

**PROJECT INFORMATION DOCUMENT (PID)
IDENTIFICATION/CONCEPT STAGE**

Report No.: PIDC91244

Project Name	Infrastructure Management Toolkit for Fragile States (P161891)
Region	OTHER
Country	World
Lending Instrument	IPF
Project ID	P161891
Borrower Name	Institute for State Effectiveness
Implementing Agency	Institute for State Effectiveness
Environmental Category	C - Not Required
Date PID Prepared	16-Sep-2016
Estimated Date of Approval	06-Mar-2017
Initiation Note Review Decision	

I. Introduction and Context

Country Context

The Infrastructure Management Toolkit will be developed for all fragile states and situations across the world. The focus on fragility, conflict and violence is very important as recent projections predict that by 2030 60% of all poor will live in fragile situations, up from 40% currently. It can be distinguished between different fragile situations: active conflict, deep fragility with weak institutions and continued conflict, sub-national conflict or violence and the transition phase after a peace agreement has been signed. However, all these situations have in common weak institutions and governments with low capacity, low level of essential infrastructure and services, low trust in the government and an in-transparent environment where rumors spread quickly.

Basic infrastructure and services are essential for the peace process. The Institute of State Effectiveness (ISE) has formulated 10 core functions which a government should perform in order to create the conditions for stability, prosperity and citizen trust. Infrastructure is one of these 10 core functions. If the government has not the capacity to provide these services the private sector can fill the gap. But due to weak understanding Public-Private Partnerships (PPP) are underutilized in fragile and conflict-affected countries.

In order to get feedback from users early on it is planned that the developed infrastructure toolkit will be tested in Afghanistan first. The ISE has a tight relationship with the current Afghan President as he was one of the organization's founder. This guarantees high-level commitment to the utilization of the tool. In addition a number of PPPs are already identified by Dr Qayoumi, Presidential Infrastructure Adviser and he has specifically requested for advice on how to establish them.

In a second phase and if funding allows a role out in the countries Cote d'Ivoire, Colombia and Haiti is

planned.

Sectoral and Institutional Context

In many developing countries, infrastructure was typically built under contract to a government entity or state owned enterprise, financed via donor funds or government revenues or obligations, and maintained and managed by a government entity subject to the vagaries of political trends and government budgeting. Under these conditions, infrastructure in emerging markets is often slow to develop, poorly maintained and a victim of chronic underinvestment as international donor priorities and host nation conditions changed.

In addition, infrastructure projects were often implemented in keeping with the vision of political leadership for an urban plan or transportation system, without regard for the aspirations and views of the broader population. This phenomenon is not restricted to emerging markets – highway construction in the United States, for example, often decimated both the physical and social fabric of traditional urban communities. In many fragile states, avenues of popular participation and civic responsibility are not prioritized, and much research remains to be done on determining how to ascertain and address the desires of the local population.

For many politicians and managers in fragile countries/ emerging markets, the advent of public private partnerships, which, under ideal conditions would provide needed capital, management and operational capability, and technology refresh, is an attractive but often poorly understood tool, particularly in fragile states where country risk is often high. In practice, the asymmetry of information regarding investor expectations, risk mitigation strategies, need for reinvestment in infrastructure, at least slows down, and at worst, prevents the successful negotiation of the development of badly needed roads, ports, electrical generation and transmission facilities, and water and sanitation projects.

Relationship to CAS/CPS/CPF

As the Infrastructure Management Tool shall be applied globally there is no particular relationship to one CAS/CPS/CPF.

II. Project Development Objective(s)

Proposed Development Objective(s)

Improvement of the understanding of infrastructure design, financing and management in fragile states and situations.

Key Results

- Pilot online courses in infrastructure management including public participation. It will also be ensured that the toolkit is consistent with the principles of the World Bank's Safeguards policies as they apply to fragile and conflict-affected situations (e.g. sufficient budget for identification and management of environmental and social risks, avoidance of resettlement, resettlements are appropriately compensated, ensure public safety from constructions etc.).
- Workshop to gather feedback from users on proposed courses.
- Portal for global sources on success stories, expertise and other material on infrastructure design and management.
- First testing in Afghanistan.

III. Preliminary Description

Concept Description

ISE has developed a methodology for developing manuals and toolkits. The core of the ISE team was originally based at the World Bank and developed toolkits for the World Bank community and partner governments internally. ISE now develops manuals and toolkits for multiple stakeholders including governments and development partners, including private sector and citizens.

For this knowledge product, ISE will follow the following steps:

- (1) Refine and further develop its existing draft infrastructure manuals based on expert feedback;
- (2) Identify existing materials and where appropriate draft additional materials for two particular areas of emphasis – managing the infrastructure process in fragile states and citizen engagement;
- (3) Build an online portal and pilot self-instruction component;
- (4) Hold a workshop/ conference to provide input to and launch the product.

For the production of its manuals, ISE draws on the expertise of its “network of networks” including partner organizations with relevant expertise, and contributors in the development and review of the same. Within that network, ISE is fortunate to have individuals who have extensive experience in the development of e-government and interactive platforms designed to address broad societal needs. ISE will draw on these resources in the development of the Infrastructure Portal.

There are numerous sites which publish material, provide forms of self-instruction, and/or encourage the development of online community around a given topic. There is, based on ISE research, no portal focused on infrastructure PPPs in LICs, providing self-taught content. ISE’s direct experience in the field, including in Afghanistan, South Sudan, Kosovo, Haiti, East Timor, Nepal, Guinea Bissau, Burundi, Liberia, and Lebanon, in developing manuals and training for leaders and managers in fragile states, and access to world class online development experts will allow for the creation of such a portal.

ISE will use both in person and virtual methods to make the learning tools available to the broader community of interest in infrastructure investment. ISE will use its existing network of collaborating organizations, to include, but not limited to, the g7+, regional development banks, host nation governments in Africa, Southwest Asia and Latin America, and other NGOs and bilateral development organizations such as DFID, Norad and DFAT with whom ISE continues to collaborate. In addition, the ISE communications team will use its knowledge to disseminate the value of the portal.

ISE’s core team members are frequent speakers at WBG, international conferences and other events. They will use those occasions to highlight the implementation of the ten governmental functions in a broadly accessible format.

In addition, ISE will host a conference of practitioners of gathering input and implementing infrastructure and public private partnerships in fragile states with a focus on citizen participation to both gather lessons learned, but also to conduct rapid development of a prototype and gather feedback on its efficacy.

ISE also functions as a network of networks and partners with a broad range of relevant partners for its work. For the infrastructure manual, ISE will partner with CGLA Infrastructure who have a long track record in producing knowledge and convening conferences for infrastructure including the Global Infrastructure Forum. ISE will also identify other partners to ensure dissemination and outreach of this product.

IV. Safeguard Policies that Might Apply

Safeguard Policies Triggered by the Project	Yes	No	TBD
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Environmental Assessment OP/BP 4.01		X	
Natural Habitats OP/BP 4.04		X	
Forests OP/BP 4.36		X	
Pest Management OP 4.09		X	
Physical Cultural Resources OP/BP 4.11		X	
Indigenous Peoples OP/BP 4.10		X	
Involuntary Resettlement OP/BP 4.12		X	
Safety of Dams OP/BP 4.37		X	
Projects on International Waterways OP/BP 7.50		X	
Projects in Disputed Areas OP/BP 7.60		X	

V. Financing (in USD Million)

Total Project Cost:	0.1403	Total Bank Financing:	0
Financing Gap:	0		
Financing Source			Amount
Public-Private Infrastructure Advisory Facility			0.1403

VI. Contact point

World Bank

Contact: Daniela Henrike Klau Panhans

Title: Senior Operations Officer

Tel: 5327+6823 /

Email: dklaupanhans@worldbank.org

Borrower/Client/Recipient

Name: Institute for State Effectiveness

Contact:

Title:

Tel:

Email:

Implementing Agencies

Name: Institute for State Effectiveness

Contact:

Title:

Tel:

Email:

VII. For more information contact:

Public Disclosure Copy

The World Bank
1818 H Street, NW
Washington, D.C. 20433
Telephone: (202) 473-1000
Web: <http://www.worldbank.org/projects>

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