/NY.GNP.PCAP.PP.CD>

⁵ Ikire, S., A. Conconi, and J.M. Roche (2013): “Multidimensional Poverty Index 2013: Brief Methodological Note and Results” Oxford Poverty and Human Development Initiative, Oxford University. ophi.queh.ox.ac.uk

TABLE 2: PUBLIC PRIVATE INVESTMENT IN THE UEMOA REGION (2007-2012)⁶

	No. of Energy Projects (\$ value of investment)	No. of Transport Projects (\$ value of investment)	No. of Water Projects (\$ value of investment)	Total (\$ value of investment)
Benin	-	1 (520m)	-	1 (520m)
Burkina Faso	-	-	-	-
Cote d'Ivoire	6 (176m)	-	-	6 (176m)
Guinea-Bissau	-	-	-	-
Mali	-	-	-	-
Niger	-	-	-	-
Senegal	1 (23m)	3 (425m)	-	4 (448m)
Togo	1 (203m)	1 (505m)	-	2 (708m)
Total UEMOA	8 (402m)	5 (1,450m)	-	13 (1,852m)
SADC Region⁷	30 (4,800m)	5 (300m)	-	35 (5,200m)
COMESA Region⁸	33 (2,700m)	5 (200m)	2 (100m)	40 (3,000m)

When we compare some of the countries in other parts of Sub Saharan Africa, it is apparent that one of the key reasons for the lack of 'deal-flow' presented in Table 2 is that the institutional environment for PPP is not as sufficiently developed in the UEMOA countries to ensure that it can be used systematically as a means of delivering key infrastructure. In particular, we see the following recurring weaknesses in the institutional set-up of the member states:

- An insufficient pipeline of PPP projects is identified and there is limited capacity to oversee the preparation of projects (e.g. feasibility, transaction advice)
- Institutions (such as PPP Units) are either not formed or are only embryonic in nature and lack capacity to drive the agenda forward
- A lack of government capacity to assess the affordability and value for money of PPPs from the government's perspective
- Inadequate government processes for managing major procurements (including both competitive and unsolicited proposals) and a lack of capacity to negotiate effectively with the private sector
- An inadequate legal framework that does not provide sufficient comfort to investors that there would be a sound legal basis upon which the private sector can enter into a long-term partnership with the public sector
- A lack of a robust regulatory system that can independently provide the private sector and users greater certainty over tariff regimes for infrastructure services
- Only limited policy commitment to PPPs and insufficient promotion of PPPs to investors (particularly international investors)

The above weaknesses are not uniform across member states, some are more advanced than others in developing their institutions to better deliver PPPs but all of the member states still require support across some or all of these areas.

It is in that context that all of the UEMOA countries have expressed the need for strong support for their individual PPP programs. However, they also understand there is significant value in working collaboratively together by learning from each other, sharing capabilities and presenting their countries to investors in a united way with a

⁶ Source: PPI Database (<http://ppi.worldbank.org/>)

⁷ SADC countries where PPI investment has taken place are: Angola, Botswana, Madagascar, South Africa, Tanzania, Zambia, Zimbabwe

⁸ COMESA countries where PPI investment has taken place are: Angola, Ethiopia, Kenya, Madagascar, Rwanda, Sudan, Uganda, Zambia and Zimbabwe

broadly consistent investment framework.

The 16th head of States conference on 6 June 2012 asked the UEMOA Commission to promote PPPs in the region. At a meeting held in Paris in October 2012, in presence of the French Minister of Finance and the World Bank Vice President for Africa, the Franc Zone Ministers have acknowledged the importance of strengthened institutions for PPP, the need for a regional dialog and convened to further elaborate on regional propositions within a year.

Likewise, up until recently there has been no regional architecture that can facilitate the delivery of PPPs and act as a coordinating body. The Regional PPP Unit set up in BOAD by the UEMOA Commission in January 2014 provides the opportunity to build an institution that will be able to facilitate the roll out of PPPs in a number of ways by providing supplementary (but not duplicative) functions and services to the member states such as:

- Providing capacity building to the individual member states
- Developing standardized tools and knowledge (i.e. public goods) for member states to apply to their programs
- Investment promotion role for PPPs on behalf of the member states to international investors
- Leadership (i.e. grantor role) for regional (i.e. cross-border) projects
- Assisting member states with project preparation (perhaps through a project development facility)
- Providing public financing support (perhaps through a viability gap mechanism)

In response to both country and regional level demands, PPIAF and the World Bank have established a strong partnership with Agence Française de Développement (AFD) to promote PPPs in the UEMOA Region.

4. Program goal and objectives

The proposed program for the UEMOA region will focus on building the institutional capacity at both the regional and member state level with the ultimate objective being to create an institutional architecture that can ensure that a number of regional and national PPP projects and programs can be developed over the next decade.

The program would be delivered in two phases; a development phase and an execution phase and consists of two tracks: a country level track and a regional institutional development track.

Development phase

The *development* phase will be an intensive 18 month period of institution-building at the regional and national level.

At the regional level, work will continue with the UEMOA Commission on developing a PPP strategy and policy framework (in the form of a draft UEMOA 'Directive') which will aim to elaborate a harmonized regional and best-practice approach to PPP, which is important in helping to increase the perception of the UEMOA region being a 'common' market for infrastructure investment. Once the directive is finalized, a regional forum is proposed to socialize the directive with the member states and to establish how such a directive could be incorporated within the member states' own institutional and legal PPP frameworks. The directive and the forum supporting it are not intended to be a 'top-down' imposition of approach but a two-way process that informs both each member states' PPP frameworks and the directive itself. The forum, in particular, is vitally important in facilitating this consensus building process. To support the Directive, the UEMOA Commission has stated its intention to create an institution to help operationalize the regional PPP Strategy. For this purpose, a Regional PPP Unit has been created in Banque Ouest Africaine de Développement (BOAD) that will support the member states in their PPP programs and also help to initiate and prepare regional projects. The Regional PPP Unit is established but is in need of operational support to increase capacity and enhance its effectiveness. For this purpose, the development phase of the program will

provide business planning support and help establish some of the PPP Unit's processes and tools (e.g. guidance documents, template financial models, model contracts) that will effectively be 'public goods' for the consumption of the member states. To support this effort, a program of capacity building will also be provided to the PPP Unit. Likewise, a screening and support for early-stage preparation of regional projects will also be developed with the PPP Unit.

At the country-level, demand responsive support will be given to each member state on the development of their respective PPP programs. This support needs to be cognitive of the regional approach set out in the Directive and where appropriate will use the harmonized tools of the Directive and will deploy staff from the Regional PPP Unit to support these activities. The support given to each country will largely depend where the country is in terms of the development of its PPP program, with some member states clearly more advanced than others. However, in general the support will typically commence with an initial diagnostic of the existing PPP program in the country which will aim to assess what are the key opportunities and bottlenecks in developing PPPs. Based on the diagnostic analysis, follow-on support will be given to member states to develop their project pipelines and make the necessary reforms to their PPP frameworks (again with strong reference to the Directive and if appropriate supported by the Regional PPP Unit).

Execution Phase

In the execution phase, the Regional PPP Unit will assist the member states to prepare projects, build capacity and send and promote projects to the international and regional market. Likewise, the Regional PPP Unit should also be undertaking the preparation of a number of regional activities. At the end of the implementation phase, there should be a clear pipeline of projects approaching financial close. In this sense, the final outcome of the implementation phase is for each member state to have a program of PPPs with new projects entering the process and existing ones reaching closure and entering into operation.

5. Please describe the program's main components and expected contributing activities in the order in which these are expected to be implemented (timeframe). We encourage you to use graphs and other visual aids when possible.

This Initiative includes three complementary components, both at regional and national level:

- Support in the identification and prioritization of a pipeline of projects;
- Support in the establishment of a legal and institutional framework;
- Support the identification and mobilization of long-term funding.

The country level support will differ in design depending on the exact needs of the UEMOA member state in question but we have identified a generic (or typical) program of support across four core tasks that we expect to be relatively common across each member state. These are shown in more detail under Tasks A1-3 in the table below.

At the regional level, the tasks are more specific in nature but will need further elaboration as the program starts to move forward. These tasks are shown in more under Tasks B1-2 in the table below.

It is possible that the Program Execution phase could be implemented in parallel with the Development phase in order to promote a "learning by doing" approach but at this stage it is difficult to design the tasks in detail and so Tasks A4, and Tasks B3-B5 are not provided in any detail.

TABLE 3: IMPLEMENTATION PLAN – PHASE 1

Task	Work stream	Start	End	Scope
Task A1: Country Diagnostic Exercise	Country Level	Month 1	Month 9	<p>A PPP diagnostic will be carried out for each of the 8 countries. The diagnostic will assess the baseline position of each government’s PPP architecture and identify a program of works necessary to ensure all countries reach a common level of readiness. The diagnostic will analyze:</p> <ul style="list-style-type: none"> ▪ Existing reports/analyses on the PPP architecture/framework for each country ▪ Current institutional set up and ownership of PPP agenda and whether this is fit for purpose (e.g. is there a PPP Unit? Is it sufficiently staffed and empowered? What is the role of line ministries?) ▪ Initial assessment of the project pipeline and the adequacy of method for which projects are prioritized and promoted by government ▪ A review and assessment of the adequacy of the legal framework to provide a long-term legal basis for PPPs ▪ A review and assessment of the adequacy of the regulatory framework to provide fair and transparent tariff regulation ▪ A rapid assessment of the public finances of the government and their ability to manage/afford financial and contingent liabilities of PPPs. Also a similar assessment of key utilities (who may act as off-takers for PPPs) ▪ A review and assessment of current procurement processes to assess the ability of the government to run complex and competitive procurements. This should include a brief review of the government’s experience with PPPs to date ▪ An assessment of the domestic long-term, financing market and level of foreign long-term capital available for PPPs (including from ODA, IFIs and DFIs).
Task A2: Country Pipeline Development	Country Level	Month 9	Month 18	<p>For each of the member states, an initial pipeline of projects will be developed and a short-list of projects prioritized. The priority projects will then be subject to a viability assessment so that some early stage project preparation is undertaken. The scope will include:</p> <ul style="list-style-type: none"> ▪ An assessment of existing pipelines ▪ Adoption of a common (long-listing) methodology for developing pipeline ▪ Adoption of a prioritization methodology to short-list projects (2-3 projects) ▪ Viability studies for each project which would

				<p>include:</p> <ul style="list-style-type: none"> ➤ Outline market/demand assessment ➤ Costing and basic output specification <p>Financial analysis and PPP options</p>
Task A3: Implementation of institutional reform	Country Level	Month 9	Month 18	A program of works for each country that will be defined from the diagnostic exercise.
Task B1a: UEMOA PPP Strategy (Directive)	Regional Level	Month 1	Month 12	<p>A consultant in place at the Commission will help developing a strategy (action plan) that will set out a common approach and definition to PPPs for the member states. This will include:</p> <ul style="list-style-type: none"> ▪ Harmonized definition of PPPs ▪ Proposed institutional set up at the regional and national level ▪ Recommended ‘heads of terms’ and principal commercial clauses of PPP contracts to be adopted in PPPs in regional and member state projects ▪ Assessment of capacity building needs <p>The strategy will then be converted into a draft UEMOA Directive on PPPs for discussion/debate with the member states.</p> <p>Dedicated trainings will be organized to support the professional development of the Commission PPP staff.</p>
Task B1b: Regional Forum	Regional Level	Month 8	Month 12	The 2 Regional Forum will discuss/debate the PPP Directive and its application with the member states with the aim of achieving consensus
Task B2a: Capacity Building for BOAD PPP Unit	Regional Level	Month 1	Month 12	A capacity building program using AFD (Parcours PPP & dedicated trainings) and PPIAF tools will be developed to support the professional development of the regional PPP Unit staff
Task B2b: Operational Support to Regional BOAD PPP Unit	Regional Level	Month 6	Month 12	<p>A consultant in place at the BOAD will advise the Unit in order to be fully operational and develop a full business plan and suite of operational tools for the Regional PPP Unit which will allow the entity to seek funding from member states and the donor community. It will include:</p> <ul style="list-style-type: none"> ▪ Articles/memoranda – including its key functions and how it will interact with member states ▪ Human resource requirements ▪ Funding requirements ▪ Assessment of regional project and corporate finance markets and guidance on how to solicit lenders and equity providers ▪ Operational Manuals and Tools ▪ Approach to procuring advisors
Task B2c: Regional Project Pipeline	Regional Level	Month 12	Month 18	An initial pipeline of regional projects will be developed and a short-list of projects prioritized. The priority projects will then be subject to a viability assessment so

				<p>that some early stage project preparation is undertaken. The scope will include:</p> <ul style="list-style-type: none"> ▪ An assessment of existing pipelines ▪ Adoption of a common (long-listing) methodology for developing pipeline ▪ Adoption of a prioritization methodology to short-list projects (2-3 projects)
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NB: Tasks B2 & B2(b) will be co-funded with AFD

6. Please indicate budget implications and potential implementing partners for each component. Please indicate which component(s) PPIAF is intended to participate in and the amount of financing required from PPIAF for each of these.

	Funding Requirement (\$m)	PPIAF Funding Commitment (\$m)	AFD Funding Commitment (\$m)
Task A1: Country Diagnostic Exercise	0.6	0.5	0.1
Task A2: Country Pipeline Development	2.0	1.4	0.6 (to be discussed)
Task A3: Implementation of institutional reform	2.0	1.4	0.6
Country-Level Sub Total	4.6	3.3	1.3
Task B1a: UEMOA PPP Strategy (Directive)	0.5	-	0.5
Task B1b: Regional Forum	0.3	0.2	0.1
Task B2a: Capacity Building for BOAD PPP Unit	0.2	0.1	0.1
Task B2b: Operational Support to Regional BOAD PPP Unit	0.4	-	0.4
Task B2c: Regional Project Pipeline	0.4	0.4	-
Regional-Level Sub Total	1.8	0.7	1.1
Total Funding Requirement	6.4	4.0	2.4

7. Please describe what PPIAF's expected role would be vis-à-vis other potential implementing partners.

We believe that developing national and regional institutions is essential for unlocking PPPs and delivering much needed infrastructure in the region. It is absolutely central to PPIAF's theory of change of enabling infrastructure investment as a means of reducing poverty levels and this is the basis by which we have designed our program for

UEMOA to be implemented jointly with AFD and The World Bank Group.

This program will adopt a 'twin-track' approach of working at both the regional and country level:

1. **Regional Support:** PPIAF will work alongside the World Bank and AFD in developing the capacity and operational effectiveness of the UEMOA Regional PPP Unit (*Unite chargée du développement des projets en PPP dans l'UEMOA*) which has been set up at the BOAD and helping to develop regional projects, as well as advising the UEMOA Commission dedicated working group (GT PPP) in developing a PPP strategy and policy framework.
2. **Country Support:** PPIAF will also assist the World Bank and AFD in developing the individual PPP programs of the UEMOA member states and help create the necessary interfaces with the Regional PPP Unit.

8. Implementation and governance. Please describe the potential implementing and governance model for this program.

Implementing a large multi-faceted program will be challenging and it is recommended to convene a steering committee to oversee the program consisting of representatives from PPIAF (and any donor representatives), The World Bank Group, French entities, the UEMOA Secretariat (and perhaps a representative from Banque Ouest Africaine de Developpement -BOAD) and other potential donors such as the African Development Bank (AfDB). This committee would meet semi-annually to discuss implementation progress and manage interfaces with member states and regional bodies (e.g. BOAD). An inception meeting of this committee has already taken place and will meet again in early October.

While complex, it is also expected to have some positive impacts in avoiding duplication observed in the past on the PPP agenda, which was not only unsatisfactory from an aid efficiency standpoint, but also had much dysfunctional consequences on the ground (different messages sent to clients, leading to little " at scale" programs).

On implementation itself, PPIAF envisage that at the country level (Track A), there will be a division of funding and implementation roles between PPIAF/World Bank and AFD-Adetef. This will involve an agreement on which countries/tasks will be led (but not monopolized) by PPIAF/World Bank and AFD-Adetef. A division in implementation roles is important to facilitate and expedite the execution of the program by allowing each entity to directly apply its funding through its own policies and procedures. An alternative approach of Joint implementation and co-financing is possible but this will likely to result in delays in implementation as there would likely have to be harmonization in policy and procedures and this could take a significant time to agree with the respective legal departments of the World Bank and AFD. For the regional level work, we would also envisage a division of tasks and implementation between PPIAF/World Bank and AFD with coordination through the steering committee.

At the regional level, AFD-Adetef have already started some actions (with BOAD for instance where they have made the selection of the long term advisor). Given this progress and to optimize the operating process, , the same operational rule will be adopted to split tasks between PPIAF/World Bank and AFD- Adetef to coordinate through the steering committee.

Regardless of final implementation and financing arrangements, it is vitally important that the design of the program and the tasks (e.g. terms of reference) are consistent across each member state so as to ensure commonality between the outputs and recommendations of the work. In this respect the role of the steering committee will be vital.

C. EXPECTED RESULTS

<p><i>ADD/ELIMINATE ROWS AS NECESSARY</i></p>	<p>EXPECTED OUTPUTS</p>	<p>CAUSAL ASSUMPTIONS (PLEASE DESCRIBE WHY THIS EXPECTED INTERMEDIATE OR EXPECTED OUTCOME WILL CONTRIBUTE TO THE IMMEDIATE NEXT UPPER LEVEL)</p>	<p>CONTEXTUAL ASSUMPTIONS (WHAT NEEDS TO BE TRUE IN THE SPECIFIC CONTEXT FOR THE SPECIFIC EXPECTED INTERMEDIATE OUTCOME OR EXPECTED OUTCOME TO BE ACHIEVED?)</p>
<p>Program goal: Create an institutional architecture that can ensure that a number of regional and national PPP projects and programs can be developed over the next decade by building the institutional capacity at both the regional and member state level. <i>The purpose of building an institutional architecture is harmonization of UEMOA countries’ policies so that it’s easier to implement regional PPP projects.</i></p>			
<p>Expected outcome 1: Government and regional executing agencies have the capability to prioritize, plan and implement infrastructure projects and viable transactions</p>	<p><i>(PLEASE LIST ANY POTENTIAL OUTPUTS IDENTIFIED AT THIS STAGE)</i></p>	<p>Well prepared agencies provides the opportunity to build an institution that will be able to facilitate the roll out of PPPs in a number of ways by providing supplementary</p>	<p>Establishment of PPP units/ Coordination units with clear roles and responsibilities</p>
<p>Expected outcome 2: Political and legal frameworks are supportive of public private partnerships (PPP)</p>	<p><i>(PLEASE LIST ANY POTENTIAL OUTPUTS IDENTIFIED AT THIS STAGE)</i></p> <p>1.Updated legal and regulatory frameworks</p> <p>2.Harmonized PPP policy</p>	<p>-PPP strategy and policy framework (in the form of a draft UEMOA ‘Directive’) which will aim elaborate a harmonized regional and best-practice approach to PPP, which is important in helping to increase the perception of the UEMOA region being a ‘common’ market for infrastructure investment.</p> <p>Strong and clear legal framework not only facilitates and enforces open and competitive bidding but also support</p>	<p>-Strong political engagement at both regional level and national level</p> <p>-Political stability and strong institutional frameworks</p> <p>-Clear roles of public entities</p>

		<p>supports market based risk-reward principles in the region.</p> <p>- Government makes private sector participation/investment in infrastructure with a pro poor focus a key policy priority and mandates a ministry or special entity to push the agenda forward.</p>	
<p>Expected outcome 3: Government and private sector are enabled to enter international and/or local financial and capital markets</p>	<p><i>(PLEASE LIST ANY POTENTIAL OUTPUTS IDENTIFIED AT THIS STAGE)</i></p> <p>-List of bankable projects</p>	<p>Executing agencies have the capability to structure bankable projects and transactions with efficient allocation of risks; procure and implement infrastructure projects; conduct initial screenings, prioritize projects and assess economic and social case for investment</p> <p>Governments can attract local and international commercial finance and market its infrastructure programs and plans to local and international financiers</p>	<p>Stable macroeconomic conditions (including relatively strong real GDP growth rates and improving fiscal discipline) and investment-grade credit Ratings</p> <p>Consistent and transparent sector-specific programs</p>
<p>Expected intermediate outcome 1.1: Write intermediate outcome 1.1</p> <p><i>Participating Governments are using common tools and procedures on PPP-related issues.</i></p>	<p><i>(PLEASE LIST ANY POTENTIAL OUTPUTS IDENTIFIED AT THIS STAGE)</i></p> <p>1. Business plans</p> <p>2. Operations manual and tools</p>	<p>The development of common tools and procedures including the UEMOA directive could help move the PPP agenda in the region.</p>	<p>-Stability and commitment in institutional design & mandate</p> <p>-High level political commitment support to the intuitional design</p>
<p>Expected intermediate outcome 1.2:</p>	<p><i>(PLEASE LIST ANY POTENTIAL OUTPUTS IDENTIFIED AT THIS STAGE)</i></p>	<p>Well-trained Government officials involved in project development and</p>	<p>Coordination mechanisms established between entities in charge of PPPs</p>

<p>Government officials in each participating country know how to manage infrastructure investments (since individual countries are at different stages in PPP processes, the indicators of the outcome realization will be different for each country).</p>	<p>STAGE)</p> <ol style="list-style-type: none"> 1.Series of workshops and training program 2. Workshop reports and highlighting issues and recommendations. 	<p>negotiations could help facilitate and manage infrastructure investments in the region. This includes:</p> <ul style="list-style-type: none"> -Regional PPP Unit strengthened and mandated -PPP Units and line ministries strengthened in member states 	
<p>Expected intermediate outcome 2.1: Write intermediate outcome</p> <p>Participating Governments and the regional PPP entity use common processes that regulate competitive bidding and market based risk.</p>	<p>(PLEASE LIST ANY POTENTIAL OUTPUTS IDENTIFIED AT THIS STAGE)</p> <ol style="list-style-type: none"> 1.National Diagnostic reports 2.Action plan to set out common approach and definition to PPP 3.Draft UEMOA directives on PPP 	<p>To realize the possibility of using PPP's, Governments and the dedicated regional entity need to put in place relevant legal framework that enables and enforces open and competitive bidding and supports market based risk.</p>	<ul style="list-style-type: none"> - Strong high level political engagement (i.e. Head of states, UEMOA secretary, BOAD) - Political and social stability of countries/ region
<p>Expected intermediate outcome 3.1: Write intermediate outcome</p> <p>The regional PPP unit provides support to UEMOA countries to attract private sector investment using unified guidelines for PPP operation in the region.</p>	<p>PLEASE LIST ANY POTENTIAL OUTPUTS IDENTIFIED AT THIS STAGE)</p> <ol style="list-style-type: none"> 1. common policy principles and guidelines on selection of PPP projects 2. Assessment of pipeline 	<p>The operationalization of a regional PPP unit with a clear business plan will allow the unit to provide support to the countries in attracting private sector. This, given that the proposed PPP unit could support the implementation of regional PPPs? and help the countries develop their national projects selected based on common guidelines.</p>	<p>There is a potential for the development of a pipeline of PPP projects at the national and regional levels</p>